



Department of Homeland Security Office of Inspector General

Annual Review of the United States Coast Guard's Mission Performance (FY 2008)





Homeland
Security

NOV 16 2009

Preface

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the department.

This report addresses the annual review of the U.S. Coast Guard's mission performance, as required by the *Homeland Security Act of 2002*. It is based on interviews with employees and officials of relevant agencies and institutions and a review of applicable documents.

We trust this report will result in more effective, efficient, and economical operations. We express our appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in cursive script that reads "Richard L. Skinner".

Richard L. Skinner
Inspector General

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Abbreviations

DHS	Department of Homeland Security
DOG	Deployable Operations Group
FY	Fiscal Year
GAO	Government Accountability Office
OIG	Office of Inspector General

OIG

*Department of Homeland Security
Office of Inspector General*

Executive Summary

This report presents our annual review of the U.S. Coast Guard's mission performance as required by the *Homeland Security Act of 2002*. To address this Act's requirements, we reviewed the Coast Guard's performance measures and results for each non-homeland security and homeland security mission, as well as resource hours used to perform the various missions from Fiscal Years 2001 through 2008.

Although we did not verify the accuracy of Coast Guard data, the data show that for the seventh consecutive year the Coast Guard, in fiscal year 2008, dedicated more resource hours to homeland security missions than non-homeland security missions. The data also show that the gap between homeland security and non-homeland security resource hours is narrowing. Coast Guard performance measurement information shows that it met more non-homeland security mission performance measures than homeland security measures. Coast Guard-provided budget projections for Fiscal Year 2009 show a narrowing of the gap between homeland security and non-homeland security missions.

This report contains no recommendations. The Coast Guard had no comments to the report. A copy of the Coast Guard's response is attached at Appendix B.

Background

Coast Guard Missions. Section 888 of the *Homeland Security Act of 2002 (Act)*, Public Law 107-296, dated November 25, 2002, directs the Inspector General to conduct an annual review that assesses the performance of all the Coast Guard missions, with a particular emphasis on non-homeland security missions. This Section also defines the Coast Guard's 11 statutory missions as either non-homeland security missions or homeland security missions, as follows:

Non-Homeland Security Missions

- Marine Safety
- Search and Rescue
- Aids-to-Navigation
- Living Marine Resources
- Marine Environmental Protection
- Ice Operations

Homeland Security Missions

- Ports, Waterways, and Coastal Security
- Drug Interdiction
- Migrant Interdiction
- Defense Readiness
- Other Law Enforcement

In addition, Section 888 of the *Act* prohibits the Secretary from substantially or significantly reducing any of the Coast Guard's missions or its capability to perform those missions, subsequent to the transfer of the Coast Guard to the Department of Homeland Security (DHS).

Resource Hours. The Coast Guard uses resource hours—generally, the number of flight hours (for aircraft) and underway hours (for boats and cutters) used to carry out a specific mission—to determine the amount of time that is expended on each of its non-homeland security and homeland security missions. During our review, we obtained data on the total number of resource hours reported by the Coast Guard from a baseline of pre-September 11, 2001 data, through Fiscal Year (FY) 2008. The Coast Guard-calculated baseline is an annual average of resource hours based on eight FY quarters preceding September 11, 2001. We did not, however, verify the resource hour data reported by the Coast Guard, nor did we validate whether the Coast Guard accurately

classified resource hours used for each mission. We assessed total resource hours for the 11 individual missions in order to identify the changes in each.

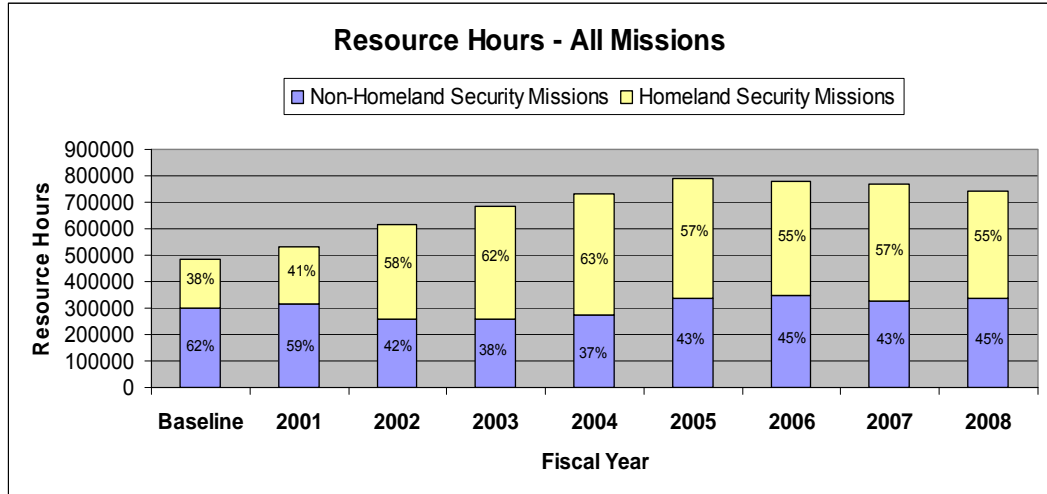
Performance Measures and Results. The Coast Guard's performance is measured as part of the DHS Performance Management Framework, which ties DHS' goals and objectives to its mission-oriented programs. Program performance goals are reported in terms of their associated performance measures, which express tangible and measurable objectives against which actual achievements can be compared.

Results of Review

Although we did not verify the accuracy of Coast Guard data, the data show that for the seventh consecutive year the Coast Guard, in FY 2008, dedicated more resource hours to homeland security missions than non-homeland security missions. The data also show that the gap between homeland security and non-homeland security resource hours is narrowing. Coast Guard performance measure information shows that it met more non-homeland security mission performance measures than homeland security measures. Coast Guard-provided budget projections for Fiscal Year 2009 show a narrowing of the gap between homeland security and non-homeland security missions.

Resource Hours for Non-Homeland Security and Homeland Security Missions

Prior to FY 2001, the majority of resource hours were dedicated to non-homeland security missions; however, since FY 2002, the majority of resource hours have been dedicated to homeland security missions, as illustrated in the following chart



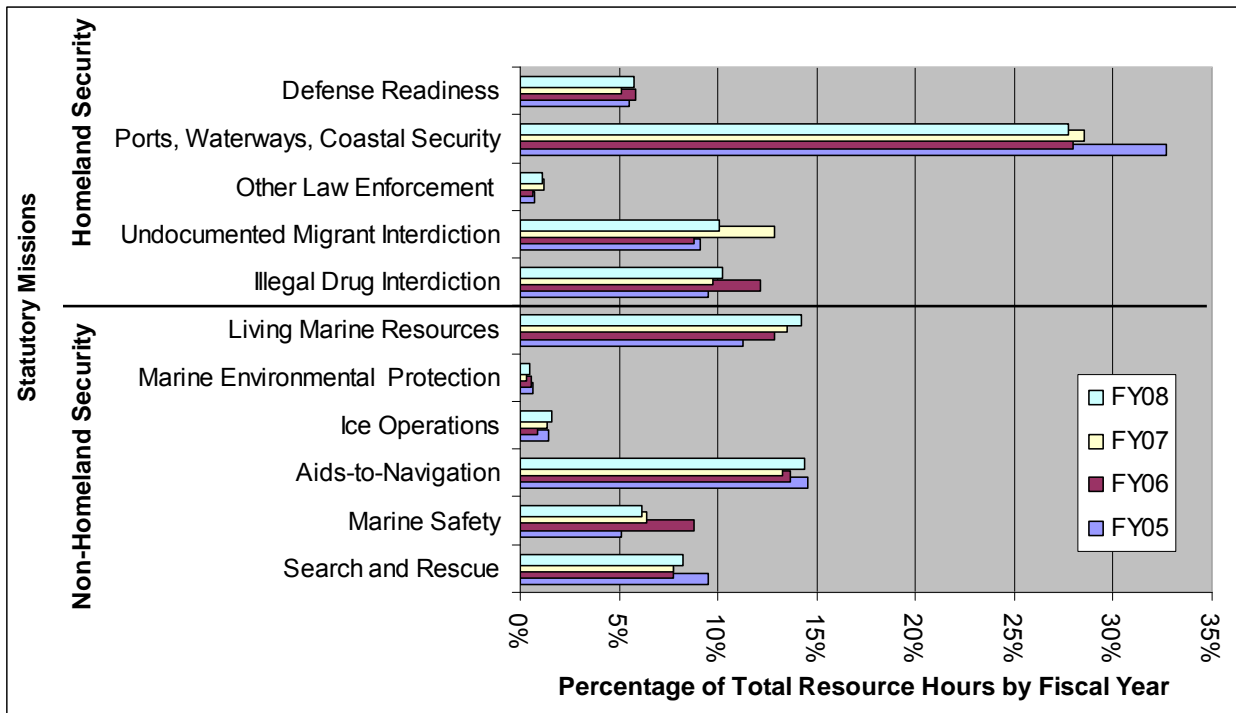
The Coast Guard data also show that the gap between resource hours for homeland security versus non-homeland security missions is narrowing from a 26% difference in FY 2004 (63% of resource hours used for homeland security missions versus 37% for non-homeland security missions) to 10% for FY 2008. Total Coast Guard-reported resource hours, composed of the number of flight hours (for aircraft) and underway hours (for boats and cutters) used on a specific mission, dropped for the third straight year to 742,386 in FY 2008, declining more than 3.5% compared to 770,716 in FY 2007. Of that total in FY 2008, non-homeland security resource hours increased to 334,901, increasing 1.9% compared to 328,617 the previous year. In contrast, homeland security resource hours declined significantly to their lowest level since FY 2002 at 407,485 in FY 2008, decreasing 7.8% compared to 442,099 the previous year.

The following table shows that the largest percentage of all Coast Guard resource hours was utilized for the Ports, Waterways, and Coastal Security mission, accounting for 27.7% of total resource hours for FY 2008.

TABLE 1

Mission	FY 05 Hours	% of Total Mission Hours	FY 06 Hours	% of Total Mission Hours	FY 07 Hours	% of Total Mission Hours	FY 08 Hours	% of Total Mission Hours
Non-Homeland Security								
Search and Rescue	74,974	9.52%	59,914	7.74%	59,999	7.78%	61,321	8.27%
Marine Safety	40,123	5.09%	68,277	8.82%	49,379	6.41%	45,794	6.16%
Aids-to-Navigation	114,469	14.53%	105,566	13.64%	102,088	13.25%	106,638	14.37%
Ice Operations	11,398	1.45%	6,877	0.89%	10,230	1.33%	11,938	1.61%
Marine Environmental Protection	5,199	0.66%	4,509	0.58%	2,628	0.34%	3,441	0.46%
Living Marine Resources	88,712	11.26%	99,850	12.90%	104,293	13.53%	105,769	14.24%
Sub- Total	334,875	42.51%	344,993	44.57%	328,617	42.64%	334,901	45.11%
Homeland Security								
Illegal Drug Interdiction	74,678	9.48%	94,116	12.16%	75,175	9.75%	75,892	10.23%
Undocumented Migrant Interdiction	71,800	9.11%	67,936	8.78%	98,899	12.83%	74,918	10.09%
Other Law Enforcement	5,794	0.74%	5,112	0.66%	9,213	1.20%	8,272	1.11%
Ports, Waterways, Coastal Security	257,411	32.68%	216,595	27.98%	219,662	28.50%	205,715	27.71%
Defense Readiness	43,182	5.48%	45,360	5.85%	39,150	5.08%	42,688	5.75%
Sub-Total	452,865	57.49%	429,119	55.43%	442,099	57.36%	407,485	54.89%
Total	787,740	100.00%	774,112	100.00%	770,716	100.00%	742,386	100.00%

The percentages of total hours by statutory mission areas are illustrated in the following graph.



Summaries of each non-homeland security mission and homeland security mission are included in appendices C and D, respectively.

Coast Guard's Mission Performance

The Coast Guard reported that it met 12 of its 25 performance measures in FY 2008, including meeting 7 of 12 non-homeland security performance measures and 5 of the 13 homeland security performance measures. Of the 25 performance measures for FY 2008, 17 were new, including 8 new measures for non-homeland security missions and 9 new measures for homeland security missions. The following table summarizes the Coast Guard's success in meeting its performance measures and highlights its performance in meeting the new measures.

TABLE 2

Mission	Number of Performance Measures in FY 2008	Number of Performance Measures Met in FY 2008	Number of Performance Measures Used for First Time in FY 2008	Number of Performance Measures Met That Were Used for First Time in FY 2008
Non-Homeland Security				
Search and Rescue	1	0 of 1	N/A	N/A
Aids-to-Navigation	2	1 of 2	1	1 of 1
Ice Operations	2	2 of 2	1	1 of 1
Living Marine Resources	1	0 of 1	N/A	N/A
Marine Safety	3	2 of 3	3	2 of 3
Marine Environmental Protection	3	2 of 3	3	2 of 3
Total Non-Homeland	12	7 of 12	8	6 of 8
Homeland Security				
Ports, Waterways, and Coastal Security	7	3 of 7	6	2 of 6
Drug Interdiction	1	1 of 1	N/A	N/A
Migrant Interdiction	1	0 of 1	1	0 of 1
Defense Readiness	3	0 of 3	2	0 of 2
Other Law Enforcement	1	1 of 1	N/A	N/A
Total Homeland	13	5 of 13	9	2 of 9
TOTALS	25	12 of 25	17	8 of 17

The performance measures and results for non-homeland security missions and homeland security missions are included in appendices C and D, respectively.

FY 2009 Budget Projections

According to the Coast Guard's FY 2009 budget projections presented in the Annual Performance Report¹, during FY 2009 the Coast Guard expects to close the gap between non-homeland security missions and homeland security missions. The Coast Guard expects to expend 49.3% of its FY 2009 budget on non-homeland security missions and 50.7% on homeland security missions. The Ports, Waterways, and Coastal Security mission will remain the largest user of Coast Guard resources in FY 2009.

Management Comments and OIG Analysis

The Coast Guard had no comments to the OIG's analysis of the U.S. Coast Guard's Mission Performance for Fiscal Year 2008 report.

We included the comments from the Chief, Office of Budget and Programs for the U.S. Coast Guard in Appendix B.

¹ Department of Homeland Security Annual Performance Report – Fiscal Years 2008 - 2010

Appendix A

Purpose, Scope, and Methodology

Section 888 (f) (1) of the *Homeland Security Act of 2002* directs the Inspector General to conduct an annual assessment of the Coast Guard's performance of all its missions, with a particular emphasis on non-homeland security missions. The objective of this review was to determine the extent to which the Coast Guard is maintaining its historical level of effort on non-homeland security missions.

We reviewed the following Government Accountability Office (GAO) reports and testimonies:

- *Coast Guard Observations on the Fiscal Year 2009 Budget, Recent Performance, and Related Challenges*, GAO-08-494T, March 6, 2008;
- *Coast Guard Deepwater Program Management Initiatives and Key Homeland Security Missions*, GAO-08-531T, March 5, 2008;
- *Coast Guard Preliminary Observations on Deepwater Program Assets and Management Challenges*, GAO-07-446T, February 15, 2007;
- *Coast Guard Efforts to Improve Management and Address Operational Challenges in the Deepwater Program*, GAO-07-460T, February 14, 2007; and
- *Coast Guard Observations on the Fiscal Year 2008 Budget, Performance, Reorganization, and Related Challenges*, GAO-07-489T, April 18, 2007.

We analyzed the total number of resource hours reported by the Coast Guard prior to September 11, 2001, through FY 2008. We did not attempt to verify the resource hour data, nor did we attempt to validate whether the Coast Guard had accurately categorized such data. We assessed total resource hours for the 11 individual Coast Guard missions to identify the changes in each.

We analyzed performance measures and targets to determine whether the measures for each of the Coast Guard's missions had been accomplished. We obtained information on performance from the *Department of Homeland Security Annual Performance Report, Fiscal Years 2008–2010*. We also held discussions with Coast Guard officials to obtain information on why the Coast Guard did not meet its performance measures for certain missions.

We conducted our review between January 2009 and August 2009 under the authority of the *Inspector General Act of 1978*, as

Appendix A
Purpose, Scope, and Methodology

amended, and according to the *Quality Standards for Inspections*, issued by the Council of the Inspectors General on Integrity and Efficiency. We relied on data provided by the Coast Guard, but did not verify those data against original documentation.

We would like to extend our appreciation for the cooperation and courtesies extended by the Coast Guard to our staff during the review.

Appendix B

Management Comments to the Draft Report



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MEMORANDUM

From: T. W. JONES, CAPT
COMDT (CG-82)



Reply to: Audit Manager
Attn of: Mark Kulwicki
(202) 372-3533

To: Assistant Inspector General for Audits

Subj: U.S. COAST GUARD RESPONSE TO DRAFT DHS-OIG AUDIT, "ANNUAL
REVIEW OF USCG'S MISSION PERFORMANCE FOR FY 2008"

Ref: (a) Office of the Inspector General (OIG) Draft Report of September 29, 2009

1. This letter transmits the Coast Guard's response to the Office of Inspector General's (OIG) draft report findings and recommendations in reference (a).
2. The Coast Guard has no comments on the draft report.
3. If you have any questions, my point of contact is Mr. Mark Kulwicki at (202) 372-3533. Alternately, our Chief of External Coordination in the Office of Budget & Programs, Commander Todd Offutt, can be reached at (202) 372-3535.

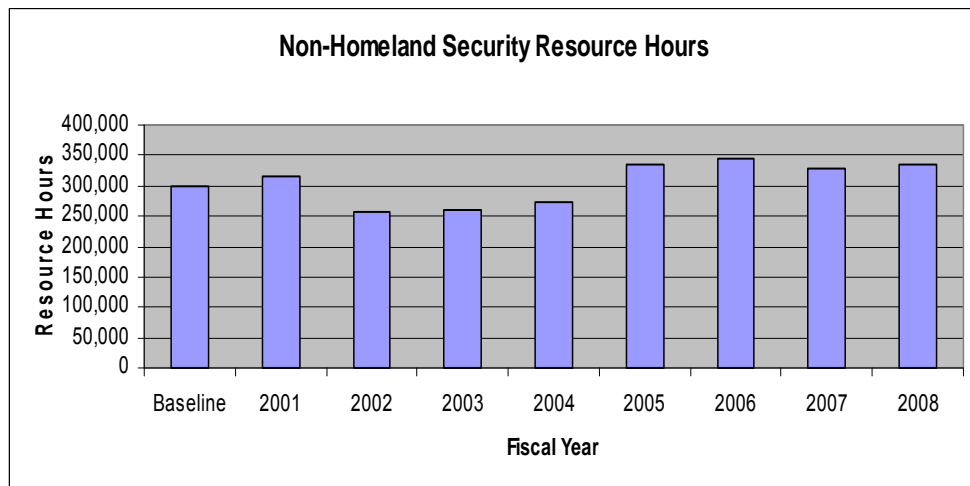
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Appendix C Non-Homeland Security Missions

Non-Homeland Security Missions

The Performance Measures and Results for Appendix C were taken from the FY 2008 Annual Performance Report, provided by the Coast Guard. An “Explanation of Results” and “Corrective Actions” were provided in those cases where the current year’s target was not met.²

Resource Hours. The FY 2008 total non-homeland security resource hours were up 1.9% from FY 2007 reaching 334,901 for non-homeland security missions, as illustrated in the following graph.



Performance Measures and Results. For FY 2008, the Coast Guard met 7 of 12 performance measures for its six non-homeland security missions, as compared with meeting two of six non-homeland security performance measures in FY 2007.

The performance measures and results for each non-homeland security mission are summarized below.

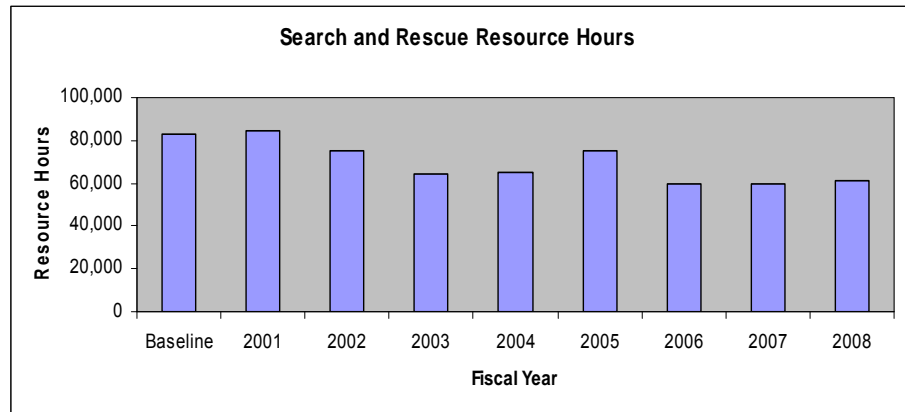
Search and Rescue

Minimizing the loss of life, personal injury, and property damage or loss by rendering aid to persons in distress and property in the maritime environment has always been a Coast Guard priority.

² Department of Homeland Security Annual Performance Report – Fiscal Years 2008 - 2010

Appendix C
Non-Homeland Security Missions

Resource Hours. Search and rescue is a demand-driven mission. Requirements for search and rescue service increase or decrease relative to the number of people at sea and their need for Coast Guard assistance. Resource hours for the Search and Rescue mission show a significant increase of 14.8% in FY 2005 attributable to the Coast Guard’s response to Hurricane Katrina. Resource hours in FY 2008 increased approximately 2% over FY 2007. The following graph shows the number of resource hours used by the Coast Guard for the search and rescue mission from the baseline period through FY 2008.



Performance Measures and Results. The one performance measure related to Search and Rescue was not met for the third consecutive year. The performance measure used in FY 2008, “percent of mariners in imminent danger saved,” will be replaced with a new performance measure for FY 2009, “percent of people in imminent danger saved in the maritime environment.”

Search and Rescue								
Performance Measure – Percent of mariners in imminent danger saved								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	85%	85%	85%	85%	86%	86%	86%	87%
Actual	84.2%	84.4%	87.7%	86.8%	86.1%	85.3%	85.4%	83.6%
Result	X Not Met	X Not Met	√ Met	√ Met	√ Met	X Not Met	X Not Met	X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, the FY 2008 target

Appendix C Non-Homeland Security Missions

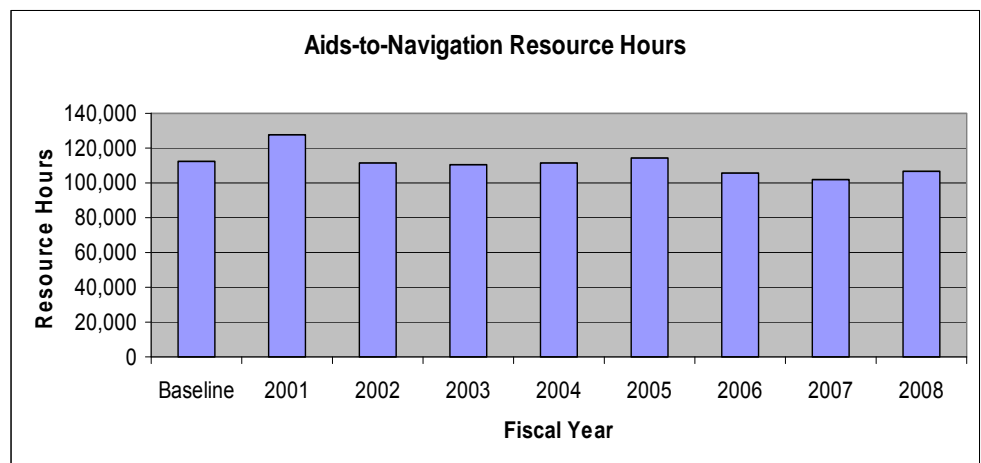
was missed, as both the number of search and rescue cases (24,225) and the number of lives saved (4,104) declined from FY 2007 levels (26,940 and 4,574, respectively). Most of the decrease occurred from spring through fall of 2008, the seasons that normally post the highest number of cases and lives saved. The performance report notes that the drop in cases mirrors closely the economic downturn and may be a result of fewer mariners on the water, including those who would otherwise be available to assist in search and rescue efforts. The number of lives lost increased from 788 in FY 2007 to 808 in FY 2008.

Corrective Action: According to the Coast Guard, examination of case and lives saved data did not indicate any clear reason as to why both the number of cases and lives saved declined so significantly. Economic issues appear to be the primary driver. The Coast Guard will continue to field system improvements and work to identify areas of emphasis for improving search and rescue response.

Aids-to-Navigation

The Aids-to-Navigation mission is a means for the Coast Guard to mark the waters of the United States and its territories to assist boaters in navigation and alert them to obstructions and hazards.

Resource Hours. The chart below shows FY 2008 resource hours at a 4.4% increase from FY 2007, constituting an approximate 4.9% decrease from the baseline level.



Appendix C
Non-Homeland Security Missions

Performance Measures and Results. There were two performance measures related to Aids-to-Navigation in FY 2008. One measure was met and one was not met.

Aids-to-Navigation								
Performance Measure – Federal short range aids-to-navigation availability								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	97.5%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	98.3%
Result								√ Met

Aids-to-Navigation								
Performance Measure – Five-year average number of collisions, allisions, and groundings								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	2,261	2,098	2,010	1,923	≤ 1,831	≤ 1,748	≤ 1,664	≤ 1,756
Actual	2,215	2,098	2,000	1,876	1,877	1,816	1,823	1,857
Result	√ Met	√ Met	√ Met	√ Met	X Not Met	X Not Met	X Not Met	X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, the program’s efforts to limit disruptions to waterways and enhance capacity and safety have been successful as the resultant long-term downward trend indicates. This positive trend exists despite including a prior year increase in the number of allision events being captured in the 5-year average, and despite vessel traffic increases of more than 10% since 2002 (measured in terms of total vessel transits, deadweight tonnage, and waterborne commerce). The impact of vessel traffic is reflected in the target recalculation and resulting increase of almost 100 incidents compared to last year’s target.

Corrective Action: The program uses a number of practices to achieve its waterways safety and efficiency goals and to meet the targets for this metric. Many factors, such as weather, topography, bridge clearance and maintenance, vessel characteristics and traffic, mariner experience and competence, and aids-to-navigation mix, impact waterways risks. To reduce these risks, aids-to-

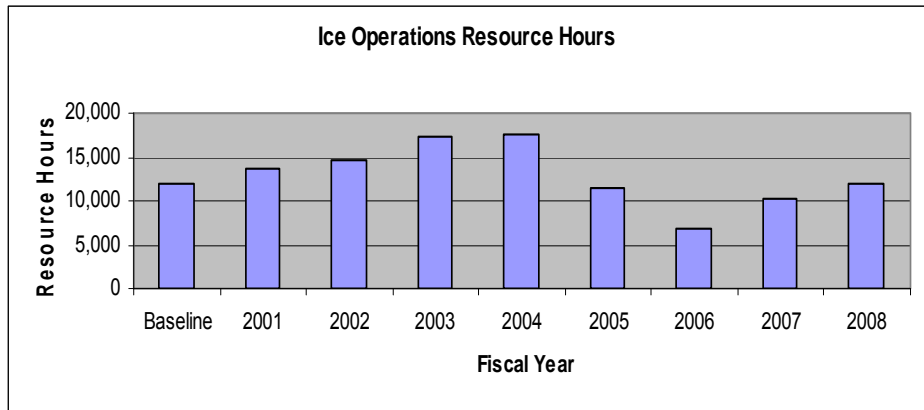
Appendix C Non-Homeland Security Missions

navigation strategy relies heavily on stakeholder involvement for risk identification and mitigation. The Coast Guard leads these risk-based efforts through its Harbor Safety Committees, local waterways assessment studies, and port safety assessments, which provide the means to organize, address, and resolve issues. These issues include safety and navigation, port congestion, commercial issues, dredging, vessel traffic service, port competitiveness, and overall port and waterway management.

Ice Operations

This mission encompasses icebreaking activities in the Great Lakes, St. Lawrence Seaway, and Northeast.³ These activities facilitate the movement of bulk cargoes carried by regional commercial fleets during the winter months.

Resource Hours. The fluctuations in resource hours are not unusual, since this mission is dependent on ice accumulation, which fluctuates on an annual basis. In FY 2008, resource hours increased by 16.6% from FY 2007, to equal the baseline level.



Performance Measures and Results. There were two performance measures related to Ice Operations in FY 2008, and both were met.

³ In addition to domestic ice operations, the Coast Guard operates the only U.S.-controlled icebreakers capable of operations in the polar regions. The Coast Guard operates these cutters and is reimbursed for their operation and maintenance by the National Science Foundation. Resource hours for polar operations are included in the chart; however, only Coast Guard-directed domestic ice operations performance targets are measured.

Appendix C
Non-Homeland Security Missions

Ice Operations								
Performance Measure – Number of days critical waterways are closed due to ice								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	8	2	8	2	2 avg. and 8 severe	2 avg. and 8 severe	2 avg. and 8 severe	2 avg. and 8 severe
Actual	7	7	7	4	0	0	0	0
Result	√ Met	X Not Met	√ Met	X Not Met	√ Met	√ Met	√ Met	√ Met

Ice Operations								
Performance Measure – Percent success rate in meeting requests for polar ice breaking								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Result								√ Met

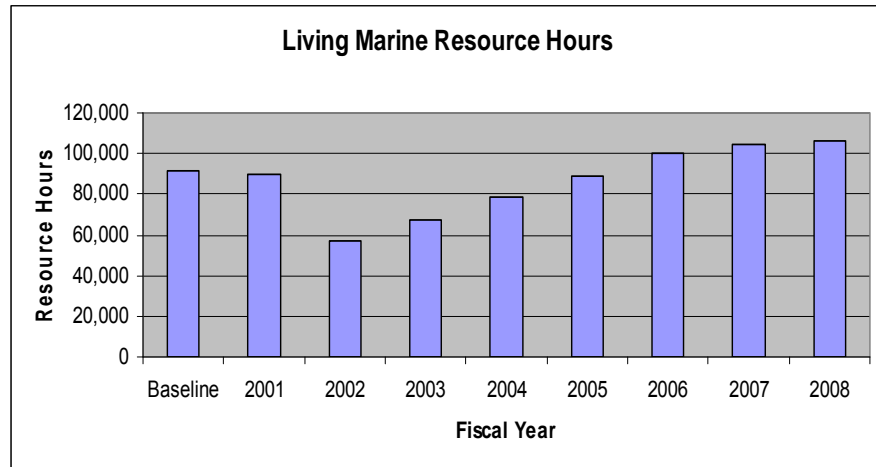
The measure of percent success rate in meeting requests for polar ice breaking was retired in FY 2008. In FY 2009, this measure will be replaced by the measure, “U.S. Coast Guard asset hours employed in polar operations.”

Living Marine Resources

This program’s mission is to provide effective and professional at-sea enforcement of federal fisheries and other regulations to advance national goals for the conservation and management of Living Marine Resources and their environments.

Resource Hours. Since FY 2002, resource hours have steadily increased each year. FY 2008 levels were higher than the baseline and all previous years.

Appendix C
Non-Homeland Security Missions



Performance Measures and Results. There was one performance measure related to Living Marine Resources in FY 2008, and it was not met.

Living Marine Resources								
Performance Measure – Percent of Coast Guard boardings at sea in which no significant violations are detected when domestic fisheries regulations apply								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	97%	97%	97%	97%	97%	97%	97%	97%
Actual	98.6%	97.3 %	97.1%	96.3%	96.4%	96.6%	96.2%	95.3%
Result	√ Met	√ Met	√ Met	X Not Met	X Not Met	X Not Met	X Not Met	X Not Met

Explanation: In FY 2008, results ended below the Coast Guard’s goal for domestic fisheries at sea-observed compliance rate. The missed 97% target is the result of an increase in violations realized due to increased agency partnerships and increased use of technology, resulting in improved maritime domain awareness. The Coast Guard continues to detect the largest proportion of significant violations in the Atlantic sea scallops, Gulf of Mexico shrimp, and Northern multispecies fisheries.

Corrective Action: The Coast Guard will continue to target the individual fisheries with the preponderance of significant violations in the South Atlantic and Gulf of Mexico shrimp, Northeast multispecies, and Atlantic sea scallops fisheries. In addition, the Coast Guard will continue to focus on improving operational effectiveness as well as focus operations and boardings

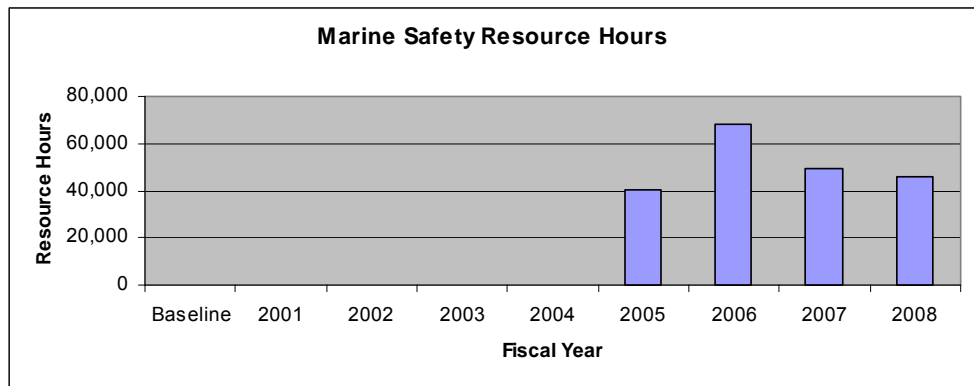
Appendix C
Non-Homeland Security Missions

in those fisheries where the observed compliance rates are lowest, to achieve the desired deterrence effect, which is intended to increase the overall compliance rate.

Marine Safety

The Marine Safety program ensures the safe operation and navigation of United States and foreign-flagged vessels. The Coast Guard is responsible for providing safe, efficient, and environmentally sound waterways for commercial and recreational users. Domestic vessel inspections and port state control (foreign vessel) examinations are conducted in order to safeguard maritime commerce and international trade.

Resource Hours. The Coast Guard did not report hours for this mission prior to 2005. Resource hours for Marine Safety decreased by approximately 7.2% from FY 2007 to FY 2008.



Performance Measures and Results. There were three performance measures related to Marine Safety in FY 2008. Two measures were met and one was not met.

Marine Safety								
Performance Measure – Five-year average number of commercial mariner deaths and injuries								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<501
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	479
Result								√ Met

Appendix C
Non-Homeland Security Missions

Marine Safety								
Performance Measure – Five-year average number of recreational boating deaths and injuries								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<4,252
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4,070
Result								√ Met

Marine Safety								
Performance Measure – Five-year average number of commercial passenger deaths and injuries								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<225
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	244
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, commercial passenger deaths and injuries have varied significantly from one year to the next. The 5-year average of commercial passenger deaths and injuries increased from 216 in FY 2006 to 244 in FY 2008⁴. In part, the Coast Guard attributes this increase to the 112 injuries caused by severe listing on the cruise ship *Crown Princess* in July 2006. While the 5-year average appears to be increasing, actual deaths and injuries in 2007 and 2008 decreased.

Corrective Action: The program has several initiatives to hire more marine inspectors and investigators. According to the Coast Guard, this hiring should show positive results as these personnel are hired and assigned to field units. A Marine Safety Performance Plan was drafted in FY 2008 to raise awareness and increase the importance of this mission. The Performance Plan also allows the maritime industry to participate and offer ideas for new initiatives.

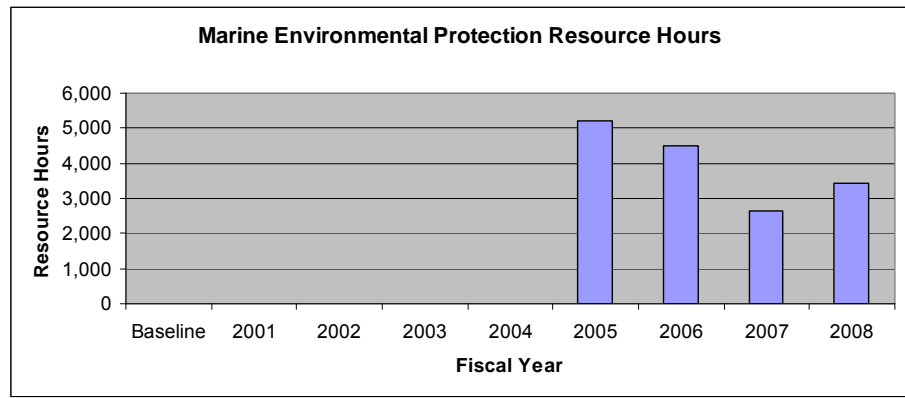
⁴ Fiscal Year 2008, Coast Guard Performance Report, May 2009, page 17

Appendix C
Non-Homeland Security Missions

Marine Environmental Protection

The Marine Environmental Protection program falls under the Coast Guard’s stewardship role and is concerned with averting the introduction of invasive species, stopping unauthorized ocean dumping, and preventing the discharge of oil or hazardous substances into the navigable waters of the United States.

Resource Hours. The Coast Guard did not report resource hours prior to FY 2005. Resource hours declined from FY 2005 to FY 2007, before increasing by 30.9% in FY 2008.



Performance Measures and Results. There were three performance measures related to Marine Environmental Protection in FY 2008. Two measures were met and one was not met.

Marine Environmental Protection								
Performance Measure – Five-year average number of chemical discharge incidents per 100 million short tons shipped								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<26.6
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19.7
Result								√ Met

Appendix C
Non-Homeland Security Missions

Marine Environmental Protection								
Performance Measure – Five-year average number of oil spills per 100 million short tons shipped								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<13.5
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12.7
Result								√ Met

Marine Environmental Protection								
Performance Measure – Percent of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No Data
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security's Performance Report, Fiscal Years 2008–2010*, the program did not establish a methodology to collect the data for the percentage of oil removed or otherwise mitigated as compared to released from reported spills of 100 gallons or more in time for reporting actual results during FY 2008.

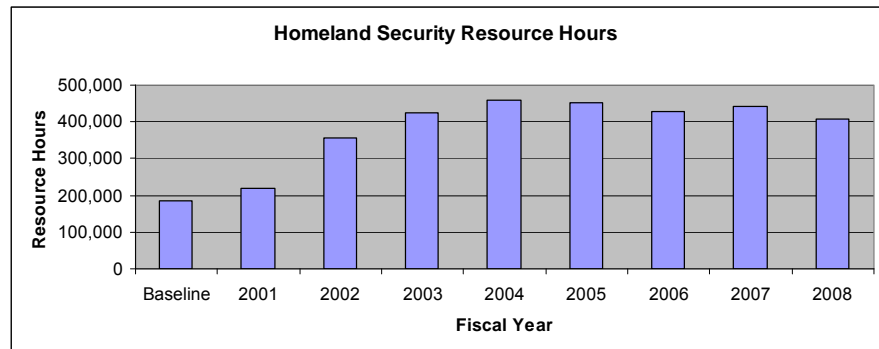
Corrective Action: According to the Coast Guard, the system to collect this information in a database is not yet in place. However, the program plans to manually collect relevant data to report results for the third quarter of FY 2009. Also using manual calculations, the program plans to report results for all of FY 2009 in the *FY 2009 DHS Citizens' Report*.

Appendix D Homeland Security Missions

Homeland Security Missions

The Performance Measures and Results for Appendix D were taken from the FY 2008 Annual Performance Report, provided by the Coast Guard. An “Explanation of Results” and “Corrective Actions” were provided in those cases where the current year’s target was not met.⁵

Total resource hours for homeland security missions peaked in FY 2004, and resource hours decreased 7.8% from FY 2007 to FY 2008. However, the FY 2008 level is significantly (219%) above baseline levels, as depicted in the chart below.



Performance Measures and Results. For FY 2008, the Coast Guard met 5 of 13 performance measures for its five homeland security missions.

The performance measures and results for non-homeland security mission are summarized below.

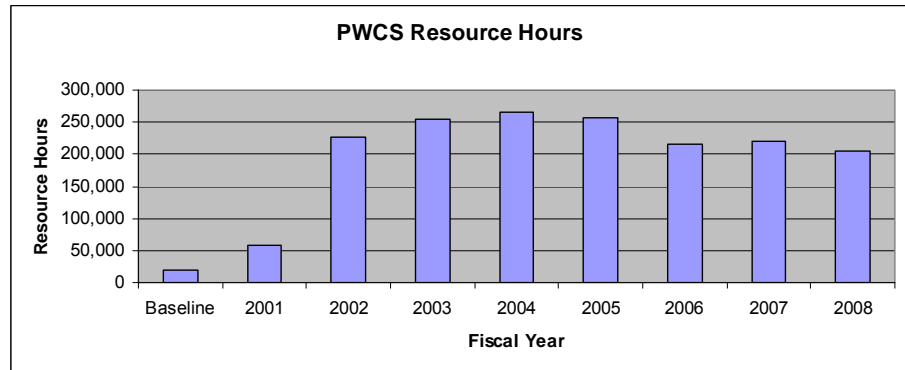
Ports, Waterways, and Coastal Security

The Ports, Waterways, and Coastal Security mission is to prevent and protect against maritime security threats, reduce America’s vulnerability to those threats, and minimize the adverse consequences of maritime security incidents that occur.

Resource Hours. Resource hours for Ports, Waterways, and Coastal Security rapidly increased in response to the events of September 11, 2001. Of all Coast Guard missions, the Ports, Waterways, and Coastal Security mission uses the largest percentage of resource hours.

⁵ Department of Homeland Security Annual Performance Report – Fiscal Years 2008 - 2010

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Performance Measures and Results. There are seven performance measures related to Ports, Waterways, and Coastal Security, and six were used for the first time in FY 2008. Of the seven measures, three were met and four were not met in FY 2008.

Ports, Waterways, and Coastal Security								
Performance Measure – Percent risk reduction for the transfer of a weapon of mass destruction meta-scenario								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12%
Result								√ Met

Ports, Waterways, and Coastal Security								
Performance Measure – Percent reduction in the maritime terrorism risk over which the U.S. Coast Guard has influence								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	Est.	14%	15%	15%
Actual	N/A	N/A	N/A	N/A	3.4%	17%	15%	20%
Result					N/A	√ Met	√ Met	√ Met

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Homeland Security Missions

Ports, Waterways, and Coastal Security								
Performance Measure – Percent risk reduction for the transfer of a terrorist meta-scenario								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	21%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	29%
Result								√ Met

Ports, Waterways, and Coastal Security								
Performance Measure – Number of Transportation Workers Identification Credential (TWIC) spot checks								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30,000
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security's Performance Report, Fiscal Years 2008–2010*, it did not conduct any Transportation Worker Identification Credential spot checks in FY 2008, due to a delay in the national compliance date of April 15, 2009. Although a phased-in compliance schedule has been implemented for the *Marine Transportation Security Act*, the Coast Guard began enforcement of the identification cards on October 15, 2008, with the rollout of compliance in Captain of the Port Zones Boston, Northern, and Southeastern New England.

Initially, inspectors will check persons with unescorted access for identification card possession and inspect the cards for a photo match, any signs of possible tampering using the overt security features built into the card, and card validation through an expiration date. Inspections will be carried out by Coast Guard personnel during required annual facility inspections. According

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Homeland Security Missions

to the Coast Guard, to date there has been a negligible impact on maritime commerce and only a few instances of truckers being turned away at gates for failure to have a Transportation Worker Identification Credential.

Corrective Action: The Coast Guard awarded a contract at the end of September 2008 for the purchase of up to 300 handheld Transportation Worker Identification Credential readers to be used by facility and vessel security inspectors to check the validity of an identification card carried by individuals with unescorted access to secure areas on *Maritime Transportation Security Act*-regulated facilities or vessels. The program went into effect on April 15, 2009; however, the output measure of “number of Transportation Workers Identification Credential spot checks” is being retired as it does not provide a good measure of performance or compliance. The Coast Guard is piloting a new measure at this time and is projected to have this new measure in place for FY 2010.

Ports, Waterways, and Coastal Security								
Performance Measure – Risk reduction due to consequence management								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5%
Result								X Not Met

Explanation: The Coast Guard considers its triad of maritime regimes, domain awareness, and operational capability activities in characterizing its risk reduction efforts due to consequence management. According to the Coast Guard, the changes in performance shown by this measure are likely due to changes in the methodology, specifically improvements in risk assessment methodology within the Maritime Security Risk Assessment Model.

Corrective Action: The Coast Guard is working with START and CREATE (DHS Centers of Excellence) to improve the processes and methodologies involved in assessing terrorism risk and performance against terrorism risk.

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Ports, Waterways, and Coastal Security								
Performance Measure – High-capacity passenger vessel required escort rate								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	58%
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, lack of other government agency participation and shortfalls in performance due to a combination of limited Coast Guard boat availability and shortages of qualified personnel were the primary reasons for not meeting targeted performance.

Corrective Action: The program is working to establish appropriate mounted automatic weapons standards and authority in ports where current policies ban the use of these weapons. The ban results in the Coast Guard not getting credit for conducting critical infrastructure visits in these ports. Some ports in the United States do not allow mounted automatic weapon carriage. Since the high-capacity passenger vessel escort does not meet Coast Guard requirements for this activity, the Coast Guard does not take credit for conducting these escorts. Additionally, Maritime Critical Infrastructure/Key Resource visits also require mounted automatic weapons. The program is continuing to work with state and local government partners to improve other government agency participation in critical infrastructure patrols.

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Homeland Security Missions

Ports, Waterways, and Coastal Security								
Performance Measure – Critical infrastructure required visit rate								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	69%
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, if the number of other government agency and Coast Guard critical infrastructure visits were combined, the target percentage rate for this quarter would have been 74% instead of the 69%, as shown in the above table. The Coast Guard attributes a lack of other government agency participation and shortfalls in Coast Guard boats and qualified crews as primary reasons for not meeting targeted performance.

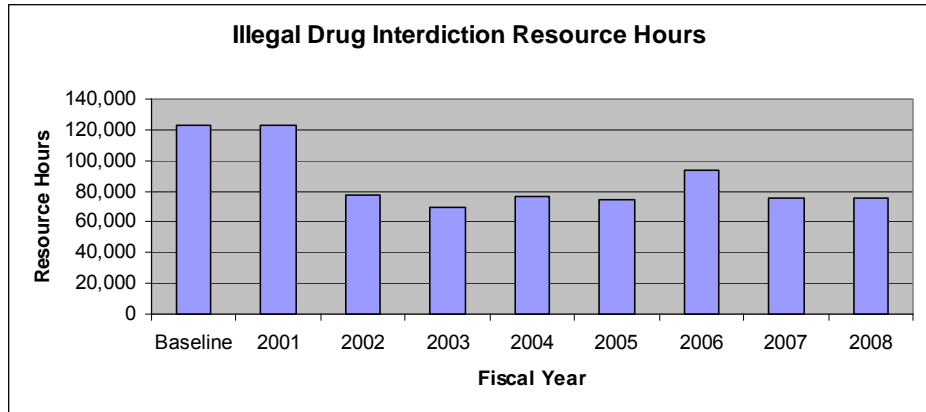
Corrective Action: The program is working to establish appropriate mounted automatic weapons standards and authority in ports where current policies ban the use of these weapons. The ban results in the Coast Guard not getting credit for conducting high capacity passenger vessel escorts in these ports. Also, the program is continuing to work with state and local government partners to improve other government agency participation in critical infrastructure patrols.

Drug Interdiction

The Coast Guard’s Drug Interdiction mission is key to combating the flow of illegal drugs into the United States. The Coast Guard is the lead federal agency for maritime drug interdiction and shares responsibility for air interdiction with U.S. Customs and Border Protection.

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Homeland Security Missions

Resource Hours. As shown in the chart below, the Drug Interdiction mission FY 2008 resource hours increased by 1% from FY 2007, but are 38% below baseline levels.



Performance Measures and Results. There was one performance measure related to Drug Interdiction for FY 2008. The Coast Guard estimates that it will meet its performance target based on forecasted cocaine flows, which will be validated in the summer of 2009.

Drug Interdiction								
Performance Measure – Removal rate for cocaine that is shipped via noncommercial maritime means								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	15%	18.7%	20.7%	15%	19%	22%	26%	28%
Actual	11.7%	10.6%	16.3%	30.7%	27.3%	26%	32.6%	32.4% Est
Result	X Not Met	X Not Met	X Not Met	√ Met	√ Met	√ Met	√ Met	√ Met

This measure was retired in FY 2008, and it will be replaced in FY 2009 with the measure, “Removal rate for cocaine from non-commercial vessels in maritime transit zones.”

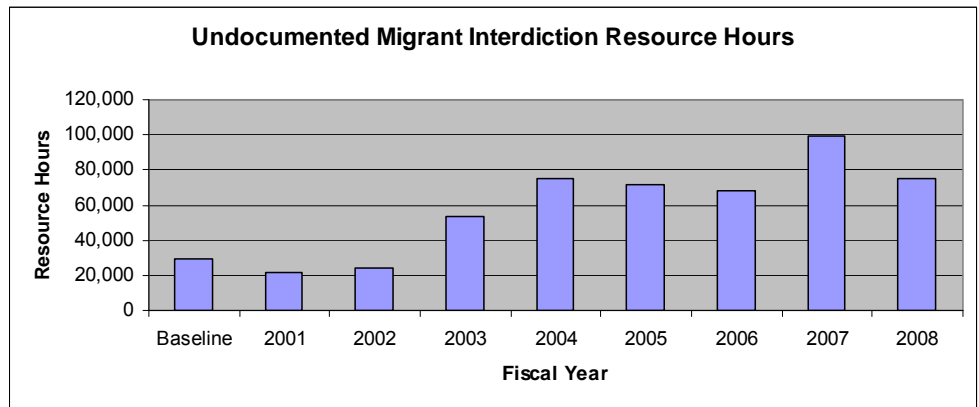
Undocumented Migrant Interdiction

The Undocumented Migrant Interdiction mission responsibilities consist of enforcing immigration laws at sea. To fulfill its responsibilities, the Coast Guard conducts patrols and coordinates with other federal agencies and foreign countries to interdict

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undocumented migrants at sea, denying them entry via maritime routes to the United States, its territories, and its possessions.

Resource Hours. Resource hours declined more than 24% from FY 2007 to FY 2008; however, they still remained more than 150% above baseline levels.



Performance Measures and Results. There was one performance measure related to Migrant Interdiction for FY 2008, and it was not met.

Migrant Interdiction								
Performance Measure – Percent of undocumented migrants who attempt to enter the United States via maritime routes and are interdicted								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	65%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	65.2%	62.7%
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, migrant flow was below historical trends during the summer months of 2008. The Coast Guard is evaluating numerous possible reasons for this decrease, including increased operations, recent indictments of suspected smugglers, political and economic conditions in Cuba, and the use of biometrics to identify and arrest individuals interdicted in the Florida Straights.

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The dramatic rise in the use of high-speed go-fast vessels to smuggle Cuban migrants across the Florida Straits, which have a significantly greater success rate than traditional rafts and rusticas, is the single biggest factor affecting the Migrant Interdiction Rate. The interdiction rate of Cuban migrants dropped to a low of 38.6% in FY 2008. Haitian flow continues to be sporadic and is consistent with the previous 2 years. The decline in Dominican flow is most likely due to prosecutions resulting from biometrics.

According to the Coast Guard, it pilot tested an at-sea, real-time biometric capability in 2007 and 2008 as part of its Migrant Interdiction mission in the Mona Pass, the body of water separating the Dominican Republic from Puerto Rico. The Coast Guard's new capability to quickly and reliably identify smugglers, illegal migrants on repeated trips to the United States, and Dominicans that had been previously deported from the United States has provided a strong deterrent for Dominicans illegally attempting to enter the United States via the Mona Pass.

The biometric capability enables the Coast Guard and the United States government to consistently prosecute these individuals and deliver a meaningful consequence—jail time. The Coast Guard is seeking budgetary support to expand its biometric capabilities to support all of its law enforcement missions. The identification rate for the fourth quarter of FY 2008 was 62.4%, a decrease from 68.2% percent when compared to the fourth quarter of FY 2007. For FY 2008, the interdiction rate was 62.7%, which is a decrease from 65.2% during FY 2007.

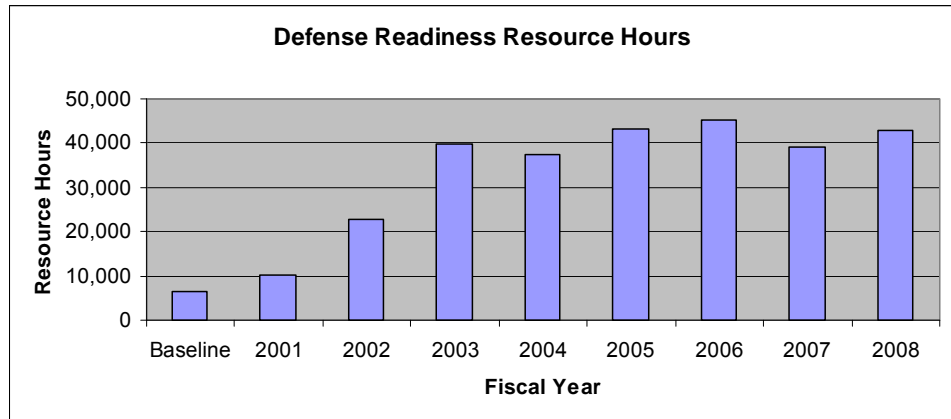
Corrective Action: The Coast Guard is attempting to counter Cuban migrants reaching the U.S. via go-fast vessels with increased surveillance (for early detection), new tactics (including noncompliant vessel-on-vessel use of force), and enhanced interagency operations (in coordination with the Homeland Security Task Force-South East).

Defense Readiness

The Defense Readiness mission provides essential capabilities to support national security and military strategies. Resource hours depict the execution of these defense missions, while the performance measures and results measure the Coast Guard's readiness to perform the mission.

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Resource Hours. As shown in the chart below, resource hours for Defense Readiness reached their highest level in FY 2006 in comparison with the baseline. Resource hours increased by 9% from FY 2007 to FY 2008.



Performance Measures and Results. There were three performance measures related to Defense Readiness for FY 2008, and none of them were met.

Defense Readiness								
Performance Measure – Defense readiness of patrol boats								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	65.2%	95%
Result								X Not Met

Explanation: The Coast Guard missed the patrol boat readiness target by 5%. According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, the continued decline of the patrol boat fleet, due in large part to aging of the hulls and mechanical systems, has made achieving readiness standards increasingly difficult. Many assets are more than 20 years old and are beyond their intended service lives.

Corrective Action: Patrol boat readiness is being addressed in part by the Deepwater Program, whose assets are expected to yield increased capability for defense readiness mission performance.

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This includes the new class of patrol boats, the Fast Response Cutter. The Fast Response Cutter contract was awarded in September 2008 for the design and construction of up to 34 vessels. The first Fast Response Cutter will be delivered in 2010.

Defense Readiness								
Performance Measure – Defense readiness of Port Security Units								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	24.45%
Result								X Not Met

Explanation: According to information provided by the Coast Guard and presented in the *Department of Homeland Security’s Performance Report, Fiscal Years 2008–2010*, low Port Security Unit numbers are due in large part to selected skill shortages and training deficiencies. Shortfalls continue because of personnel rotation, training quotas to fill, and limited equipment and fuel funding.

Corrective Action: The Deployable Operations Group (DOG) took ownership of the Port Security Units in 2008 and has begun several initiatives to address readiness issues such as consolidating Port Security Unit commands at the DOG, which has allowed for increased oversight and focus on the Port Security Units. According to the Coast Guard, this consolidation is contributing to an increase in readiness.

Defense Readiness								
Performance Measure – Percent of time that U.S. Coast Guard assets included in the Combatant Commander Operational Plans are ready at a Status of Resources and Training System (SORTS) rating of 2 or better								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	100%	100%	100%	100%	100%	100%	100%	100%
Actual	67%	70%	78%	76%	69%	62%	51%	56%
Result	X Not Met	X Not Met	X Not Met	X Not Met	X Not Met	X Not Met	X Not Met	X Not Met

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Explanation: While the Coast Guard did not meet its overall target of 100% defense readiness in FY 2008, the readiness level rose slightly to 56% from 51% in FY 2007.

Corrective Action: According to information provided by the Coast Guard, resolution of Port Security Unit personnel shortfalls, along with unit training requirements, is improving unit readiness. Port Security Units have been placed under the command of the DOG, allowing for increased focus on these reserve units. The DOG is pursuing initiatives to address Port Security Unit shortfalls and the Coast Guard expects to see improved readiness in FY 2009. High Endurance Cutter readiness is being addressed in part by the Coast Guard's major acquisitions, whose assets are expected to yield increased capability for Defense Readiness mission performance, including the National Security Cutter. The first National Security Cutter, Coast Guard Cutter BERTHOLF, was delivered in FY 2008, with additional National Security Cutters to follow in 2009 and 2010.

In addition, the Coast Guard is working with the Navy to ensure continued access to the Status of Resources and Training System data as the system is phased out and replaced by the Defense Readiness Reporting System. The Coast Guard utilizes the Status of Resources and Training System to communicate the readiness of its assets in a format compatible with Department of Defense systems. The Coast Guard is currently developing the Coast Guard Readiness Reporting System, which will be compatible with the new Defense Readiness Reporting System. Until this system is developed, the Navy has agreed to keep the Status of Resources and Training System functional so that Coast Guard assets can continue to report readiness to Department of Defense commands.

Other Law Enforcement

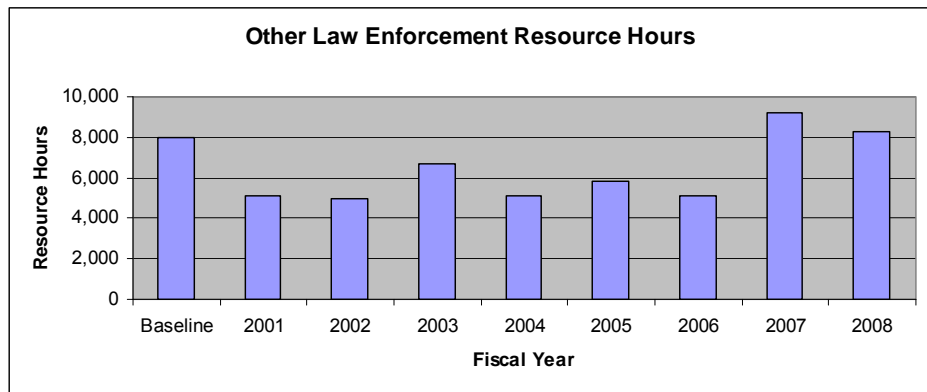
Other Law Enforcement is responsible for preventing illegal foreign fishing vessel encroachment in the U.S. Exclusive Economic Zone.⁶ The Coast Guard focuses on three high-threat areas for illegal foreign incursions: the United States–Mexican border in the Gulf of

⁶ An Exclusive Economic Zone generally extends to a distance of 200 nautical miles (370 km) out from its coast. Within the Exclusive Economic Zone, the coastal state has sovereign rights for the purpose of exploring, exploiting, conserving, and managing natural resources, both living and nonliving, of the seabed, subsoil, and the subjacent waters; and with regard to other activities, for the economic exploitation and exploration of the zone. The U.S. has the largest Exclusive Economic Zone in the world, encompassing more than 2.25 million square miles and 90,000 miles of coast line.

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Mexico, the United States–Russian Maritime Boundary Line in the Bering Sea, and the eight noncontiguous Exclusive Economic Zones in the Western/Central Pacific.

Resource Hours. As shown in the chart below, the resource hours for the Other Law Enforcement mission were below baseline in every year before FY 2007. After increasing dramatically in FY 2007, resource hours decreased 10% in FY 2008 to just above the baseline level.



Performance Measures and Results. There was one performance measure related to Other Law Enforcement for FY 2008. In FY 2008, for the fourth year in a row, the Coast Guard met this performance target.

Other Law Enforcement								
Performance Measure – Number of incursions into the U.S. Exclusive Economic Zone								
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	<202	<202	<202	<202	<200	<199	<199	<195
Actual	212	250	152	247	171	164	119	81
Result	X Not Met	X Not Met	√ Met	X Not Met	√ Met	√ Met	√ Met	√ Met

Appendix E
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