



海巡廳舍10年回顧與前瞻

10 Years of Coast Guard Buildings – the Past and the Future

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壹、前言

今年適逢本署成立10週年，各單位及各機關莫不以歡欣的心情，藉辦理各種慶祝活動，以展示海巡發展及成果，其中本署廳舍亦於10年中不斷因應組織環境變化，調整建案方向，尤以署長自95年1月上任以來，不辭勞苦，多次探查各地廳舍狀況，藉以發掘問題進而指導改善，10年來本署計完成新建59處、改建40處，且各級幹部朝人性化、現代化努力，改變顯著，成效斐然。

為使各位同仁確實瞭解本署成立迄今廳舍執行歷程及未來建案方向，謹將相關發展歷程及建設成果報告呈現，並藉機對未來待整建廳舍做一完整規劃，俾利海巡基礎建設更臻圓滿，官兵生活獲得最大的改善。

Part I. Foreword

This year is the 10th birthday of the Coast Guard Administration. Each and every part of CGA is preparing celebration activities with rejoice in order to demonstrate what CGA has become and achieved. Among all, the policy direction of CGA building construction projects has been constantly changing over these 10 years in response to the changes of the overall environment. In particular, since the inauguration in Jan 2006, Minister Wang has been visiting the buildings around Taiwan in order to find out potential problems and in turn to make crucial decisions for improvement. For the last decade, CGA has completed 59 new constructions and 40 renovations, and the cadres of all levels have been working towards a more humane management and modernization, showing a great improvement and significant performance.

To help fellow CGA staffs understand about the history of CGA buildings and the plans for the future, the development history and achievements are collected and organized in this report, while an overall planning for the buildings requiring renovation in the future is facilitated for a comprehensive CGA infrastructure and optimized improvement of Coast Guards' quality of life.

貳、海巡廳舍各階段成效及特點：

經檢討10年來海巡廳舍之新（改）建發展，依據組織變革、勤務需求及預算編列大抵可區分為三階段，各階段執行成果及特點摘述說明如下：

一、第一階段（89年2月～90年12月）：

（一）背景概述：本階段係屬機關銜接階段，相關工程建案均延續原機關政策推動執行。

（二）執行成效：

本署89年度預算係執行自88年7月至89年12月之一年半預算（係因主計制度變更，由原7月結算調整至12月），當時係由本署前身機關（水上警察局、海岸巡防司令部）編列。90年預算由本署編列1.52億元，本階段工程共計新建連哨12處、班、排哨3處、指揮部1處及海巡隊2處，執行成果如下表：

Part II. Performance of Coast Guard Buildings in Various Stages and Features:

By reviewing the constructions (renovations) of CGA over the past decade, 3 stages are distinguished based on the changes in the administration organization, duty needs and budgeting, each of which will be addressed in terms of performance achievement and characteristics as follows:

I. Stage 1 (Feb 2000 – Dec 2001):

(I) Background:

This is the stage when the Coast Guard Administration was first established as the continuation of previous agencies. All of the construction projects were carried over from the previous agencies.

(II) Performance :

CGA's annual budgets for 2000 came from the 18-month budget plan from Jul 1999 to Dec 2000 (originally the fiscal year ended in July and were changed to December due to change of government accounting system), which was developed by the predecessors of CGA (i.e. the Maritime Police Department and Coastal Patrol Command.) In 2001, CGA developed a budget of NTD 152 million for construction needs. In total, 12 company posts, 3 squadron and battalion posts, 1 command office and 2 flotilla offices were built at this stage. The following chart shows the performance result:

單位：仟元 In NTD 1,000

工程名稱（編列預算） Construction Names (budget plans)					
機關名稱 Name of dept.		班、排哨 Squad and battalion posts	連哨 Company posts	海巡隊 Offshore Flotillas	指揮部 Command
海岸總局(16) Coastal Patrol Directorate General (16)	北巡局 Northern Coastal Patrol Office	漢本 (20,257)、 水滴洞 (14,615) Hanben (20,257), Shueinandong (14,615)	南樹林 (26,717)、朝陽 (27,046)、 蚵殼港 (29,781)、觀音 (28,387)、 崎頂 (28,898) Nanshulin (26,717), Jhaoyang (27,046), Kekegang (29,781), Guangying (28,387), Ciding (28,898)		
	中巡局 Central Coastal Patrol Office		五甲東及松柏港 (39,130)、 東石 (29,842) Wujiadong and Songbogang (39,130), Dongshih (29,842)		
	南巡局 Southern Coastal Patrol Office	雙春南 (16,387) Shuangchunnan (16,387)	七里橋 (22,044)、光和 (20,848)、 小門 (25,823) Ciliciao (22,044), Guanghe (20,848), Siaomen (25,823)		興仁 (113,106) Singren(113,106)
	東巡局 Eastern Coastal Patrol Office		七七高地 (22,727) Cicigaodi (22,727)		
海洋總局 (2) Maritime Patrol Directorate General (2)				南寮 (49,809)、 澳底 (35,475) Nanliao (49,809), Aoti (35,475)	
預算小計550,892 Subtotal 550,892		51,259	301,243	85,284	113,106
合計18處 18 in total		3	12	2	1

(三) 本階段特點：

- 1、預算編列佔資本門最低：本署89年相關預算資料因存於原機關，故不納入說明；本署90年度編列預算為1.52億元，僅佔該年度資本門預算（27.41億元）之5.55%，投資預算較其他階段相對為低。
- 2、延續海巡部計畫實施建設，且均為新建：本階段工程海岸總局延續前身機關－海岸巡防司令部政策及原工程計畫推動執行，主要均為建設原編制班、排、連哨等廳舍。

(III) Characteristics of this stage:

1. Lowest percentage in budget plans:

The information regarding CGA's annual budgets for 2000 belongs to the original agencies and thus is not described here. CGA's annual budgets for 2001 was NTD 152 million, accounting for 5.55% of the overall budgets (NTD 2 billion and 741 million), lower than those of the other stages.

2. Continuation of the Coastal Patrol Command projects, all of which were new constructions:

At this stage, the policies and construction projects were carried over from the predecessor of the Coastal Patrol Directorate General – the Coastal Patrol Command. The projects were mostly constructions of squadron, battalion and company posts.

第一階段
成果照片：
Photographs
for the
first-stage
performances:



北巡局觀音連哨－現為桃園查緝隊
Guanyin Post of North Coastal Patrol Office-the present-day Taoyuan Reconnaissance Brigade



北巡局南樹林連哨－現為新竹查緝隊
Shulin Post of North Coastal Office-the present-day Hsinchu Reconnaissance Brigade



北巡局朝陽連哨－
現為南澳安檢所
Jhaoyang Post of North Coastal Patrol Office-the present-day Nanao Inspection Office



北巡局柯殼港連哨－
現為防疫隔離廳舍
Kekegang Post of North Coastal Office-the present-day Quarantine hall shed

二、第二階段（91年1月～95年12月）：

（一）背景概述：為因應未來任務發展，本署於91年及92年分別完成推動「岸巡單位組織調整案」、「機動巡邏站及安檢所歸併案」等案，由原總、大、中、分隊等指揮層級，調整為總（大）隊及安檢所2階層，因應上述任務變革，相關工程預算亦配合調整修正。

（二）執行成效：

本階段編列預算合計18億5,659萬2,000元，共計新建安檢所10處、總大隊及查緝隊8處、地區局1處；海巡隊2處，總計完成23處工程，詳下表：

II. Stage 2 (Jan 2002 – Dec 2006):

(I) Background:

In response to future task development, CGA completed the "organizational adjustment of coastal patrol units" and the "merging of mobile patrol stations and inspection offices" in 2002 and 2003, respectively. The original 4 levels of command (corps, brigade, squadron and section) were converted to the current 2-tier command system consisting of corps and inspection offices. The construction budgets were adjusted and revised accordingly.

(II) Performance :

The budgets of this stage summed up to NTD 1,856,592,000. 10 inspection offices, 8 corps and reconnaissance brigade offices, 1 coastal patrol office and 2 flotilla offices were constructed, 23 in total as shown below:

單位：仟元 In NTD 1,000

機關 Dept.		工程名稱（預算編列） Construction Names (budget plans)				
		安檢所及雷哨 Inspection office and posts	總大隊及查緝隊 Corps and reconnaissance brigade	海巡隊 Offshore Flotillas	地區局 Coastal patrol office	游泳池 Swimming pool
海岸 總局(19) Coastal Patrol Directorate General (19)	北巡局 Northern Coastal Patrol Office	南興 (23,484) Nansing (23,484)	竹圍 (57,232) 、 楊寮 (76,085) Jhuwei (57,232), Yangliao (76,085)			
	中巡局 Central Coastal Patrol Office	成龍 (18,616) 、 苑裡 (20,591) Chenglong (18,616), Yuanli (20,591)	鹿港 (82,995) Lugang (82,995)		清水營區 (432,767) Camp Cingshuei (432,767)	
	南巡局 Southern Coastal Patrol Office	興海路 (27,536) 、 社寮坑 (24,656) 、 龜山 (15,394) Singhai Road (27,536), Shejekeng (24,656), Gueishan (15,394)	中樞 (106,394) 、 講美 (75,191) 、 澎湖查緝隊 (29,906) 、 加祿 (146,537) Jhongshu (106,394), Jiangmei (75,191), Penghu Reconnaissance Brigade (29,906), Jialu (146,537)			
	東巡局 Eastern Coastal Patrol Office	沙東 (22,396) 、 興昌 (22,191) 、 磯崎 (16,024) 、 烏石鼻 (20,133) Shadong (22,396), Singchang (22,291), Jici (16,024), Wushihbi (20,133)	伽路蘭 (145,379) Cielulan (145,379)			
海洋總局(2) Maritime Patrol Directorate General(2)				特勤 (123,532) 高雄 (236,078) Special Service (123,532), Kaohsiung(236,078)		
其他工程(2) Others(2)						署部 (30,500) 、 海湖 (102,975) CGA HQ (30,500) , Haihu (102,975)
預算小計 Subtotal		1,856,592 1,856,592	211,021	719,719	359,610	432,767
合計23處 23 in total		10	8	2	1	2

第二階段成果照片： (新建前、新建後)

Photographs for the second-stage performances
(before and after the re-construction):



北巡局二四大隊-楊寮營區

(計畫預算7,608萬5,000元，於93年5月7日完工。)

the 24th corps of the North Coastal Patrol Office -
Yangliao Camp
(The project budget was NTD 76,085,000, and the
building was finished on May 7th 2004.)



南興安檢所

(計畫預算2,348萬4,000元，於95年3月27日完工。)

Nansing Inspection Office
(The project budget was NTD 23,484,000, and the
building was finished on March 27th 2006.)



海洋總局高雄海巡隊

(計畫預算2億3,607萬8,000元，於96年1月15日完工。)

the Kaohsiung Offshore Flotilla of the Maritime
Patrol Directorate General
(The project budget was NTD 236,078,000, and the
building was finished on January 15th 2007.)

(三) 本階段特點：

- 1、預算編列比列較第一階段為高：本階段編列預算18億5,659萬2,000元，佔資本門預算109.51億元之16.96%，較前階段增加11.41%。
- 2、預算分配以總大隊為主：本階段海岸總局新建總大隊以上廳舍共9處(含中巡局清水營區)，編列預算計11億5,248萬6,000元，佔海岸總局預算14億6,648萬2,000元之78.59%。
- 3、總大隊、安檢所編列預算偏高：本階段總大隊新建工程平均造價約為1億2,500萬元，另安檢所平均造價則為2,070萬6,000元，均為各階段之最高，其偏高原因係因各總大隊以編制人數計算，且需求使用面積亦以最大化計算所致。

(III) Characteristics of this stage:

1. Higher budgets than in Stage 1: The budget plan for this stage was NTD 1,856,592,000, accounting for 16.96% of the overall budget of NTD 10.951 billion with an increase of 11.41% from the previous stage.
2. Budget allocation predominately for corps: 9 new buildings and complexes were built at this stage for the corps of the Coastal Patrol Directorate General (including Camp Cingshuei of the Central Coastal Patrol Office). The budget added up to NTD 1,152,486,000, accounting for 78.59% of the entire budget of the Coastal Patrol Directorate General, which was NTD 1,466,482,000.
3. A large portion of budget went to corps and inspection offices: The average construction cost at this stage was approximately NTD 125 million for each of the corps constructions, and NTD 20,706,000 for inspection offices. The reason for such a large portion is that the budget of the corps was calculated based on number of people, and that the floor areas required were maximized for calculation.

- 4、安檢所開始納入整建：鑑於本署實際執勤需求已由原海巡部時期之岸際巡邏逐步調整為港口安檢，故本階段已開始籌建安檢所，如蘇澳南興安檢所等。
- 5、皆採新建方式辦理：本階段各海巡隊及總大隊、安檢所等廳舍，均以新建方式辦理。
- 6、新建海洋訓練基礎設施：為強化本署同仁游泳救生技能，有效執行各項海域救難、救生等工作，本階段亦完成海湖及署本部游泳池等2新建游泳池工程，完備本署海洋基礎訓練設施，提升同仁海洋專業技能。

三、第三階段（96年1月～迄今）：

（一）背景概述：鑑於本署總大隊廳舍新建已大致完成推動，且署長經常視導各地區基層營舍，發現亟待改善營舍眾多，須有效利用預算，加大照顧官兵層面，本階段工程建案執行方式亦配合調整。

（二）執行成效：

- 1、第三階段本署編列14億6,031萬2,000元（含新建及改建預算），總計完成58案工程，其中新建18處、改建40處，本階段執行成果如下表：
- 2、另本署亦配合國防部專案執行，主動協調國防部於南沙太平島代建本署南沙指揮部「行政大樓」、「鋼構永久性建物（瞭望塔、指揮部暨餐廳、發電機房及海淡機房）」及「火炮陣地」，爭取預算1億0,620萬元，大幅提升南沙太平島駐島官兵生活品質及防衛能力。

4. Inspection offices now included: As the CGA's duties were switching from patrol along the coasts, as was done during the Coastal Patrol Command days, to security inspections at ports, the establishment of inspection offices started at this stage, such as that for Nansing Inspection Office at Suao.
5. All were new constructions: The buildings used by the flotillas, corps, and inspection offices were constructed from the ground up.
6. Infrastructures built for maritime training: To improve fellow CGA workers' ability to swim and rescue for effective execution of maritime rescue and life saving tasks, 2 new swimming pools were constructed at Haihu and CGA Headquarter at this stage as an integral part of CGA's infrastructure for fundamental maritime training and to improve fellow Coast Guards' maritime proficiency.

III. Stage 3 (Jan 2007 up to today):

(I)Background:

The construction of new buildings and complexes for the corps of CGA was coming to an end. The Minister often visits local barracks and facilities and finds that there are still many buildings requiring improvement or renovation. It is necessary to spend the budgets more effectively and improve the quality of life for fellow Coast Guards. Also, it is important for the execution of construction projects to be fine-tuned accordingly.

(II)Performance :

1. At Stage 3, CGA established the budget of NTD 1,460,312,000 (for both new construction and renovation). 58 projects were completed, including 18 new constructions and 40 renovations. The following table shows the result of execution:
2. In addition, CGA coordinated with the Ministry of National Defense to construct the Nansha Command Complex of CGA, which consists of the "administration building," "permanent steel structures (lookout towers, command center and mess hall, generator house and desalination shelter)" and "batteries." A total budget of NTD 106.2 million was provided for the significant improvement of quality of life and defensive capability for the good soldiers stationing at Taiping, Nansha Islands.

單位：仟元 In NTD 1,000

機關 Dept.	新建工程執行成果（編列預算） New construction achievements (budget plans)		
	安檢所、守望哨 Inspection Offices, Watch Posts	總大隊、查緝隊、海巡隊 Corps, Reconnaissance Brigades, Offshore Flotillas	其他工程 Others
署部 CGA HQ			興達港海巡基地 (726,007) Coast Guard Base at Singda Harbor (726,007)
海岸總局(16) Coastal Patrol Directorate General (16)	深澳 (18,466)、后厝 (12,804)、網寮 (10,369)、水頭 (18,093)、小琉球 (10,693)、內垵南 (9,910)、岐頭 (9,399)、紅蘿 (12,195)、順安 (9,940)、新港 (13,660)、大俱來 (2,654) Shenao (18,466), Houcuo (12,804), Wanliao (10,369), Shueitou (18,093), Siaoliuciou (10,693), Neiannan (9,910), Citou (9,399), Hongluo (12,195), Shunan (9,940), Singgang (13,660), Dajyulai (2,654)	海湖 (47,805)、金山 (66,057)、福隆 (58,751) Haihu (47,805), Jingshan (66,057), Fulong (58,751)	東沙島碼頭新建工程 (161,280) Dock construction at Dongsha Island (161,280)
海洋總局(2) Maritime Patrol Directorate General (2)		金門 (145,417)、馬祖海巡隊東引分隊 (49,806) Kinmen (145,417), Dongyin Squad of Matsu Offshore Flotilla (49,806)	
預算小計 1,383,306 Subtotal 1,383,306	128,183	367,836	887,287
合計18處 18 in total	11	5	2
機關 Dept.	改建工程執行成果（編列預算） Renovation achievements (budget plans)		
	安檢所 Inspection Offices	地區局、總大隊、查緝隊 Coastal Patrol Offices, Corps, Reconnaissance Brigades	
海岸總局(40) Coastal Patrol Directorate General (40)	水溝洞 (1,327)、梗枋 (1,592)、大武崙 (1,486)、馬崗 (1,592)、大里 (849)、過嶺 (849)、石城 (956)、小香蘭 (1,592)、南雅 (1,206)、清水 (3,300)、外木山 (2,750)、美濃山 (1,414)、麟山鼻 (1,980)、白沙屯 (1,068)、外埔 (2,229)、三條崙 (1,486)、台西 (849)、五條港 (3,465)、福寶 (1,650)、崑崙台 (935)、渡船頭 (1,650)、四草 (1,911)、梨子埕 (2,731)、通樑 (2,640)、大倉 (2,200)、中和 (1,980)、鹿耳門 (2,200)、公館 (902)、開元 (457)、大竹 (1,257) Shueinandong (1,327), Gengfang (1,592), Dawulun (1,486), Magang (1,592), Dali (849), Guoling (849), Shihcheng (956), Siaosianglan (1,592), Nanya (1,206), Cingshuei (3,300), Waimushan (2,750), Meiyenshan (1,414), Linshanbi (1,980), Baishatun (1,068), Waipu (2,229), Santiaolun (1,486), Taisi (849), Wutiaogang (3,465), Fubao (1,650), Kunluntai (935), Duchuantou (1,650), Sihcao (1,911), Lizihwen (2,731), Tongliang (2,640), Dacang (2,200), Jhonghe (1,980), Luermen (2,200), Gongguang (902), Kaiyuan (457), Dajhu (1,257)	1總隊 (3,185)、台中查緝隊 (3,300)、台南查緝隊 (3,630)、高雄縣查緝隊 (2,257)、花蓮查緝隊 (531)、興安營區 (1,556)、北巡局 (4,145)、基隆查緝隊 (1,800)、東沙指揮部 (3,030)、南沙指揮部 (3,039) Coastal Patrol Corps 1 (3,185), Taichung Reconnaissance Brigade (3,300), Tainan Reconnaissance Brigade (3,630), Kaohsiung County Reconnaissance Brigade (2,257), Hualien Reconnaissance Brigade (531), Singan Complex (1,556), Northern Coastal Patrol Office (4,145), Keelung Reconnaissance Brigade (1,800), Dongsha Command Center (3,030), Nansha Command Center (3,039)	
預算小計 77,006 Subtotal 77,006	50,533	26,473	
合計40處 40 in total	30	10	

(三) 本階段特色：

- 1、有限預算發揮極致：配合「質樸簡易」之設計原則及各機關人員編現比逐年降低，此階段本署各廳舍亦逐步縮減設計面積，朝量小質精方向辦理，經統計本階段新建安檢所平均造價約為1,165萬，大隊部平均造價則約為6,391萬元，均較前一階段（總大隊1億2,500萬元、安檢所2,070萬6,000元）節省約50%（詳附圖1）。
- 2、預算投資增加，新改建同步實施：本階段較第二階段年平均投資增加1億1,545萬元，且新（改）建安檢所及海巡隊等基層廳舍計49處，佔57處之85.96%；另本階段總投資廳舍案件計57處（扣除東沙島碼頭），亦為前階段25處之2.28倍（詳附圖2）。
- 3、統合岸海能量，興建整合性廳舍：本階段已有統合岸海資源之廳舍產生（如馬祖海巡隊東引分隊暨中柱漁港安檢所），此種興建方式除可有效節省時效及工程經費外，另亦增加海岸及海洋單位同仁互動頻率、提升岸海同仁向心力。
- 4、因應海巡未來發展，籌建海巡基地及碼頭：為提升海域執法能量、增進海事服務效能及強化訓練質量，本階段亦完成「興達港海巡基地」及「東沙島碼頭」新建工程，對厚植本署未來發展有其極大助益。

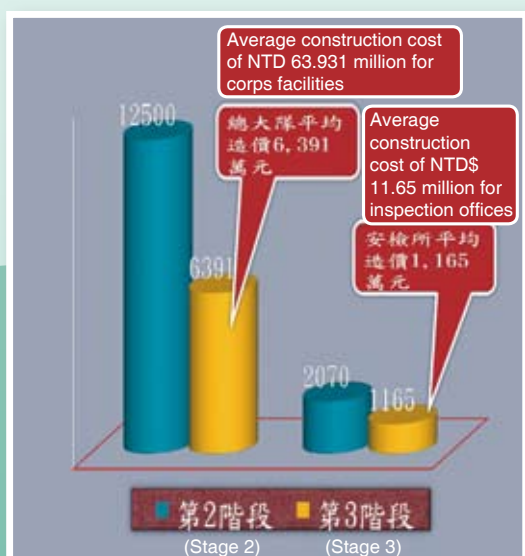


圖1 Figure 1

(III) Characteristics of this stage:

1. Best use of limited budgets: In response to the design principle of "simplicity" and the decreasing staffing year after year, the buildings of CGA at this stage were designed to be smaller in size but better in quality. As the statistics show, the cost was approximately NTD 11.65 million in average for new inspection office constructions, and NTD 63.91 million for new corps building constructions, both being 50% less than those in the previous stage (NTD 125 million for corps buildings and NTD 20.706 million for inspection offices) (see Figure 1).
2. Increased budgets for both new construction and renovation at the same time: The average investment at this stage shows an increase of NTD 115.45 million compared to Stage 2, and the 49 newly constructed (renovated) buildings for inspection offices and flotillas account for 85.96% of the 57 buildings under construction. Also at this stage, the total number of buildings invested are 57 (excluding Dongsha Dock), which is 2.28 times as many as 25 of the previous stage (see Figure 2).
3. Integration of maritime and coastal capability by constructing multipurpose buildings: Buildings were constructed at this stage as the integration of coastal and maritime patrol resources (e.g. the Dongyin Squad of Matsu offshore Flotilla/Jhongjhu Fishing Port Inspection Office). This type of construction not only saves both time and money, but also provides an opportunity for fellow Coast Guards of maritime and coastal patrol units to interact for the boost of morale.
4. Constructions of coast guard bases and docks for CGA's future development: To increase the energy of offshore law enforcement, improve the performance of maritime service and strengthen training quality, the "Coast Guard Base at Singda Harbor" and "Dongsha Dock" were constructed, which helps a great deal of the future CGA development.

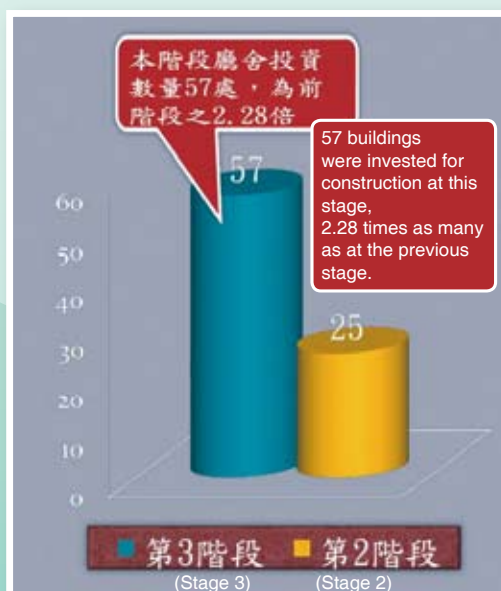


圖2 Figure 2

5、運用內外機關資源，有效改善東、南沙廳舍：鑑於東南沙地處偏遠，工程施工及修繕不易，部分廳舍因年久失修已有安全顧慮，為保障駐島同仁生活品質，除將東南沙廳舍納入整體計畫編列預算改建外，亦配合國防部專案任務，協調該部代建相關永久性廳舍，總計投資1億1,226萬9,000元，有效解決駐紮東、南沙官兵居住問題。

5. Putting the resources inside and outside of CGA for effective improvement of buildings at Dongsha and Nansha: The difficulty of building construction and maintenance at Dongsha and Nansha due to remote locations has taken its toll on some of the buildings on these two islands, leading to the concerns of staff safety. To keep fellow Coast Guards from harm's way, the renovation of the buildings at Dongsha and Nansha was included in the overall budget plan, and CGA also worked with MND by coordinating with MND to construct permanent structures. The investment on the construction project was NTD 112,269,000, which resolved the quality of life issues on these two islands effectively.

第三階段成果照片：（新建前、新建後）

Photographs for the third-stage performances (before and after the re-construction):



北巡局一三大隊－福隆營區（計畫預算5,875萬1,000元，於98年9月15日完工。）

the 13th corps of the North Coastal Patrol Office - Fulong Camp
(The project budget was NTD58,751,000, and the building was finished on September 15th 2009.)



南雅安檢所（計畫預算120萬6,000元，辦理外牆洗石子、樓梯更換為室內梯及守望哨改建等工程。）

Nanya Inspection Office (The project budget was NTD1,206,000, and the building project included the exposed aggregate finish on the exterior walls, new interior stairs, and the reconstruction of the post.)



美灘山安檢所（計畫預算141萬4,000元，辦理外牆洗石子、樓梯更換為室內梯及守望哨改建等工程。）

Meiyanshan Inspection Office (The project budget was NTD1,414,000, and the building project included the exposed aggregate finish on the exterior walls, new interior stairs, and the reconstruction of the post.)



中巡局網寮安檢所（計畫預算1,036萬9,000元，於97年11月10日完工。）

the Central Coastal Patrol Office - Wangliao Inspection Office (The project budget was NTD10,369,000, and the building was finished on November 10th 2008.)



中巡局五條港安檢所（計畫預算346萬5,000元，辦理結構補強、窗戶更新及地板、天花板改善等工程。）

the Central Coastal Patrol Office - Wutiaogang Inspection Office (The project budget was NTD3,465,000, and the building project included structural reinforcement; window, floor, and ceiling renewal, etc.)



南巡局內坡南安檢所（計畫預算991萬元，於97年12月25日完工。）

the Southern Coastal Patrol Office - Annan Inspection Office (The project budget was NTD9,910,000, and the building was finished on December 25th 2008.)



大倉安檢所
（廚房整修成果）

Dacang Inspection Office (renovation of the kitchen)



東巡局順安安檢所（計畫預算994萬元，於97年8月30日完工。）

the Eastern Coastal Patrol Office - Shunan Inspection Office (The project budget was NTD9,940,000, and the building was finished on August 30th 2008.)

參、海巡廳舍綜合成果：

一、本署截至98年總工程投資預算38億餘元，案件共計99案，其中安檢所及海巡隊等一線基層廳舍64案，佔總投資案64.65%，經過10年來努力，業已大幅改善廳舍生活環境並提升工作人員士氣，投資效益已見成效，本署10年來針對工程數量及投資預算之相關分析表如下（詳附圖3、4）：

二、為推動各案工程順利執行及管制工程品質，本處除每月召開「公共建設推動會報」外，亦於工程進行於重要節點時（如地下室施作、樑柱鋼筋綁紮），主動邀請工程學者專家前往工地辦理工程查核，其中本署98年推動之公共建設，受行政院列管工程執行率為100%；另工程品質查核績效亦獲行政院工程會評定優等，且自89年本署成立迄今，各級機關辦理之工程案件均無貪瀆舞弊之危害署譽情事。



圖3 Figure 3



圖4 Figure 4

Part III. Comprehensive achievements of CGA buildings:

I. Up to 2009, CGA invested a total of more than NTD 3.8 billion on 99 construction projects, including 64 for inspection offices, flotilla offices and other front-line unit buildings, which accounted for 64.65% of the total investment. After 10 years of efforts, the quality of life at these facilities, as well as the morale of fellow Coast Guards have been improved significantly, indicating that all the money was well spent. The following is CGA's analysis of construction projects and budgets put in over the period of 10 years (see Figure 3 and 4):

II. To facilitate the smooth going of constructions projects and the control of construction quality, CGA had the monthly "public construction promotion report" meetings, as well as invited engineers and experts for jobsite visits and supervision at the important nodes along the construction schedules (such as basement construction, beam and column reinforcement arrangement). For the public construction works by CGA in 2009, the construction execution percentage reached 100% as the statistics of the Executive Yuan show. Also for the construction quality auditing, CGA was awarded the top level by the Public Construction Commission, Executive Yuan. Since the establishment of CGA in 2000, not a single case of fault play has been found in any of the CGA's construction projects that would have otherwise dishonored CGA.

海巡基礎建設之工程數量分析表

No. of constructions as the infrastructures for CGA

	安檢所及海巡隊 Inspection and Offshore flotilla	總大隊 Corps	海巡基地 CGA base	碼頭其他 Docks and others	合計 Total
工程數量 No. of constructions	64	31	1	3	99
分配比例 %	64.65%	31.31%	1.01%	3.03%	100%

海巡基礎建設之投資預算分析表

Budgets invested for the infrastructures for CGA

	安檢所及海巡隊 Inspection and Offshore flotilla	總大隊 Corps	海巡基地 CGA base	碼頭其他 Docks and others	合計 Total
投資預算 Budgets invested	11.94	16.56	7.26	2.95	38.7億元 NTD 3.871 billion
分配比例 %	30.85%	42.78%	18.75%	7.62%	100%

肆、未來工作重點及整體規劃：

囿於政府財政困難，本署資本門爭取額外預算不易，雖經10年持續改善，但仍有部分廳舍亟待改善，為求在有限預算資料下，做最有效率之投資及運用，本署廳舍改善應做全盤、完整、詳實的檢討，以確實配合本署勤務需求，確保工程投資效益，謹就後續規劃重點摘述如下：

一、賡續完成實施中建案，務求如期如質完工：

目前實施建案計有海岸總局「98~101年基層廳舍新（改）建計畫」、海洋總局「基隆海巡隊新建工程」及「台北港海巡基地浚渫造地及碼頭新建工程」等案，除每月由尤副署長召開「公共建設推動會報」督導管制各案執行情形外，亦將適時邀請專家學者前往工程現地辦理工程查核作業，務求工程可如期如質完工。

二、未來建設整體規劃：

為整體檢討本署基層廳舍101年以後改善需求及規劃未來施工計畫藍圖，經要求海洋、海岸總局依據廳舍現況、土地產權、勤務需求及施工急迫等原則做全盤檢討及規劃，本署經邀集各總局及地區局召開檢討會議後，已完成初步規劃如下：

（一）規劃原則：

1. 考量組織變革為前提。
2. 以質樸簡易及綠建築為方向。
3. 以基層廳舍為優先。
4. 新（改）建同步實施。
5. 儘量採集中同住廳舍。
6. 派勤處所量小質精、模式化。
7. 條件許可建置岸海合一廳舍。

（二）規劃概要：

1. 海岸總局：規劃自101年至107年辦理新（改）建基層廳舍總計55處（新建33處、改建22處），投資預算4億5,304萬4,000元（新建3億7,504萬4,000元、改建7,800萬元），後續將視土地獲得

Part IV. Key works and overall planning into the future:

It is not easy for CGA to squeeze extra budgets out of the government's treasury, which has already been as tight as it would possibly be. Despite 10 years of continuous improvement, there are still buildings and facilities that require improvement. To make the most effective use of the limited resources at hand, CGA has to conduct a comprehensive overall analysis of the building improvement in detail in order to match exactly what CGA really needs and ensure the benefits of the construction investment. The following is the brief summary of the key works that come next:

I. To continue the ongoing projects until they are completed, and make sure the delivery is as scheduled and with the required quality:

Currently, there are several ongoing projects, including the "2009-2012 basic building construction (renovation) project" of the Coastal Patrol Directorate General, and "Keelung flotilla office construction project" and "Dredging and land filling of Taipei Harbor CGA Base and dock construction" of the Maritime Patrol Directorate General. In addition that Deputy Minister Yu leads the monthly "public construction promotion report" meetings for supervision and management of these projects, engineering experts are invited for jobsite visits and auditing, ensuring on-time delivery with the required quality.

II. Overall planning for the development in the future:

For the overall review of the CGA basic building improvement after 2012 and the planning of construction project blueprints in the future, the Maritime and Coastal Patrol Directorates General are asked to conduct an overall review and planning based on the current status of the buildings, land ownership, duty needs and construction priority. After having a review meeting with the Directorates General and Coastal Patrol Offices, CGA has reached the following preliminary conclusions:

(I) Planning principles:

1. To consider the changes in the administration organization.
2. Simplicity and green buildings.
3. Priority on basic buildings.
4. Construction and renovation at the same time.
5. Shared buildings, when possible.
6. Fewer duty dispatching offices but with better quality and modular design.
7. Buildings shared by Maritime and Coastal Patrol Directorates General when conditions permit.

(II) Plan overview:

1. Coastal Patrol Directorate General: The plan is to construct (or renovate) 55 basic buildings (33 new constructions and 22 renovations) from 2012 to 2018. The estimated investment will

及現地視察情形，以滾動方式逐年調整計畫，俾憑符合「當用則用、該省則省」之撙節原則，確實改善本署基層廳舍及提升駐守同仁生活品質，相關規劃情形如下表（不含土地未獲得建案）：

be NTD 453,044,000 (NTD 375,044,000 for new constructions and NTD 78 million for renovations). The plan will be adjusted in a cyclic fashion every year based on the land acquisition and field survey results, as to observe the principle of "use what has to be used and save what can be saved," improve CGA's basic buildings and the quality of life for fellow Coast Guards. The plan is shown below (excluding projects for which lands are not yet available):

(1) 新建工程執行規劃：(1) Provisional schedule for new constructions:

年度 Year	新建 New constructions				總計 Total
地區 Area	北 North	中 Central	南 South	東 East	
101/2012		布袋第3漁港安檢所、雲林機動查緝隊 Budai 3 rd inspection office, Yunlin Reconnaissance Brigade	鹽埔漁港安檢所 Yenpu Fishing Port inspection office		3處
102/2013	國聖埔安檢所 Guoshengpu inspection Office	半天寮、蚊港安檢所 Bangtianliao and Wenganf inspection offices	鳳鼻頭安檢所、風櫃東安檢所 Fongbitou inspection office, Fongguei East inspection office	上鹽寮守望哨 Shangyenliao watch post	6處
103/2014			重光、青山港安檢所及東汕守望哨、中芸營區 Chongguang and Cingshan inspection offices, and Dongshan watch post, Jhongyun Camp		4處
104/2015	六塊厝安檢所 Lioukuaicuo inspection Office	南山安檢所 Nanshan inspection office	潭仔灣、吉貝、東吉及東嶼坪安檢所 Tanzaiwan, Jibei, Dongji and Dongyuping inspection offices		6處
105/2016		麥寮安檢所 Mailiao inspection office	潭門、蔴裡後、山水及中屯安檢所 Tanmen, Shihlihou, Shanshuei and Jhongtun inspection office		5處
106/2017			中社、中西、尖山、西溪安檢所執檢區及虎井安檢所 Inspection areas of Jhongshe, Jhongs, Jianshan and Sisia inspection offices, and Hujung inspection office		5處
107/2018			井坡、合界、沙港中及沙港西安檢所執檢區 Inspection areas of Jingan, Hejie, Shagang central and Shagang west inspection offices		4處
合計 Total	2	6	24	1	33處

(2) 改建工程執行規劃：(2) Provisional schedule for renovations:

年度 Year	改建 Renovation				總計 Total
地區 Area	北 North	中 Central	南 South	東 East	
101/2012	滬尾安檢所 Huwei inspection office	九女山、尚義營區 Jiounyushan and Shangyi camps	鳥嶼、城前安檢所 Niaoyu and Chengan inspection office		5處
102/2013	下志清營區、小香蘭守望哨 Siajihcing Camp, Siaosianglan watch post	龍港營區、王功、崙尾灣安檢所 Longgang camp, Wangong and Lunweiwan inspection office	旗后、馬沙溝安檢所、高雄市查緝隊 Cihhou and Mashagou inspection offices, and Kaohsiung Reconnaissance Brigade	開元安檢所 Kaiyuan inspection office	9處
103/2014	芙蓉安檢所 Furong inspection office	新埔安檢所 Sinpu inspection office			2處
104/2015	水尾、磺港、卯澳及龜吼安檢所 Shueiwei, Huanggang, Mao-Ao and Gueihou inspection office				4處
105/2016		塹仔安檢所 Wenzihan inspection office			1處
106/2017					0處
107/2018		龍鳳安檢所 Longfong inspection office			1處
合計 Total	8	8	5	1	22處

2. 海洋總局：未來廣續推動恆春海巡隊暨後壁湖安檢所新建工程；另海洋總局亦規劃投資5億9,790萬1,000元，逐年辦理馬祖、東機及花蓮等海巡隊新建工程，並辦理台東、台中及成功分隊等改善工程，規劃情形如下表：

2. Maritime Patrol Directorate General: The construction of Hengchun Flotilla office and Houbihu inspection office will continue until the completion; also the Directorate General is planning to invest NTD 597,901,000 in several years for the constructions of Matsu, Eastern Sector and Hualien flotillas, as well as the renovation of Taitung, Taichung and Chenggong Flotillas. The following is the preliminary planning:

海洋總局新建工程規劃 New constructions of Maritime Patrol Directorate General			單位：仟元 in NTD 1,000
海巡隊 Offshore Flotillas	投資預算 Estimated investment	規劃年度 Year of planning	備考 Remark
恆春 Hengchun	149,350	102~103 / 2013~2014	
東機 Eastern Sector	109,000	103~105 / 2014~2016	
馬祖 Matsu	145,551	106~107 / 2017~2018	
花蓮 Hualien	182,000	107~108 / 2018~2019	
合計 Total	585,901		

海洋總局改建工程規劃 Renovations of Maritime Patrol Directorate General			單位：仟元 in NTD 1,000
海巡隊 Offshore Flotillas	投資預算 Estimated investment	規劃年度 Year of planning	備考 Remark
台東 Taitung	4,500	102 / 2013	
成功分隊 Chenggong	3,000		
台中 Taichung	4,500		
合計 Total	12,000		

3. 另為了解各駐地廳舍實際情形，目前刻正執行現地會勘作業，其中至99年7月底止，業已完成苗栗及雲嘉南等地區勘查工作，後續並將赴其他地區現地視察，俾求計畫周延完整。

3. In order to have a clear picture of CGA's buildings and how their conditions are, field surveys are conducted throughout Taiwan, and up to July 2010, Miaoli, Yunlin, Chiayi and Tainan have been surveyed. More field surveys will be performed subsequently for a complete and well thought-out plan.

伍、結語

Part V. Conclusion :

本署新建海巡廳舍造型新穎且設施完整，部分已融入當地景觀成為地標，另如冷氣機、寢室人數、套房等規劃設置，相較國軍第一線部隊有過之而無不及，大幅提升官兵生活條件；惟本署待建廳舍仍多，除需珍惜維護現有廳舍，更將依署長「有心就有力」指導，傳承接棒，共創新10年榮耀。

The new CGA's buildings are designed and constructed to be new and fully equipped. Some of the buildings blend in local landscapes and even become landmarks. Also, the amenities, such as air conditioning, number of people per sleeping quarter, and suites, are much better than those of the military counterparts, indicating a quantum leap in quality of life for fellow Coast Guards. However, there are still many facilities to be built. In addition to keep the existing facilities well maintained, we shall follow the good examples set up for us and create the glorious next 10 years based on the words of the Minister, "where there is a heart, there is the power."

(本文作者任職於海岸巡防署後勤處)

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