



# United States Coast Guard Operational Posture 2024

October 2024

Washington D.C.



U.S. Coast Guard

# DEPUTY COMMANDANT FOR OPERATIONS



I am pleased to present the inaugural United States Coast Guard Operational Posture.

The United States Coast Guard, serving our nation for more than 230 years, is responsible for a multitude of maritime safety, security and stewardship services, missions, and engagements on all seven continents.

The demands and challenges requiring Coast Guard services are changing and increasing with the nation's needs. From the stewardship of the nation's waterways to addressing geopolitical and geographic challenges to responding in a changing climate, the Coast Guard maintains an optimal mission-ready posture to prevent, prepare for and respond to maritime events.

This posture statement informs all audiences about the U.S. Coast Guard's operational priorities, initiatives, requirements and future challenges across its missions and geographic regions. It conveys how we are "Advancing Mission Excellence" in accordance with the 2022 Coast Guard Strategy and the Department of Homeland Security (DHS) Strategic Plan. This posture statement serves as a window into the breadth and depth of the Coast Guard's commitments and how it is posturing our workforce, capabilities, and assets to deliver operational services that best serve the American people.

Semper Paratus,

A handwritten signature in blue ink, reading "Peter W. Gautier".

VADM Peter W. Gautier

## **Operating Environment**

Coast Guard operations have never been more important. Ninety percent of global trade moves by sea and more than twenty percent of the world's population is dependent upon the ocean as their primary food source. Global tensions in the maritime domain are increasing in the face of territorial disputes and strategic competition. From the South China Sea to the Red Sea, oceans and waterways are increasingly contested as adherence to global rules decays. The U.S. and others contend with shared maritime challenges including climate change, maritime migration, illegal, unreported, and unregulated fishing (IUUF), terrorism, transnational organized crime, and renewed strategic power competition.

The maritime domain is rapidly changing. Waterways use is increasing, with more diverse maritime activity in more areas of the planet, evolving commerce and supply chains, growing reliance on information technology, shifting sources of propulsion energy, accelerated use of autonomous systems, and major investments in offshore renewable energy and commercial space activities. Tensions between efforts to increase capacity and reduce environmental footprint, as well as to increase competitiveness and strengthen resilience, creates complexity in technology, operations, relationships, standards, and challenges for our workforce.

The U.S. government, agency partners, industry and non-governmental organization stakeholders, and our international allies and partners increasingly look to the U.S. Coast Guard to meet the challenges. Our special combination of authorities and capabilities, and a culture of leadership, professionalism, and action make us the right organization to advance values-based maritime governance globally, while we serve the American public at home. The value of the Coast Guard in offering a solution to the many common maritime-related problems we face drives increasing demand for our services. Fulfilling our commitments to meet that demand requires expanding our existing mission support capabilities, including investing in our expeditionary logistics enterprise.

As mission demands grow, the Coast Guard is experiencing a historic workforce shortage across the active duty, Reserve, and civilian ranks. We require increasing leadership and technical proficiency across our ranks during a period of changing workforce dynamics within the U.S. that is fundamentally challenging our operational and personnel readiness. The Service continues to undergo a generational recapitalization and modernization of assets, including cutters, boats, aircraft, C5I systems, and shore infrastructure. We are also experiencing historic shortfalls in maintenance funding and a shrinking military industrial base that impact material readiness of our assets. Mission demands drive us to address challenges in cyberspace and advance use of information and data. These bring new and better capabilities to deliver services but require different approaches to operations and sustainment.

## **Guiding Principles**

The Coast Guard is at a strategic inflection point as we confront increasing demands, build and operate the fleet and systems of the future, and gain clarity on the challenges of sustainment. Our current shortfalls in personnel and material readiness create an imperative for action to adjust force structure and posture and operate differently to generate necessary operational effects. A disciplined allocation of our finite resources is essential to achieve the operational objectives outlined in the Coast Guard Strategy, DHS Strategic Plan, National Security Strategy, and other

national, departmental, and Service strategic documents. Following are the principles that guide our operational priorities and investments.

- Balancing current operations with future readiness is critical to ensure sustainability of Coast Guard forces. We will allocate our finite resources as informed by capacity, readiness, and capability towards the most beneficial outcomes.
- Our value to the nation is in strengthening global maritime governance. We will balance Coast Guard posture to emphasize countering strategic competitors and our primary responsibility - securing and defending the homeland and the marine transportation system.
- Given current shortfalls in personnel and material readiness, we will adjust force structure and posture to maximize operational effectiveness while maintaining a high level of support for our people, platforms, and infrastructure.
- We will employ our resources holistically to achieve desired outcomes. This includes resourcefully employing adaptive force packages of assets, teams, and personnel to respond to growing demands.
- We are evolving an operational approach leveraging intelligence, information, and improved maritime domain awareness to shift from “patrol and interdict” to “target and interdict.”
- We will integrate mission support into the planning process in advance of operations as a key element of readiness.

### **Operational Posture**

The Coast Guard will posture forces according to the following missions and regions.

#### **Mission Execution**

As a component within the Department of Homeland Security, mission execution in the homeland— providing services directly to the American People – is the Service’s highest priority.

#### **The Marine Transportation System**

Our foremost responsibility within the homeland is ensuring the safety, security, and stewardship of the U.S. marine transportation system (MTS). The MTS, which encompasses approximately 25,000 miles of navigable channels, 3,500 marine terminals in 361 commercial ports, 250 locks and 20,000 bridges, facilitates the movement of more than \$500 billion in trade resulting in \$4.6 trillion of economic activity annually and is vital to U.S. economic and national security. We are committed to leading, coordinating, and synthesizing missions with state and local authorities to assure the safety, security, and stewardship of the marine transportation system.

Our comprehensive approach encompasses:

- Enabling commerce through ports, the Great Lakes, and Western Rivers, and offshore,
- Maintaining aids to navigation,
- Providing domestic icebreaking,

- Ensuring safety and environmental compliance, and,
- Enhancing port and coastal waterway security.

### Search and Rescue (SAR)

Search and Rescue is an enduring, no-fail mission that is deeply ingrained in the Coast Guard's identity. As it remains a top priority, technical advances now allow us to perform the mission more effectively and with fewer resources. Some elements of our SAR system have redundant capacity, while others have shortfalls. We will prioritize areas where the Coast Guard has unique capability, such as in coordination of the overall SAR system and execution of SAR offshore and in heavy surf conditions, while deemphasizing areas where others have capability. We will enhance efficiency and effectiveness in SAR by employing emerging technology and advance efforts that reduce the need for SAR, especially for passenger and commercial fishing vessels.

SAR capability will be sustained and improved by the transition of our rotary wing helicopter fleet from a mixed MH-65 and MH-60 fleet to an all MH-60 fleet, and by completing the transition from HC-130H to the more capable HC-130J long range, fixed wing maritime patrol aircraft. The potential for employing unmanned systems in SAR and other missions holds great promise and is being examined through the objectives of the Coast Guard Unmanned Systems Strategic Plan.

Service-wide personnel shortages have required adjusting the workload across our small boat stations through the Force Alignment Initiative, which began in 2023. This has resulted in temporarily modifying station force structure and new concepts of operations to assure that we continue to achieve SAR standards for response to mariner distress. These concepts will continue to evolve to enhance SAR while we restore our workforce levels.

### Marine Safety

The Coast Guard is reinforcing actions to be “brilliant at the basics” that strengthen marine inspection, investigation, Vessel Traffic Services, waterways management, and aids to navigation. Efforts continue to implement the Prevention Readiness Initiative's Action Plan, our comprehensive marine safety strategy to progressively expand capacity, modernize training, leverage cutting-edge technologies, and implement mitigation strategies to reduce enterprise risk.

The Coast Guard is anticipating and responding to novel uses of the MTS in close collaboration with maritime stakeholders. This includes emerging areas such as autonomous vessels, offshore renewable energy installations, and alternative vessel fuels. In the absence of existing standards, we are implementing case-specific design basis agreements to ensure safety and security of autonomous vessels and operations in the space launch and recovery industry. The same applies for new vessels powered by alternate fuels as global shipping converts tonnage to comply with an international mandate for net-zero emissions from ships by 2050, a goal supported by U.S. participation at the International Maritime Organization. The Service is working closely with maritime stakeholders to establish offshore fairways in every U.S. region, providing for safe vessel navigation as more areas are set aside for offshore wind leasing.

As MTS users employ increasingly complex technology, the Coast Guard will adjust posture to operationalize National Centers of Expertise (NCOE) that can leverage expertise and talent to ensure advancements are safe and secure without stifling innovation. We are also implementing quality management systems to ensure a common compliance approach. The Coast Guard is in the early phase of recapitalizing an aging fleet of inland aids to navigation tenders with new

Waterways Commerce Cutters, crucial to maritime commerce in our inland river system. These investments are central to maintaining service delivery in an increasingly complex MTS.

### Port, Waterways, and Coastal Security

The Coast Guard's force posture for this mission was configured for the post 9/11 security environment and the Coast Guard is examining approaches to optimize our capabilities to meet emerging threats. For example, the proliferation of drones poses a growing risk to the MTS and we will continue to employ our counter-UxS technology in conjunction with DHS and other partners to prepare for this threat. We are also taking steps to ensure that our deployable specialized forces are configured for their role as threats and operational needs evolve.

### Defense Readiness

We are increasing attention on the Coast Guard's defense readiness mission given the increasing threat posed by nation-state competitors. Through integration with Department of Defense efforts, refreshing defense-related plans, and preparedness exercises, we are sharpening readiness to support homeland defense requirements and force deployment commitments for major overseas contingencies. We continue to meet our commitments to North American Aerospace Defense Command (NORAD) for National Capital Region and deployable Rotary Wing Air Intercept and we are adjusting the structure of our Port Security Units (PSU) to address Reserve workforce shortages. We are also integrating PSU elements with DoD expeditionary units to increase their deployment readiness.

### Incident Management and Crisis Response

Management of large, complex incidents is a central Coast Guard competency. Employment of this capability enables success for the most consequential crises and events, builds trust, and supports DHS. However, the Coast Guard does not have a large contingency capacity "in garrison" for emergencies. We will continue to strengthen Coast Guard incident management capacity and proficiency to meet increasing demand, including in the Reserve workforce. The Coast Guard continues to respond to stakeholder requests for assistance for incident management while we prioritize incidents with a Coast Guard nexus and prevent overextending Coast Guard resources.

### Migrant Interdiction

Central to border security and U.S. sovereignty, Migrant Interdiction Operations preserve safety of life at sea and deters, prevents, and responds to irregular migration, including the risk of mass maritime migration in the Caribbean. Migrant ventures by sea are routinely rooted in human trafficking and smuggling attempts that jeopardize human life for financial gain. This is a steady state and enduring mission that ebbs and flows based on a variety of factors. The Coast Guard will deploy cutters and aircraft, and adaptive force packages where practical, sufficient to interdict migrant ventures, save lives, and deter maritime migration. We continue to prepare with partners to respond to a mass migration to mitigate a national crisis. We are also integrating new technology to better anticipate, detect, deter, and interdict migrant ventures.

### Cybersecurity

The Coast Guard continues to strengthen capabilities and advance activity to defend our enterprise mission platforms and protect the MTS from cyber threats, as well as operate in cyberspace. Coast Guard Cyber Command is generating three Cyber Protection Teams that

deploy globally to conduct missions in support of MTS partners of various size, functions, and expertise. We are also building a Cyber Mission Team to engage in full-spectrum cyberspace operations as a component of U.S. Cyber Command. The 2024 Executive Order on Amending Regulations Relating to the Safeguarding of Vessels, Harbors, Ports, and Waterfront Facilities of the United States equipped the Coast Guard with expanded authority to prevent and respond to cyber threats to the MTS. The Service is also advancing cybersecurity requirements for the MTS through the first regulation of its kind among federal Sector Risk Management Agencies. We continue to work closely with the Cybersecurity and Infrastructure Security Agency (CISA) and U.S. Cyber Command and leverage partnerships in the protection of cyber systems.

### Living Marine Resources (LMR)

The Coast Guard performs domestic LMR operations to preserve U.S. natural resources as part of a broader multi-mission offshore presence. We will increasingly favor shore-based law enforcement teams and our patrol boat fleet, supported by maritime domain awareness sensors, to ensure we best match this mission.

### Geographic Operating Areas

#### Indo-Pacific

The Indo-Pacific is a top regional priority given its geostrategic importance, criticality to global trade, and the threat contesting a free, open, and rules-based maritime commons.

It encompasses Hawaii, the U.S. territories of Guam, the Commonwealth of Northern Mariana Islands, and American Samoa, and features a unique national security relationship with the Compact States in Free Association with the U.S. The Coast Guard is prioritizing the deployment of National Security Cutters (NSC) to the Western Pacific, while maintaining operations of Fast Response Cutters and buoy tenders in Oceania. Relocating the 270-foot cutter USCGC *Harriet Lane* to the Indo-Pacific provides additional major cutter capacity in the Pacific Islands.

We continue to support combating predatorial fishing practices in the Indo-Pacific. We are expanding our presence and cooperation in Southeast and South Asia, with a focus on advising, training, deployment, and capacity building. The Coast Guard is building combined operations, with like-minded nations, and in coordination with Department of State and Department of Defense, to reinforce America's commitment with a growing group of partners to a peaceful and sustainable maritime commons.

The Coast Guard is deploying specialized forces, training teams, and other capacity-building assets as direct investments in this region. These agile and highly capable teams are invaluable in supporting the increasing requests for Coast Guard assistance from allies seeking to develop their own abilities to advance their sovereignty, police Exclusive Economic Zones (EEZs) and protect their natural resources from unlawful exploitation. Engagements in Oceania, where the Coast Guard is building bilateral and multilateral relationships, is a priority. Enhancing the capacity of regional Coast Guards empowers them to directly counter malign influence, enforce their laws, and address their priority interests such as climate change in a collaborative manner tailored to each individual nation's specific needs.

The Coast Guard intends to grow capability in the Indo-Pacific to advance national strategies. Funding for expanded Indo-Pacific operations, cutters and support, deployable teams of experts, as well as liaison officers, attaches, legal support, and foreign engagement personnel foster

enhanced cooperation, forge new strategic partnerships, and help reinforce an international rules-based order.

### Polar Regions

Operating in polar regions is an enduring priority. As the Nation's primary maritime presence in high-latitude regions, the Coast Guard provides full-mission services to the American people in the U.S. Arctic, protects our sovereign interests, and advances peaceful, stable, prosperous, and cooperative regions. We continue to identify ways to "expand U.S. engagement and leadership, pursue new partnerships and arrangements that advance shared interests, and prepare for increased and evolving activity in these regions," in accordance with the National Strategy for the Arctic Region. We will prioritize delivery of Coast Guard services to the U.S. Arctic and develop new operational approaches and mission support models to achieve desired results differently, achieving maximum effect.

The Coast Guard faces gaps in capability that challenge our ability to operate reliably and meet mission needs. Our goal of persistent presence in the Arctic and seasonal Antarctic presence requires a fleet mix of eight icebreakers (including both heavy and medium). Today we rely on an aging and limited ice-breaking fleet. While we will continue to sustain the nation's sole heavy and medium icebreakers, USCGC *Polar Star* and USCGC *Healy*, the Polar Security Cutter fleet remains a top acquisition priority for the Coast Guard. Acquisition of a commercial icebreaker with funds provided in the Coast Guard's Fiscal Year 2024 appropriation will add vital near-term Arctic cutter capacity. The Offshore Patrol Cutter will be crucial for maintaining persistent maritime presence in the Gulf of Alaska and the Bering Sea. Support from long-range aviation assets and increasing space-based capability are force multipliers in these austere environments, and we will leverage our HC-130 fleet and partnerships with DoD and commercial space providers to do this.

Arctic. We continue to strengthen maritime safety, security, and stewardship in Alaska and the U.S. Arctic through Operation Arctic Shield, including persistent cutter presence and rotary wing aircraft positioned seasonally at forward locations for SAR, law enforcement, and security missions. We continue to "meet presence with presence" along the U.S.-Russia maritime boundary line through Operation Chukchi Guardian and Operation Frontier Sentinel to address the increasing frequency of Russia-China combined surface action groups in and near the U.S. EEZ around the Aleutians. USCGC *Healy*'s Arctic deployment in 2023 included research activities and multiple engagements with other Arctic nations and demonstrated the value a Coast Guard ice breaker can deliver on America's strategic goals. In the Atlantic Arctic, the Coast Guard maintains a leadership role in multi-lateral exercises to deepen relationships and interoperability with allies and partners.

Sustaining engagement in institutions for Arctic cooperation remains a high priority. The Coast Guard remains a principal member of the Arctic Coast Guard Forum, the North Atlantic Coast Guard Forum, and the North Pacific Coast Guard Forum. Our participation reinforces responsible maritime governance in the region. The Coast Guard also supports the Arctic Council through the State Department, and we will continue to advance SAR and environmental response planning and preparedness. Maritime traffic through the Bering Strait and Northern Sea Route is increasing because of receding sea ice together with Russia's changing economic factors in the wake of their invasion of Ukraine. This poses environmental risk in a remote and inhospitable region. The Coast Guard tracks vessel movements in this area and will continue to enhance spill response preparedness with partners. Additionally, through partnerships with Alaskan communities and other federal partners, the Coast Guard will continue to build



resilience to the impacts of climate change to conserve critical Arctic maritime ecosystems.

Antarctic. The U.S. priority for Antarctica remains maintaining “a continent reserved for peace and science in accordance with the provisions of the Antarctic Treaty of 1959.”<sup>1</sup> The Coast Guard supports the State Department’s leadership in meeting Antarctic Treaty provisions through operations of our one heavy ice breaker, USCGC *Polar Star*, which provides U.S. maritime presence seasonally in the Antarctic region. We will continue to operate USCGC *Polar Star* to ensure resupply of McMurdo Station in support of the National Science Foundation activities there and at the South Pole. While the Coast Guard’s capability to support Antarctic operations is limited, we will leverage opportunities to embark officers on partner nation vessels operating in Antarctica to demonstrate commitment to upholding the Antarctic Treaty System.

### Western Hemisphere

The Coast Guard invested significantly in building capacity and presence with allies and partners within the Western Hemisphere to counter the threat of transnational criminal organizations (TCOs) that undermine national sovereignty and rule of law. However, maritime cocaine flow to the U.S., illegal trafficking of fentanyl, other synthetic opioids, and pre-cursor chemicals are increasing, contributing to a nationwide overdose epidemic. This is an enduring challenge, and the Coast Guard will maintain its commitment to prevent and disrupt TCOs conducting their criminal activities but will balance commitment of major Coast Guard assets considering other mission and regional demands. We will continue to augment major cutter allocation with FRCs, unmanned systems, and partner nation collaboration to achieve effects. We will maximize employment opportunities by conducting a mix of missions such as counter drug and combating illegal, unreported and unregulated fishing when appropriate.

Supporting partner nation capacity continues to pay dividends as their interdictions are increasing within their own territorial seas and exclusive economic zones. Both the Caribbean and Eastern Pacific are under continual threat by TCOs, and IUUF threats continue to emerge as a challenge, particularly in the Eastern Pacific around the Galapagos and territorial waters of partner nations that struggle to provide capabilities to protect their own EEZs.<sup>2</sup> Coast Guard presence – cutters, aircraft, and law enforcement detachments – serve as an enforcement mechanism and deterrent to the illicit activity that contributes to corruption and instability throughout the Western Hemisphere.

### Caribbean

While most attention is on Southwest U.S. border for migration, the maritime-based Southeast border, which extends from Florida to the U.S. Virgin Islands and Puerto Rico, continues to require presence and focused operations. The unstable conditions in Haiti, and various socio-economic factors in Venezuela and Cuba, continue to serve as push factors for hazardous maritime migration attempts across the Caribbean Sea and Florida Straits. In 2022, maritime flows of Cuban and Haitian migrants surged to the highest levels seen since the mass migration events in the mid-1990s. Although migrant flows have reduced, crisis conditions in Haiti and Cuba may drive major spikes in migration with little warning, driving the effort of DHS Homeland Security Task Force Southeast. Based in Miami and directed by the Coast Guard, this

---

<sup>1</sup> *National Security Strategy* (2022): pp 45.

<sup>2</sup> *United States. U.S. Southern Command, “The United States Southern Command Posture Statement”* (2023)

standing task force is activated during moments of increased irregular migration attempts in this region and serves as a fusion center for a whole-of-government approach to deter and respond to mass migrations in the Caribbean. The Coast Guard will continue to prioritize the allocation of forces to respond to security challenges in this region to deter irregular migration and demonstrate the United States' commitment to prevent the potential loss of life from a maritime mass migration.

Coast Guard has commenced a phased establishment for Station U.S. Virgin Islands. The station will be equipped with enhanced port waterways and coastal security capabilities as well as two 33-foot response boats with pursuit crews. These assets, as well as Fast Response Cutters, Deployable Specialized Forces, and the conversion of the Coast Guard's aging MH-65 Dolphin helicopter fleet to the larger and more capable MH-60 Jayhawk aircraft will provide enhanced response and endurance in the region.

### Eastern Pacific

While facing similar problem sets to those in the Caribbean, the Eastern Pacific brings different geo-strategic considerations and requires different capability and logistical support. The Coast Guard will maintain engagements and operations aligned with U.S. objectives to counter TCO threats and activities that undermine national sovereignty and rule of law, and that foster regional instability and migration. We continue to provide Coast Guard deterrent presence. However, with declining major cutter and maritime patrol aircraft availability, we will increasingly employ fast response cutters, ocean-going buoy tenders, and adaptive force packages supported by expeditionary logistics. As a trusted broker for international cooperation, the Coast Guard's 24 agreements with partner nations include reciprocal ship-rider programs. We will continue to leverage these agreements in the counter drug mission while expanding them with partner nations to combat IUUF. Additionally, we remain committed to supporting the Mexican Navy as they expand their Captain of the Port authorities through increased information sharing, joint training and exercises, and capacity building engagements. This expanded partnership will enhance maritime governance in the Western Hemisphere and contribute to the fight against illicit trafficking of fentanyl and precursor chemicals through Mexican ports into the U.S.

To counter IUUF, the Coast Guard will continue boardings and overflights within the South Pacific Regional Fisheries Management Organization (SPRFMO) Convention Area, implementing newly adopted rules in an area which comprises nearly a quarter of the Earth's high seas. The Coast Guard also participates in joint and regional multinational exercises and will build on the successes of recent operations with measured investment of assets to increase cooperation in combatting IUUF threats and build enhanced maritime governance in an enduring manner throughout the region.

### Atlantic Basin

The Atlantic Basin, stretching from Africa to the Caribbean and encompassing the South American coasts of Brazil and Argentina, is a strategic crossroads incorporating the equities of four continents. It consists of a coalition of willing partners to protect maritime sovereignty and the international rules-based order. This order is increasingly threatened by shifting flows of illicit drugs from South America to Africa and Europe as well as long-distance fishing fleets that threaten the fishing stocks of regional nations. The ultimate success of national strategic objectives rests on the ability of international partners to effectively govern their own territorial waters, exert appropriate authority over their own EEZs, and contribute to the management of international waters under international law. The Coast Guard's priority in this region remains

building multilateral commitments to maritime governance. Working with AFRICOM and the U.S. State Department, the Coast Guard will continue to leverage theater security cooperation and capacity building with partners to protect their sovereignty and resources. The Coast Guard will conduct periodic engagements with both major cutters and deployable teams and individuals to support counter-IUUF and counter-piracy while enhancing maritime governance regimes. Coast Guard participation in joint operations advances collective resolve to maritime governance. Growing and fostering multilateral commitments that formalize collective interests and forge lasting relationships will provide the greatest results with modest investment.

### Middle East and Europe

While strategic competition with China remains the pacing threat for the United States, Russia's invasion of Ukraine and regional violence surrounding the October 2023 Hamas terrorist attack on Israel and the war in Gaza demonstrate deep threats to U.S. national interests in these regions. In the Middle East, Coast Guard Patrol Forces Southwest Asia (PATFORSWA) units fulfill a critical role in U.S. Central Command (CENTCOM) operations in contested waters around the Arabian Peninsula. Six recently commissioned Fast Response Cutters homeported in Bahrain will provide support to CENTCOM missions, including interdicting vessels smuggling weapons and narcotics to the Arabian Peninsula. We will likewise continue to deploy Advanced Interdiction Teams—highly trained units from our Deployable Specialized Forces community—to the region to counter illicit maritime activity alongside our DoD and allied partners. When practicable, we will support U.S. European Command (EUCOM) and CENTCOM Theater Security Cooperation (TSC) efforts to enhance maritime governance capability and capacity with deployable teams and military-to-military engagements. Coast Guard Activities Europe will continue to provide regulatory expertise and support for international cooperation engagements that promote a safer and more secure global MTS.

### Conclusion

The Coast Guard is committed to enhancing maritime governance and preserving the nation's maritime safety, security, and prosperity. We accomplish this through our talented workforce, judicious application of our expansive authorities, and professional operations across our broad missions. Our present resourcing challenges and the increasing complexity of our missions and operating environments demand action, innovation, and strategic foresight to secure future success. Our Commandant recognizes these imperatives and is leading a Service-wide effort to address them. With this effort and the operational posture and investment priorities highlighted above, the Coast Guard is and will remain *Semper Paratus*—always ready to serve the American people.