



Commander
Seventh Coast Guard District

909 SE First Avenue
Miami, FL 33131-3050
Staff Symbol: m
Phone: (305)536-5651
FAX: (305)536-5091

16000
Policy Ltr 08-99
24 Jun 99

From: Commander, Seventh Coast Guard District
To: Distribution

Ref: (a) CGD SEVEN (m) Policy Letter 13-98 dated 16 Dec 98
(b) Seventh Coast Guard District Marine Safety Program Performance Plan dated
30 Nov 98

Subj: SEVENTH DISTRICT MARINE SAFETY PROGRAM MEASUREMENT PLAN

1. This policy letter with enclosure supercedes references (a) and (b). References (a) and (b) are cancelled effective the date of this policy letter.
2. This policy letter implements the enclosed measurement plan to consistently indicate our ability to achieve our desired program goals. Our measurement plan remains focused around six Seventh District goals, which are directly linked to Commandant's goals and the District's vision. For each of the six goals, indicators were developed with an associated measurement to allow the Marine Safety Division staff to determine and graphically demonstrate various trends within the program. These sets of indicators examine our internal processes as they relate to outcome effectiveness.
3. The first quarter of CY-99 was used as an assessment period to review reference (a) and (b) and to begin collecting data for the supporting measures. Your assessments, comments, and measurement data was received by the end of April. Based on the input received, we have implemented several changes in our pursuit to improve this model. The result is the document you now have before you. The following are the significant changes made to the measurement plan. Self-explanatory text changes and other additions made for clarity purposes are highlighted within the revised plan. These changes provide a more detailed description of the measures to assist field personnel.
 - a. Chapters 1 through 4: The title of the document has been changed to "measurement plan" vice "performance plan";
 - b. Goal #1: The hard measure of oil spilled verse oil recovered has been deleted and the "Best Response" measure has been added as a lagging indicator. The "Best Response" survey completion and submission requirements will be delineated under a separate policy letter;

Subj: SEVENTH DISTRICT MARINE SAFETY PROGRAM MEASUREMENT PLAN

- c. Goal #2: No significant changes;
 - d. Goal #3: Several revisions were made. The requirement for the Breach of Security Vulnerability/Risk Summary has been eliminated. The Facility & Passenger Terminal Vulnerability/Risk Summary has been modified to capture the number of terminals that fall within a particular vulnerability range, in addition to the average score. The Passenger Terminal Inspection Form has been removed and replaced by the Passenger Terminal Vulnerability Assessment Form derived from the Marine Safety Manual Vol. II. It was felt that continued use of the current MSM form was preferable in order to promote national and regional consistency. While the Passenger Terminal Inspection Form has been removed from the Measurement Plan, it should be retained as a useful tool with which to measure compliance with 33 CFR 128 and IMO security guidelines;
 - e. Goal #4: No significant changes;
 - f. Goal #5: Within the “Risk Reduction Summary Matrix” we deleted “removal of submerged objects” as an intervention and replaced it with a “channel maintenance...agency referral” intervention; and
 - g. Goal #6: No significant changes.
4. This measurement plan is designed for a Marine Safety Office (MSO) command’s use in evaluating the preparedness and effectiveness of the individual unit. It may also allow unit measures to be combined at various higher levels in our organization (i.e. region, District, or area) to assess overall program trends for a geographical area. It is important to realize that this measurement process although consistently accomplished by each District Marine Safety Office (MSO) using the same methods and definitions is more valuable measuring goals as they pertain to a specific MSO. The intent is not to compare a MSO’s measurement results against another MSO within the District. The geographic, environmental, economic, and demographic differences within each port or MSO area of responsibility makes it near impossible to achieve positive outcomes by making such comparisons.
5. The philosophy of the Marine Safety program is that no one knows a situation as well as the unit on scene. The local unit commander’s responsibility is to know the threats, risks, and special conditions in his or her local area. Therefore, the local commander is in the best position to manage the local unit for optimum results and efficiency. Directing detailed lists of “activities” down to the local unit is not the purpose of this plan. Providing top-level strategy or guidance, for local tactical implementation is the intent. The plan establishes the system of

Subj: SEVENTH DISTRICT MARINE SAFETY PROGRAM MEASUREMENT PLAN

measures to evaluate progress toward these goals. Within each local area, risks, threats, and capabilities differ, so the approach, operational emphasis, and work activities within a specific area may be adapted to meet the local conditions. This plan will give us a way of focusing on results, to continually be ready for the future and better able to manage the risks that challenge us.

6. Each MSO within the District participated in the decision making process which led to the establishment of the goals contained within the plan. Each MSO Commanding Officer, Executive Officer, and their respective staffs were involved in the development of their supporting measures. The Seventh District Goal is to eliminate deaths, injuries and property damage associated with maritime transportation, fishing and recreational boating, enhancing port safety/security measures, preventing pollution incidents, and reducing their consequences when they occur. The Seventh District's marine safety program goals were developed based on COMDT performance goals, adjusted for the specific threats in our AOR along with a relative risk evaluation summarized from the Regional Risk Assessment. This prioritizes the Coast Guard's national agenda for the Seventh District. Although all the Commandant's goals are important, within the context of our risk assessment, certain goals present a high probability of occurrence or very high consequence, leading to levels of risk worthy of extra attention.

7. Each District MSO shall continue to submit measurement data in accordance with this revised plan. The Seventh District Marine Safety Program Measurement Plan will be updated annually and will be the framework for continuous improvement of our performance while eliminating waste. Suggested changes and improvements are always welcome. If you have any questions, please contact Lieutenant Commander Eric Mosher on staff.

WILLIAM H. FELS
By direction

Encl: (1) Seventh Coast Guard District Marine Safety Program Measurement Plan dated
08 Jun 99

Dist: All CGD SEVEN MSOs