



COAST GUARD
MARINE SAFETY OFFICE
JACKSONVILLE



JACKSONVILLE

MSO

MARINE
SAFETY
OFFICE
JACKSONVILLE

CY 2003

BUSINESS
and
strategic

PLAN

Executive Summary

Why do we have a strategic and business plan?

Marine Safety Office Jacksonville's strategic planning process is the keystone to accomplishing our mission and providing better government to our customers. We have learned that before we begin our program operations, we must first assure that our programs are actually aligned to the goals our senior commanders have set for us. Further, we must understand the needs and desires of the customers with whom we work each day, as well as the factors in our work environment that guide our future course. By aligning with our senior commanders, looking ahead and asking our customers what they need, we have established a vision of how we must do business in order to accomplish our mission, and satisfy both our stakeholders and our customers.

How is this document organized?

The first three major sections set out our mission, core values, and key business drivers. Next, we explain the alignment of our key business drivers to our senior commander's objectives. We then explore the program operations designed to accomplish each of the key business drivers, along with associated measures of effectiveness. Finally, we describe the strategic planning process use this strategic and business plan each year and document the tactical initiatives we developed to improve our operations during the coming year. Throughout the 2003 Strategic and Business Plan, new or revised areas have been marked with the blue lightning bolt  making it easy to see what has changed.

What are the major changes for 2003?

During the Fall 2002 Strategic Planning Retreat, the senior management team significantly reorganized MSO Jacksonville to better align with and fund (in terms of effort and personnel) the Key Business Drivers. We have also significantly revised our Balanced Scorecard to better define what our measures mean and what challenges we see in further refining them. While this business plan does not include performance summaries, it is our intention to update the 2004 business plan with actual measurement data. See the summary of 2002 Tactical Initiatives and new 2003 Tactical Initiatives for our work plan.

Acknowledgements

This plan could not have been developed without the time and commitment of many talented team Coast Guard staff: commissioned officers, warrant officers, petty officers, active duty military, reserve military, civilian employees, and Coast Guard Auxiliaries. Most important, however, are the many MSO Jacksonville customers who gave freely of their time, expertise, and experience in helping us better understand their needs and future.

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Part A: Our Foundation for Business

“We protect vital interests of the United States – the personal safety and security of our population; our natural and economic resources; and the territorial integrity of our nation – from both internal and external threats, natural and manmade.” (Coast Guard Pub 1, America’s Maritime Guardian)

Unlike private business, the Coast Guard cannot select which products and services we will offer, nor can we select our customers. Our mission and the customers affected by our mission activities have been predetermined by the President and Congress, and have been further refined by our program managers and chain-of-command (collectively they are our stakeholders – equivalent to a private corporation’s shareholders). Nonetheless, we can determine to some extent the degree of emphasis placed on component areas of our mission as well as how we will accomplish the objectives in these component areas and required mission activities.

Our vision, on the other hand, is ours alone. It describes our desired future state and the path we will pursue in achieving our mission (across all component areas). Our core values of teamwork, excellence, professionalism, and innovation provide a framework for following that path.

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Our Mission:</p> <p><i>“We promote the safe and efficient marine transportation of people and cargo, safeguard our ports and those who work on our waterways and protect the marine environment.”</i></p> | <p>Our Vision of the Future:</p> <ul style="list-style-type: none">• We will be professional partners with industry and other agencies in reducing risks to people, property, and the environment.• We will be focused on prevention, but fully prepared for response.• We will be a recognized leader in support of the Marine Transportation System through our systematic application of quality principles and risk management. |
| <p>Our Core Values:</p> <p>Professionalism - We are professionals, well trained in our specialties, committed to honorable service, respectful of the needs and knowledge of our customers, and dedicated to the successful accomplishment of our mission.</p> <p>Excellence - We constantly seek opportunities to improve our services and products. Quality, empowerment, and continuous improvement are an integral part of our daily operations.</p> <p>Teamwork - We work as a team and value the contributions of each individual. We support each other both professionally and personally. We know that our people are our most important resource.</p> <p>Innovation – We are supported by, but not constrained by tradition. We encourage and reward trying new approaches to improve service. Mistakes are opportunities to learn and add value to our organization.</p> | |

Figure 1. MSO Jacksonville Mission, Vision & Values

Part B: Our Strategy

“The carpenter uses a master plan of the building, and the Way of strategy is similar in that there is a plan of campaign...”
(Miyamoto Musashi – A Book of Five Rings)

Part B-1: Our Key Business Drivers

Our Key Business Drivers (*Figure 2*) are the key strategies we will use to achieve our vision (*Figure 1*). The vision statement, in itself, does not consider the changeable environment in which we do business at any given time; that is not its purpose. To make our vision concrete and decide upon our path, we constantly review trends affecting our customers, employees, suppliers and stakeholders. The result is our strategy; our Key Business Drivers are an articulation of how we will achieve our vision given the current situation. These Key Business Drivers are the things we must focus on and do well to be successful for the public, our employees, and to accomplish our Mission; they are the performance areas we must target to continue our present success in view of the ever-changing financial, political, and commercial environment in which we live.

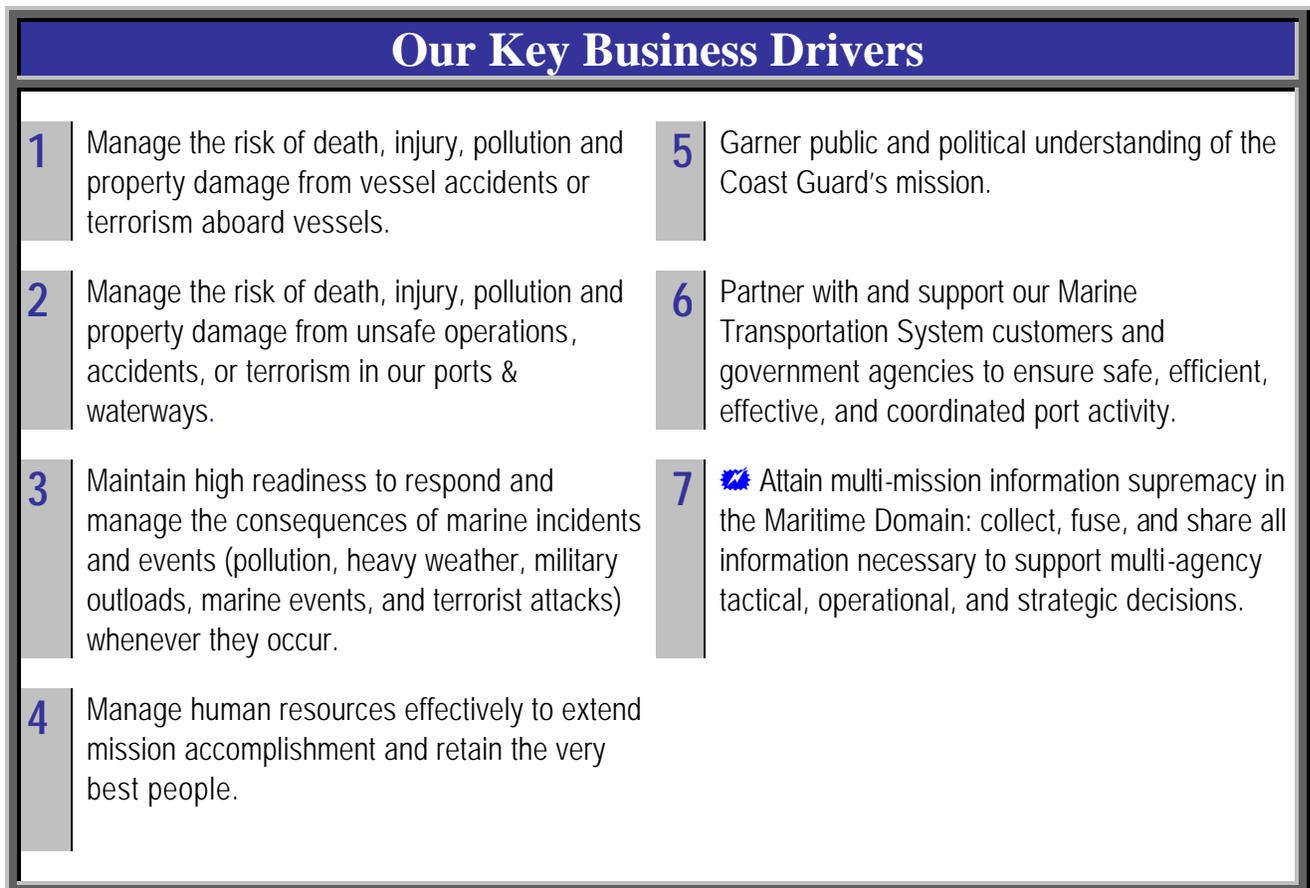


Figure 2. MSO Jacksonville Key Business Drivers

Part B-2: Our Strategic Objectives

Our Key Business Drivers (*Figure 2*) are designed to achieve the goals and objectives of our Stakeholders: Congress, the President, the Secretary of Homeland Security, and our senior commanders at the Seventh District, the Atlantic Area, and Coast Guard Headquarters. *Figure 3* shows which long-range goals and objectives each of our Key Business Drivers is designed to achieve.

| Senior Commander Goals G-M FY 2003 – 2006 Business Plan | MSO Jacksonville Key Business Drivers | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----|----|----|----|----|----|
| Mission Goals | #1 | #2 | #3 | #4 | #5 | #6 | #7 |
| Safety: Eliminate deaths, injuries, and property damage associated with commercial maritime transportation, fishing, and recreational boating. | | | | | | | |
| MS-1 By 2006, reduce the crewmember fatality rate by 20% from the five-year average of 48 fatalities per 100,000 workers to no more than 38. | ✓ | | | | | | ✓ |
| MS-2 By 2006, reduce the crewmember injury rate by 20% from the five-year average of 412 injuries per 100,000 workers to no more than 330. | ✓ | | | | | | ✓ |
| MS-3 By 2006, reduce passenger fatalities by 20% from the five-year average of 24 fatalities per year to no more than 19. | ✓ | | | | | | ✓ |
| MS-4 By 2006, reduce passenger injuries by 20% from the five-year average of 171 injuries per year to no more than 137. | ✓ | | | | | | ✓ |
| MS-5 By 2006, reduce the amount of property damage by 20% from the five-year average of 190 million dollars per year to no more than 152 million. | ✓ | ✓ | | | | | ✓ |
| Security: Protect our maritime borders from all intrusions and suppress violations of federal law in the maritime region | | | | | | | |
| SEC-1 By 2006, reduce the vulnerability of the Marine Transportation System (MTS) to intentional harm from military, criminal, or terrorist acts to no higher than "medium." | | ✓ | | | | | ✓ |
| SEC-2 By 2006, monitor the location and operation, in U.S. waters, of 100% of vessels identified by the NSC and DoD as security threats. | | | | | | | ✓ |
| SEC-3 By 2006, reduce the vulnerability to terrorism of U.S. citizens on passenger vessels and in terminals to no higher than "low." | ✓ | ✓ | | | | | ✓ |
| SEC-4 By 2006, achieve national readiness level of C2 for Commander-in-Chief (CINC) Military Environmental Response Operations (MERO) support. | | ✓ | | | | | ✓ |
| SEC-5 By 2006, achieve a readiness level of C2 in interdiction and consequence management responsibilities with respect to the use or threat of the use of Weapons of Mass Destruction (WMD). | | ✓ | | | | | ✓ |
| Protection of Natural Resources: Eliminate environmental damage and natural resource degradation associated with all maritime activities, including transportation, commercial fishing, and recreational boating. | | | | | | | |
| PNR-1A By 2006, reduce the average annual volume of oil pollution from maritime sources by 20% from the five year average of 4.3 gallons spilled per million gallons shipped to no more than 3.4. | | ✓ | ✓ | | | ✓ | ✓ |
| PNR-1B By 2006, reduce the number of collisions, allisions and groundings for all vessels of 1600 gross tons or more by 20% from the five-year average of 524 to no more than 419. | ✓ | ✓ | | | | ✓ | ✓ |
| PNR-2 By 2006, reduce the number of medium and major oil spills by 20% from the five-year average of 16 spills per billion tons of oil shipped to no more than 13. | ✓ | ✓ | | | | ✓ | ✓ |
| PNR-3 By 2006, show a reduction in the threat from aquatic nuisance species. | ✓ | | | | | ✓ | ✓ |
| PNR-4 By 2006, reduce the amount of vessel-generated plastic and garbage by 20% from the five-year average of 57 pieces per mile of shoreline to no more than 46. | ✓ | | | | | ✓ | ✓ |
| PNR-5 By 2006, improve pollution response preparedness by developing and meeting Coast Guard program standards | | | ✓ | | | ✓ | ✓ |
| PNR 6 By 2006, improve pollution response by developing and meeting Coast Guard response standards | | | ✓ | | | | ✓ |

| | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---|---|---|--|---|---|
| Maritime Mobility: Facilitate maritime commerce and eliminate interruptions and impediments to the economical movement of goods and people, while maximizing recreational access to and enjoyment of the water. | | | | | | | |
| MM-1 | By 2006, maximize vessel mobility within ports and waterways by reducing the number of waterway closures. | | | ✓ | | ✓ | ✓ |
| MM-2 | By 2006, reduce the number of vessel collisions, allisions and groundings from the fiveyear average of 2458 to no more than 1966. | ✓ | ✓ | | | ✓ | ✓ |
| MM-3 | By 2006, show a reduction in the economic impact of mobility impediments. | | | ✓ | | ✓ | ✓ |

Figure 3. Alignment of MSO Jacksonville Key Business Drivers with Senior Command Goals

Part B-3: Our Key Programs

Each KBD represents a broad strategy toward the outcomes demanded by our senior commanders. In executing these broad strategies, our Key Programs define our relationship to our various customers and thereby drive our measurement system. Each KBD must be supported by at least one Key Program. At each Strategic Planning Retreat we examine each KBD and evaluate how well we are meeting our customers' needs.

| Our Key Programs | |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <p>Manage the risk of death, injury, pollution and property damage from vessel accidents or terrorism aboard vessels.</p> <ul style="list-style-type: none"> 1.1 Commercial Fishing Vessel Safety 1.2 Uninspected Towing Vessel Safety 1.3 Small Passenger Vessel Safety 1.4 Foreign Vessel Safety 1.5 High Capacity Passenger Vessel Safety 1.6  Marine Casualty Investigation |
| 2 | <p>Manage the risk of death, injury, pollution and property damage from unsafe operations, accidents, or terrorism in our ports & waterways.</p> <ul style="list-style-type: none"> 2.1  Waterway Safety 2.2 Facility Safety and Security 2.3 Marine Environmental Protection 2.4 Maritime Homeland Security 2.5  HAZMAT Transportation Safety & Security 2.6  Pollution Incident Investigation |
| 3 | <p>Maintain high readiness to respond and manage the consequences of marine incidents and events (pollution, heavy weather, military outloads, marine events, and terrorist attacks) whenever they occur.</p> <ul style="list-style-type: none"> 3.1 Response Preparedness 3.2  Incident Response 3.3  Consequence Management |
| 4 | <p>Manage human resources effectively to extend mission accomplishment and retain the very best people.</p> <ul style="list-style-type: none"> 4.1 Training Readiness 4.2 Safety and Health 4.3 Awards and Recognition 4.4 Coast Guard Auxiliary 4.5  Employee Satisfaction 4.6  Coast Guard Reserve |
| 5 | <p>Garner public and political understanding of the Coast Guard's mission.</p> <ul style="list-style-type: none"> 5.1 Public Affairs 5.2  Outreach |
| 6 | <p>Partner with and support our Marine Transportation System customers and government agencies to ensure safe, efficient, effective, and coordinated port activity.</p> <ul style="list-style-type: none"> 6.1 Marine Transportation System 6.2 Joint Mission Planning / De-conflict |
| 7 | <p>Attain multi-mission information supremacy in the</p> <ul style="list-style-type: none"> 7.1  Maritime Domain Awareness |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------|
| <p>Maritime Domain: collect, fuse, and share all information necessary to support multi-agency tactical, operational, and strategic decisions.</p> | <p>7.2</p> | <p> Port Intelligence</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------|

Figure 4. Key Business Drivers and Key Programs

Part B-4: Program Critical Success Factors

For every Key Program listed in *Figure 4*, our Natural Working Groups have identified Critical Success Factors and associated Measures of Effectiveness. Critical Success Factors are essentially “Program Level Strategic Objectives;” those three or four things the Natural Working Groups have identified that must be accomplished for their program to be successful in supporting the Key Business Drivers, successfully completing our mission, and achieving our vision. *Figures 5a* through *5e* show the Critical Success Factors for all our Key Programs.

Part B-5: Program Instructions

Program Instructions (MSO Jacksonville Instructions signed by the Commanding Officer) constitute the action plans required to achieve our strategy. Each Program Instruction (developed as described in Part D) gives the details of how the Critical Success Factors will be addressed. The action part of our Strategic Plan, along with the goals for each Program Measure of Effectiveness and the associated process measures are described in the Program Instructions. Our program instructions are listed below (*Figure 6*).

| Key Program | | Instruction |
|-------------|----------------------------------------------------------------------------------------------------------------------|------------------------|
| 1.1 | Commercial Fishing Vessel Safety | MSOJAXINST 16711.13 |
| 1.2 | Uninspected Towing Vessel Safety | MSOJAXINST 16720.1 |
| 1.3 | Small Passenger Vessel Safety | MSOJAXINST 16711.2 |
| 1.4 | Foreign Vessel Safety | MSOJAXINST 16000.1 |
| 1.5 | High Capacity Passenger Vessel Safety | MSOJAXINST 16711.3 |
| 1.6 |  Marine Casualty Investigation | MSOJAXINST 16732.1A |
| 2.1 |  Waterway Safety | Under development 2003 |
| 2.2 | Facility Safety and Security | MSOJAXINST 16611.1B |
| 2.3 | Marine Environmental Protection | MSOJAXINST 16790.1C |
| 2.4 | Maritime Homeland Security | Under development 2003 |
| 2.5 |  Pollution Incident Investigation | Under development 2003 |
| 3.1 | Response Preparedness | MSOJAXINST 16460.1B |
| 3.2 |  Incident Response | Under development 2003 |
| 3.3 |  Consequence Management | Under development 2003 |
| 4.1 | Training and Qualifications | MSOJAXINST 1500.1D |
| 4.2 | Safety and Health | |
| 4.3 | Awards and Recognition | MSOJAXINST 5305.1A |
| 4.5 | Coast Guard Auxiliary | Under development 2003 |
| 4.6 |  Employee Satisfaction | Under development 2003 |
| 4.7 |  Coast Guard Reserve | Under development 2003 |
| 5.1 | Public Affairs | |

| | | |
|-----|----------------------------------------|------------------------|
| 5.2 | ☄ Outreach | Under development 2003 |
| 6.1 | Marine Transportation System | Under development 2003 |
| 6.2 | ☄ Joint Mission Planning / De-conflict | Under development 2003 |
| 7.1 | ☄ Maritime Domain Awareness | Under development 2003 |
| 7.2 | ☄ Port Intelligence | Under development 2003 |

Figure 6 – Key Program Instructions

| Our Critical Success Factors | | | | |
|---------------------------------------|--------------------|-----|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>(we are successful when we...)</i> | | | | |
| 1 | Manage Vessel Risk | 1.1 | Commercial Fishing Vessel Safety | <p>CFV-1 Reduce the level of risk aboard commercial fishing vessels</p> <p>CFV-2 Obtain customer alignment, increased customer satisfaction, and continued customer participation</p> <p>CFV-3 Increase the knowledge and proficiency of the crews of Coast Guard patrol boats and small boat stations</p> <p>CFV-4 Increase awareness of homeland security and integrate commercial fishermen in surveillance and terrorism detection.</p> |
| | | 1.2 | Uninspected Towing Vessel Safety | <p>UTV-1 Reduce the level of risk aboard commercial towing vessels</p> <p>UTV-2 Reduce the level of environmental risk aboard commercial towing vessels</p> <p>UTV-3 Obtain customer alignment, increased customer satisfaction, and continued customer participation</p> <p>UTV-4 Increase awareness of homeland security and integrate commercial tug operators in surveillance and terrorism detection.</p> |
| | | 1.3 | Small Passenger Vessel Safety | <p>SPV-1 Measure and manage the risk aboard small passenger vessels</p> <p>SPV-2 Attain high customer satisfaction and form partnerships with industry</p> <p>SPV-3 Manage crew proficiency in emergency response</p> <p>SPV-4 Increase awareness of homeland security and integrate small passenger vessel operators in surveillance and terrorism detection.</p> |
| | | 1.4 | Foreign Vessel Safety | <p>FV-1 Reduce the risk of vital system failure.</p> <p>FV-2 Increase crew readiness to respond to emergencies.</p> <p>FV-3 Create strong Industry partnerships and obtain high customer satisfaction.</p> <p>FV-4 Increase awareness of homeland security and integrate foreign vessel operators in surveillance and terrorism detection.</p> |
| | | 1.5 | High Capacity Passenger Vessel Safety | <p>HCPV-1 Manage crew proficiency in emergency response</p> <p>HCPV-2 Form strong partnerships and gain high customer satisfaction</p> <p>HCPV-3 Manage the risk associated with discrepancies aboard high capacity passenger vessels</p> <p>HCPV-4 Increase awareness of homeland security, increase routine passenger security efforts, and integrate the passenger vessel industry in surveillance and terrorism detection.</p> |
| | | 1.6 | 🚢 Marine Casualty Investigation | <p>MCI-1 Be aware of and target major effort to all significant and major marine casualties.</p> <p>MCI-2 Meaningfully document the causes (at all levels) of incidents worthy of attention.</p> <p>MCI-3 Convey causes and preventative action to the public and integrate into all KBD #1 Key Programs.</p> |

Figure 5a – KBD #1 Program Critical Success Factors

| | | | | | | |
|-----|----------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------|-------------------------------------------------------------------------------------------------------------------|
| 2 | Port Risk | Marine Safety Office Jacksonville | 2.1 | Waterway Safety | WS-1 | Safety risk from navigation, port operations, and marine events on all waterway nodes is controlled to low levels |
| | | | | | WS-2 | Safety risk from construction and demolition on all waterway nodes is controlled to low levels |
| | | | | | WS-3 | Assessment of risk and setting of action thresholds are mutually shared with the Harbor Safety Committee. |
| | | | | | WS-4 | Customer alignment, customer satisfaction, and customer participation are at high levels. |
| | | | | | WS-5 | Knowledge and proficiency of the Coast Guard field personnel are at high levels. |
| | | | 2.2 | Facility Safety and Security | FSS-1 | Environmental risk from bulk oil transfers and storage is controlled to low levels. |
| | | | | | FSS-2 | Security countermeasures have been verified in place and effective at high levels. |
| | | | | | FSS-3 | Safety and security response readiness at the facility is at high levels. |
| | | | | | FSS-4 | Interagency resources and authorities are optimized in daily FSS activities. |
| | | | | | FSS-5 | Customer alignment, customer satisfaction, and customer participation are at medium to high levels. |
| | | FSS-6 | Knowledge and proficiency of the Coast Guard field personnel are at high levels. | | | |
| 2.3 | Marine Environmental Protection | MEP-1 | Environmental risk from bilge pumping, garbage discharge (including plastics), and boat fueling spills is controlled to low levels | | | |
| | | MEP-2 | Community awareness of environmental impacts to endangered species in our waterways is at high levels | | | |
| | | MEP-3 | Recreational / unregulated boater awareness of and preparedness for heavy weather is at high levels | | | |
| | | MEP-4 | Auxiliary and volunteer resources and interagency outreach efforts are optimized in daily MHLS activities. | | | |
| | | MEP-5 | Customer alignment, customer satisfaction, and customer participation are at medium to high levels. | | | |
| | | MEP-6 | Knowledge and proficiency of the Coast Guard field personnel are at high levels. | | | |
| 2.4 | Maritime Homeland Security | MHLS-1 | Security risk from direct attack on targets in the port is controlled to low levels. | | | |
| | | MHLS-2 | Security risk from terrorist infiltration across the maritime border is controlled to low levels. | | | |
| | | MHLS-3 | Security risk from WMD transshipment across the maritime border is controlled to low levels. | | | |
| | | MHLS-4 | Security risk from contraband transshipment across the maritime border is controlled to low levels. | | | |
| | | MHLS-5 | Interagency resources and authorities are optimized in daily MHLS activities. | | | |
| | | MHLS-6 | Customer alignment, customer satisfaction, and customer participation are at medium to high levels. | | | |
| | | MHLS-7 | Knowledge and proficiency of the Coast Guard field personnel are at high levels. | | | |
| 2.5 | HAZMAT Transportation Safety | HMS-1 | Safety risk from hazmat and explosives during loading operations is controlled to low levels. | | | |
| | | HMS-2 | Safety risk from hazmat and explosives cargo-internal mis-loading is controlled to low levels | | | |
| | | HMS-3 | Safety risk from ship-internal hazmat and explosives mis-loading / mis-manifesting is controlled to low levels | | | |
| | | HMS-4 | Interagency resources and authorities are optimized in daily HMS activities. | | | |
| | | HMS-5 | Customer alignment, customer satisfaction, and customer participation are at medium to high levels. | | | |
| | | HMS-6 | Knowledge and proficiency of the Coast Guard field personnel are at high levels. | | | |
| 2.6 | Pollution Incident Investigation | PI-1 | Unit awareness of potential and actual pollution incidents is at high levels | | | |
| | | PI-2 | Interagency resources and authorities are optimized in daily initial investigation activities | | | |
| | | PI-3 | Investigative reports document the causes (at all levels) and always detail prevention options | | | |
| | | PI-4 | Customer alignment, customer satisfaction, and customer participation are at medium to high levels. | | | |
| | | PI-5 | Investigative competency of the Coast Guard field personnel is at high levels. | | | |

| Our Critical Success Factors <i>(we are successful when...)</i> | | | | |
|--------------------------------------------------------------------|----------|-----|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Response | 3.1 | Response Preparedness | RP-1 <input checked="" type="checkbox"/> Contingency Plans allow quick, seamless transition to Incident Action Planning (during a response) RP-2 <input checked="" type="checkbox"/> Sufficient financing is available and easily accessed allowing quick, seamless transition to planned incident management. RP-3 <input checked="" type="checkbox"/> Sufficient numbers of qualified, experienced response personnel are available and deployable allowing quick, seamless transition. RP-4 <input checked="" type="checkbox"/> Sufficient amounts of operational equipment of the appropriate type are available and deployable, allowing quick, seamless transition. RP-5 <input checked="" type="checkbox"/> Unit and port agility in activating responses to different contingencies and in managing multiple contingencies simultaneously. RP-6 <input checked="" type="checkbox"/> Customer participation is at high levels. RP-7 <input checked="" type="checkbox"/> Continuity of vital and essential Marine Safety Office Jacksonville business is guaranteed during responses to various contingencies. |
| | | 3.2 | <input checked="" type="checkbox"/> Incident Response | IR-1 <input checked="" type="checkbox"/> The risk of impacts to human health is controlled to low levels. IR-2 <input checked="" type="checkbox"/> The risk of impacts to the natural environment is controlled to low levels or to the extent possible. IR-3 <input checked="" type="checkbox"/> The risk to the maritime economy is controlled to low levels. IR-4 <input checked="" type="checkbox"/> Our Response is timely and fully leverages relevant contingency plans. IR-5 <input checked="" type="checkbox"/> The public is accurately and timely made aware of the emergency response. IR-6 <input checked="" type="checkbox"/> Customer participation is at high levels. IR-7 <input checked="" type="checkbox"/> Stakeholders are accurately and timely made aware of and involved appropriately in the emergency response. |
| | | 3.3 | <input checked="" type="checkbox"/> Consequence Management | CM-1 <input checked="" type="checkbox"/> Interim minimum quality and quantity of maritime services to the public, including but not limited to transportation, are restored CM-2 <input checked="" type="checkbox"/> Private, local government, state government, and federal interim critical service providers are unified in their effort. CM-3 <input checked="" type="checkbox"/> The rights of citizens are fully safeguarded throughout our consequence management mobilization. CM-4 <input checked="" type="checkbox"/> Our consequence management mobilization is timely and fully leverages relevant contingency plans. CM-5 <input checked="" type="checkbox"/> The public is accurately and timely made aware of our consequence management mobilization. CM-6 <input checked="" type="checkbox"/> Stakeholders are accurately and timely made aware of and involved appropriately in the consequence management mobilization. |

Figure 5c – KBD #3 Program Critical Success Factors

Our Critical Success Factors

(we are successful when...)

| | | | | | |
|----------|-----------------|------|-----------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------|
| 4 | Human Resources | 4.1 | Training Readiness | TR-1 | ☑ Our personnel are qualified to perform their mission essential jobs. |
| | | | | TR-2 | ☑ Our personnel have received all mandatory administrative-annual training |
| | | | | TR-3 | ☑ Our personnel have qualified for positions of increased responsibility and capability |
| | | | | TR-4 | ☑ Our personnel are skilled managers and leaders. |
| | | 4.2 | Safety and Health | SH-1 | Current local hazards are fully Identified |
| | | | | SH-2 | Our personnel's awareness of local hazards and appropriate countermeasures is at high levels |
| | | SH-3 | ☑ We manage operational risk to low levels <i>before</i> every field deployment | | |
| | | SH-4 | Our personnel equipment (PPE) readiness is at high levels | | |
| | | SH-5 | Our exposed field personnel's health is monitored using the OMSEP health program. | | |
| | | SH-6 | ☑ Our personnel are physical fit. | | |
| | | 4.3 | Awards and Recognition | AR-1 | Our awards for specific achievements are timely |
| | | | | AR-2 | Our personnel are recognized in proportion to their action (i.e., there are several levels of recognition) |
| | | | | AR-3 | Our personnel are routinely providing input on appropriate awards to Command. |
| | | | | AR-3 | ☑ Our awards are those seen by personnel as performance incentives. |
| | | 4.4 | Coast Guard Auxiliary | AUX-1 | ☑ There are measurable increases in achieving Critical Success Factor Objectives for all Key Programs |
| | | | | AUX-2 | ☑ Coast Guard Auxiliary satisfaction in performing missions for the Marine Safety Office is high – value is apparent. |
| | | | | AUX-3 | ☑ High customer satisfaction derived from activities performed by the Auxiliary on behalf of the Marine Safety Office. |
| | | | | AUX-4 | ☑ Our Auxiliary personnel feel fully a part of "Team Coast Guard". |
| | | 4.5 | ☑ Employee Satisfaction | ES-1 | ☑ Our personnel know what is expected of them during the upcoming marking period |
| | | | | ES-2 | ☑ Our supervisors monitor performance and counsel their employees for success |
| | | | | ES-3 | ☑ Our supervisors monitor their leadership considering their employee's views |
| | | | | ES-4 | ☑ Our personnel feel themselves to be accepted and vital parts of Team Coast Guard. |
| | | | | ES-5 | ☑ Our senior leadership is aware of our personnel's concerns about the Coast Guard and our unit |
| | | 4.6 | ☑ Coast Guard Reserve | RES-1 | ☑ There are measurable increases in achieving Critical Success Factor Objectives for all Key Programs |
| | | | | RES-2 | ☑ Coast Guard Reserve satisfaction in performing missions for the Marine Safety Office is high – value is apparent. |
| | | | | RES-3 | ☑ Customer satisfaction derived from activities performed by the Reserve on behalf of the Marine Safety Office is high. |

| | | | | |
|--|--|--|-------|----------------------------------------------------------------|
| | | | RES-4 | Our Reserve personnel feel fully a part of "Team Coast Guard". |
|--|--|--|-------|----------------------------------------------------------------|

Figure 5d – KBD #4 Program Critical Success Factors

Our Critical Success Factors

(we are successful when...)

| | | | | | |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Stakeholders | 5.1 | Public Affairs | PA-1 | Develop regular liaison with media for releases of information regarding Coast Guard activity |
| | | | PA-2 | Actively seek opportunities to "tell our story" to the community – speaker's bureau. | |
| | | | PA-3 | Actively seek opportunities to tell our story through articles and letters in publications. | |
| | | 5.2 | Outreach | PA-4 | ✔ Customer alignment, customer satisfaction, and customer participation are at medium to high levels. |
| | | | | PA-5 | ✔ Awareness, knowledge and proficiency of the Coast Guard field personnel in PA are at high levels. |
| 6 | Partnerships | 6.1 | Marine Transportation System | OI-1 | ✔ Key MSO Jacksonville maritime and civic communities have been identified and systematically selected for support efforts. |
| | | | | OI-2 | ✔ Outreach efforts significantly strengthen civic quality of life (education, public health, and environmental quality). |
| | | | | OI-3 | ✔ Outreach efforts significantly strengthen trade, business and professional association practices. |
| | | | | OI-4 | ✔ Customer alignment, customer satisfaction, and customer participation are at medium to high levels. |
| | | | | OI-5 | ✔ Our employees are highly involved in OI activities (voluntary initiatives). |
| | | 6.2 | Joint Mission Planning/De-conflict | MTS-1 | ✔ Self-sustaining forums exist in which economic, recreational, social policy, safety, law enforcement, and environmental customers in the port consult to minimize negative impacts from operations in the port. |
| | | | | MTS-2 | ✔ Port customers and agency partners have ready access to Coast Guard decision-makers. |
| | | | | MTS-3 | ✔ Disruption of commerce and recreational waterway usage due to conflicting customer and agency partner demands is eliminated. |
| | | | | MTS-4 | ✔ Customers and agency partners view the Coast Guard as the honest broker for issues capable of disrupting port usage. |
| | | | | MTS-5 | ✔ Customer alignment, customer satisfaction, and customer participation are at medium to high levels. |
| | | | | MST-6 | ✔ Awareness, knowledge and risk-assessment proficiency of the Coast Guard field personnel are at high levels. |
| JMPD-1 | ✔ Tactical activities with overlaps, conflicts, or leverage opportunities between GRU Mayport and ourselves have been identified. | | | | |
| JMPD-2 | ✔ Tactical activities with overlaps, conflicts, or leverage opportunities between partner agencies and ourselves have been identified. | | | | |
| JMPD-3 | ✔ We jointly plan/de-conflict identified critical tactical activities with GRU Mayport and our partner agencies. | | | | |
| JMPD-4 | ✔ Redundant safety, customs, security, law enforcement, and environmental protection requirements are eliminated or made transparent to commercial and recreational port customers. | | | | |
| JMPD-5 | ✔ Customer alignment, customer satisfaction, and customer participation are at medium to high levels. | | | | |
| JMPD-6 | ✔ Awareness, knowledge and proficiency of the Coast Guard field personnel in JMPD are at high levels. | | | | |

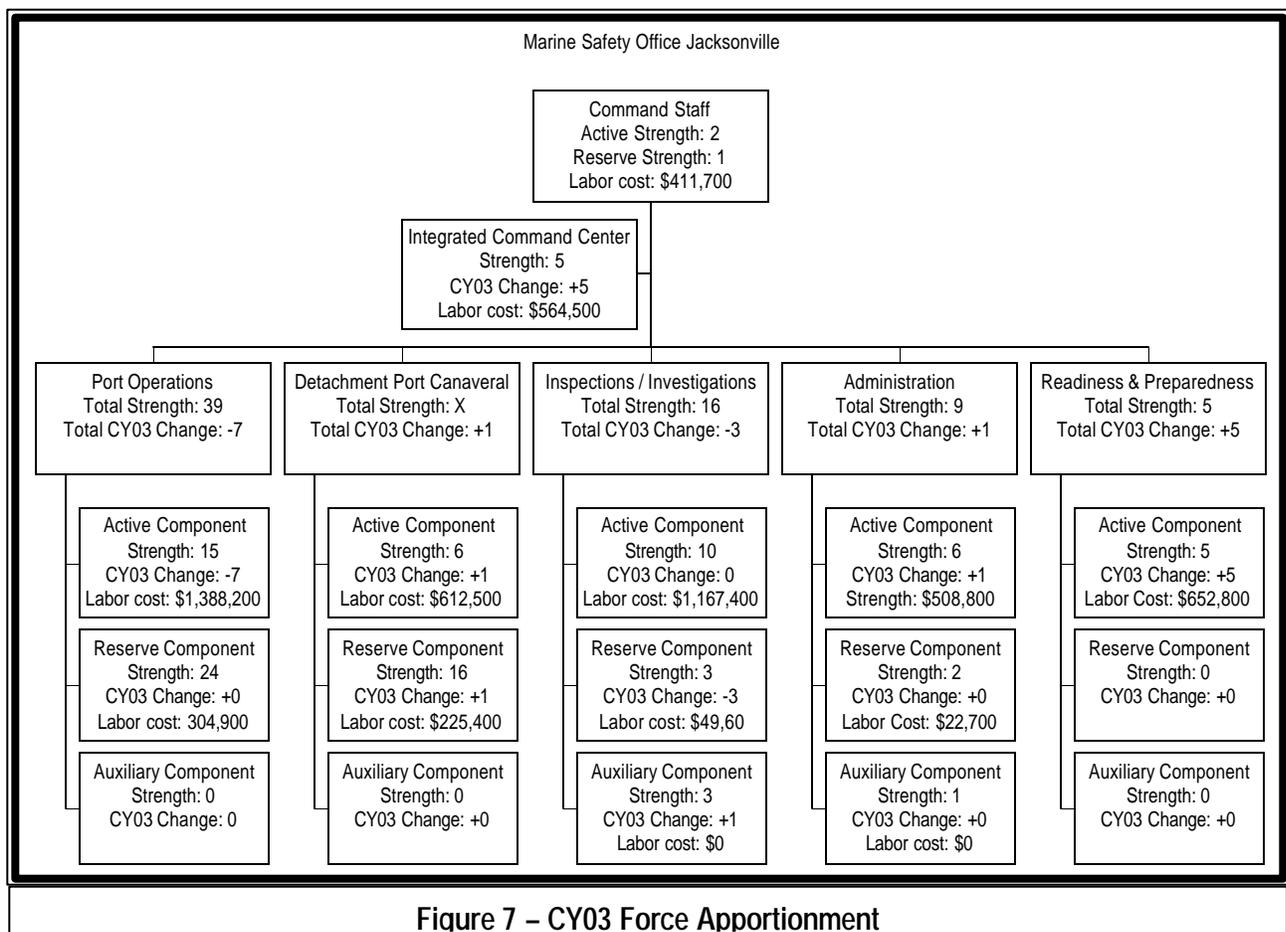
| Our Critical Success Factors (we are successful when...) | | | | | |
|-------------------------------------------------------------|-------------|-------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| 7 | Information | 7.1 | Maritime Domain Awareness | MDA-1 | ✔ Maritime Domain Awareness inside the Exclusive Economic Zone equates to SAC/NORAD |
| | | | | MDA-2 | ✔ Information and C2 are fully interoperable with municipal, state, and federal maritime force elements. |
| | | | | MDA-3 | ✔ The Common Relevant Operating Picture is versioned and shared with all stakeholders at the appropriate security level |
| | | | | MDA-4 | ✔ Our senior commander's information needs are instantly and correctly answered. |
| | | | | MDA-5 | ✔ Customer alignment, customer satisfaction, and customer participation are at medium to high levels. |
| | | | | MDA-6 | ✔ Awareness, knowledge and proficiency of the Coast Guard field personnel are at high levels. |
| | 7.2 | Port Intelligence | PIT-1 | ✔ OSINT channels are open and relevant OSINT arrives timely for analysis. | |
| | | | PIT-2 | ✔ Relevant Information is being collected, processed and exploited in accordance with the D7 Collections Plan and Intelligence Collection Requirements. | |
| | | | PIT-3 | ✔ Locally-produced <i>research intelligence</i> and <i>current intelligence</i> (analyzed national, regional, and local intelligence regarding terrorist threat and large-scale environmental crimes conspiracy) produced highly accurate risk assessments/relative-risk rankings. | |
| | | | PIT-4 | ✔ Patterns indicating potential and actual local terrorist and environmental criminal activity (if any) are detected, appropriately investigated, and distributed to MHLS and Environmental Protection program personnel as <i>warning intelligence</i> . | |
| | | | PIT-5 | ✔ National, regional, and local intelligence is assembled into a coherent port-relevant Common Relevant Operating Picture. | |

Figure 5e – KBD #5, #6, and #7 Program Critical Success Factors

Part B-6: Our Apportionment of Forces

Based upon our decisions about the relative emphasis to be placed on the various components of our mission, the QMB has assigned resources. This assignment of forces (*figure 7*) complements the Key Business Driver strategies and completes our strategic plan of action.

During 2003, our total manning will change as a result of two environmental factors: 1) the release from active duty of six reserve personnel who had been retained under Title X since September 11, 2001; and 2) the possible addition of several personnel to our permanent personnel allowance list. The force apportionment in *figure 7* was devised assuming all prospective personnel will actually be assigned during the summer of 2003.



Part C: Our Key Business Measures

“Not everything that can be counted counts, and not everything that counts can be counted” -Albert Einstein

Part C-1: Our Philosophy of Measurement

We believe that in order to determine whether we are now and will in the future accomplish our objectives, we need a framework for measurement that shows when we are “robbing Peter to pay Paul.” We could, for instance, accomplish our mission (business results) by exhausting our employees, or by placing unreasonable demands on our customers. But this strategy would be unsustainable, and ultimately counterproductive. Similarly, we could ignore our internal processes, but this would also be counterproductive because continuously improving processes deliver our business, customer, and employee results. To make sure these trade offs are visible, we’ve **balanced** our scorecard by measuring these four, critical areas at all levels (*figure 8*).

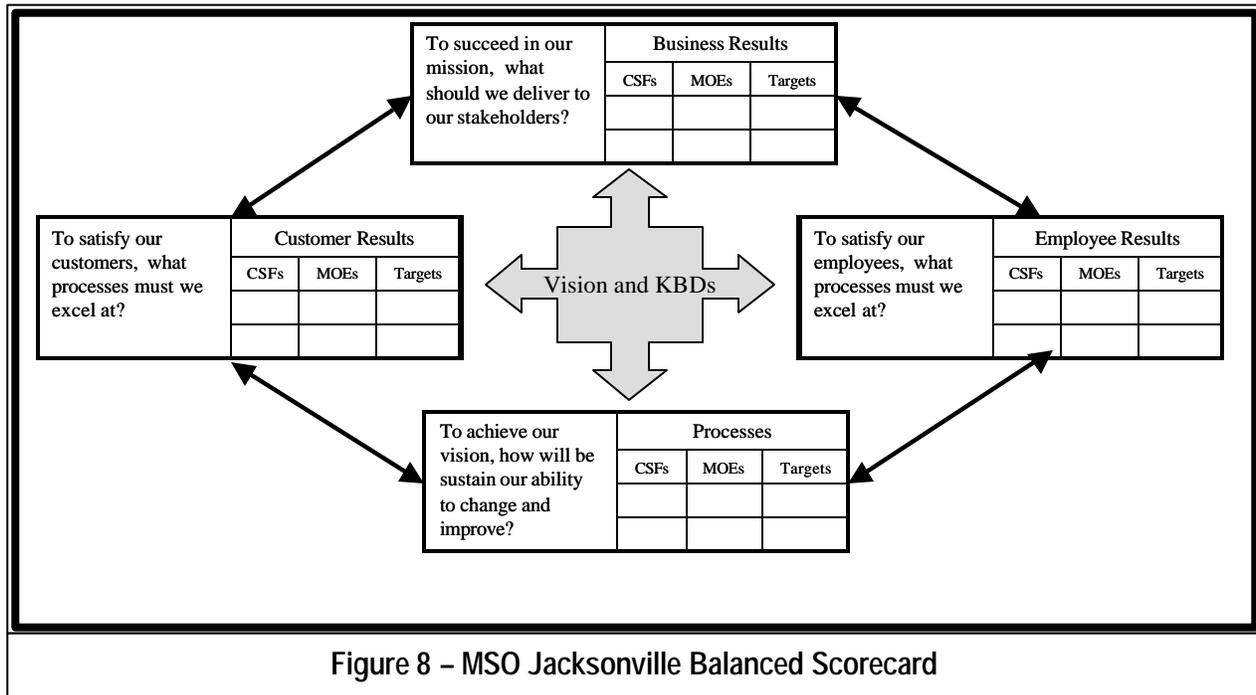


Figure 8 – MSO Jacksonville Balanced Scorecard

Part C-2: KBD One – Vessel Risk

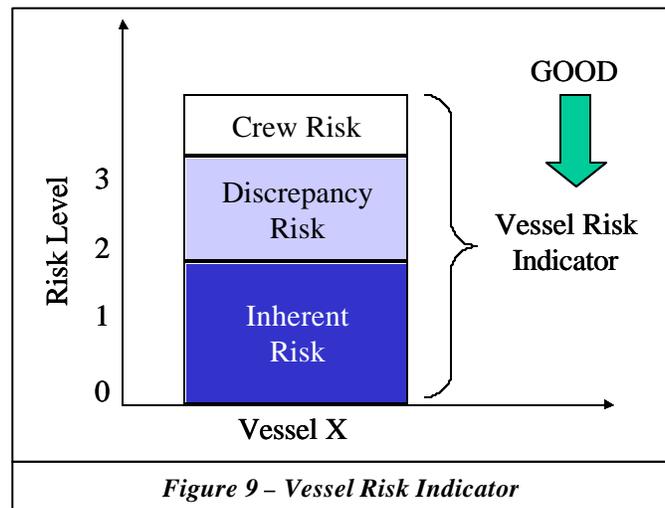
Manage the risk of death, injury, pollution and property damage from vessel accidents or terrorism aboard vessels.

Every key program detailed in **figure 5** has at least one, and often several, Critical Success Factors which define the core business result which we deliver to our stakeholders: our senior commanders and ultimately the American public. Within each program, the business result CSFs are carefully monitored by the Natural Work Groups (NWGs) through Measures of Effectiveness.

Defining Success Aboard Each Vessel

Our KBD #1 programs screen the information available about commercial vessels operating in our waters so that we know which are most likely to pose the highest risk to safety, the environment, and commerce. Although the frequency of boarding vessels largely depends on laws and regulations beyond our control, it is on these high-risk boats that we wish to increase our attention and use our limited inspection manpower.

The precise level of risk aboard a vessel depends on a host of factors, which we assess in three categories: 1) the risk which is inherent to vessel at a point in time, including: the age and type of vessel, the vessel’s flag nation, the owner’s past safety history on other vessels, the route and nature of the vessel’s operation, the past safety of the vessel itself, the amount of time since we last inspected the vessel, the number of people aboard, and other factors (*the inherent risk factor*); and 2) the number of seriously unsafe conditions aboard the vessel (*the discrepancy risk factor*); and 3) the degree of proficiency and preparation of the crew for safe operation (*the crew risk factor*). When we add these factors together, we call the risk score the Vessel Risk Indicator (VRI) – see **figure 9**.



Unfortunately, we cannot know about these latter two factors unless we board and inspect the vessel, and so we screen vessels and target our activity to those vessels with the highest inherent risk scores. Once we are aboard a high-inherent-risk vessel, we carefully check and record the discrepancy risk and crew risk, thereby influencing the post-inspection *inherent* risk by updating the vessel’s safety history. Our interventions to eliminate the unsafe conditions, improve the proficiency of the crew, and counteract the inherent risk are the business result we deliver to our stakeholders. These are reflected in the post-inspection Vessel Risk Indicator. Our goal is to suppress the risk in each category to low levels through the various regulatory interventions at our disposal; **Table 9** summarizes our 12-month and 3-year goals as set during our 2003 Strategic Planning Retreat.

KBD #1 – Vessel Risk Measures

| Vessel-level Measures | Type | 3-year Goal | 12-month Goal |
|-------------------------------------------------------------------------------------------------------|---------|-----------------|-----------------|
| Vessel Risk Indicator (for each ship) | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> Inherent Risk Factor (each ships we know about) | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> Discrepancy Risk Factor (only for ships we inspect) | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> Crew Risk Factor (only for ships we inspect) | Monthly | Controlled to 6 | Controlled to 6 |
| Fleet-level Measures | | | |
| Vessel Risk Indicator (Average for all vessels in each fleet) | Monthly | Controlled to 6 | Controlled to 6 |
| ☒ KBD #1 Fleet Variance | Monthly | TBD | Benchmarking |
| Uninspected Vessel (UIV) Market Share | Annual | 75% | 50% |
| ☒ High-Consequence Accidents | Annual | 5 or fewer | 15 or fewer |
| <ul style="list-style-type: none"> Aboard Vessels We Control | Annual | 0 | 5 or fewer |
| <ul style="list-style-type: none"> In the Un-inspected Fleet | Annual | 5 or fewer | 10 or fewer |

Table 9 – KBD #1 Measures

Challenge: Integrating Security Risk

Our vessel risk measurement regime was developed years ago to assess safety and environmental protection risks. After the terrorist attacks of 2001, the international and U.S. vessel regulatory regimes have begun requiring security risk-controlling measures. Our challenge is to integrate security risk factors into our existing IRF, DRF, and CRF in accordance with the new amendments to the SOLAS convention and new U.S. regulations issued in July of 2004.

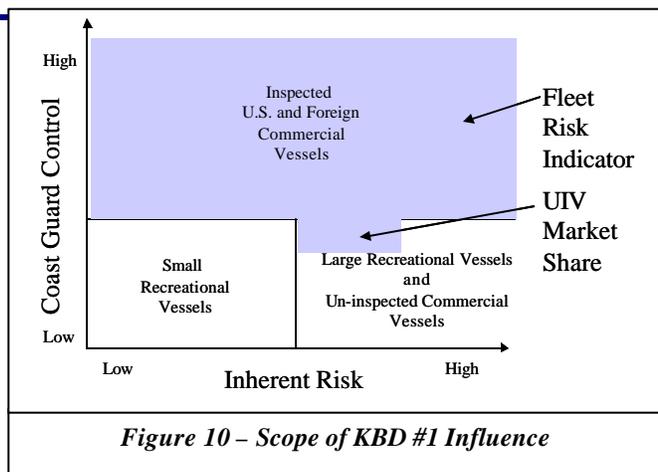
Challenge: Conveying which Risks We’ve Controlled

We review virtually every commercial vessel arrival in our area of responsibility virtually every day, and based on our review of each vessel’s IRF, we choose where we’ll intervene. We do not capture in our vessel risk measures those many vessels that we’ve screened and determined to be low risk. Instead our measures focus on the vessels deemed high risk by the IRF and detail the actual risk levels we observed (IRF, DRF, and CRF), because there’s no point in reporting that the rest of the fleet is at acceptable risk levels. Our current VRI measure, however, does not instantly inform the reviewer how big the three components were, or how much of that total risk we controlled (i.e., what was the VRI score once we left?). Our challenge is to revise the VRI display to demonstrate the three components in a stacked bar graph, along with some indicator of the value of our visit.

Challenge: Measuring Risk in the Un-inspected Fleet

The fleet of vessels in North-east Florida is not entirely under our control; we lack directly authority to inspect recreational vessels and some commercial vessels before they operate, and (because their engagement with us is voluntary) we lack sufficient information to assess whether these vessels pose sufficient risk to the port to warrant our intervention under the Ports and Waterways Safety Act. Accordingly, the KBD#1 measures focus on the large segment of the fleet over which we exercise direct control; see *figure 10*. Measures for the un-inspected fleet are “gravy” risk-reductions.

Through our voluntary dockside examination programs, we help owners of some fishing, towing, and un-inspected passenger vessels control their discrepancy and crew risk factors. Unfortunately, these highest-risk vessel owners rarely approach us voluntarily for assistance. Accordingly, we have in the past attempted to “grow” our market-share in the un-inspected commercial fleet (lower-right portion of the graph in figure 10).



The labor costs of growing our market share using our active duty and reserve personnel (and harvesting risk-reduction thereby) have been high, however. As a result of this cost-benefit analysis, the Quality Management Board in 2003 has decided that investing these active duty and reserve labor-costs in other risk-reducing programs will yield better “profits.” Accordingly, we have changed our un-inspected commercial vessel market share goal to grow or at least maintain status-quo (we would not turn a willing owner away), as detailed in **Table 9**, using only volunteer Coast Guard Auxiliary personnel.

Success Snapshot: Fleet Level Measures

Our senior commanders need to know at a glimpse how things lie aboard vessels in our ports. The Fleet VRI is an average (on a monthly basis) of the actual risk seen aboard High-IRF vessels, along with the average level we able to control that risk down to. The averaging, however, can “hide” the great discrepancies between different vessel-types (for instance, a very high risk level in the passenger fleet could effectively be hidden by a very low risk level in the tankship fleet). Accordingly, we are developing a simple fleet variance measure which gives a sense of how consistent that average VRI value is (a high variance is bad because different parts of the fleet are very far from the average VRI, a low variance is good because it means every part of the fleet is tracking closely to the average VRI score). At the fleet level, we also track our market-share of un-inspected vessels, as previously discussed. Finally, to balance these predictive risk-indicators, we also track the number of high-consequence vessel accidents each year, which *should* correlate to the risk levels (i.e., high VRIs should result in high numbers of accidents, and low VRIs should result in few accidents). In order to distinguish between the fleet we control versus the fleet we do not, however, we track the high-consequence accident numbers separately.

Part C-3: KBD Two – Port Risk

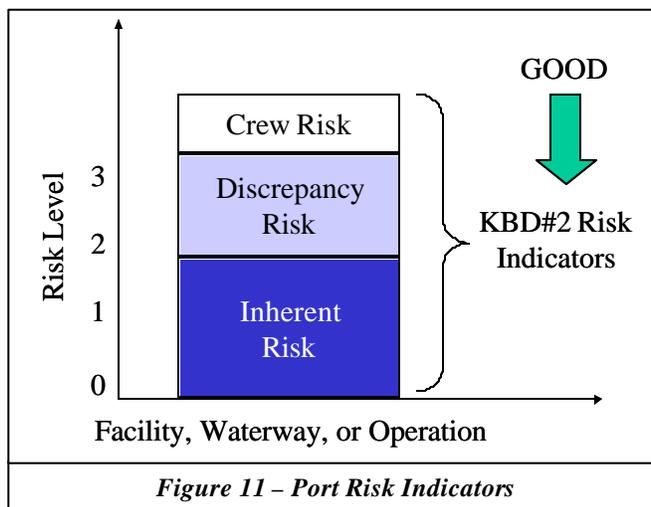
Manage the risk of death, injury, pollution and property damage from unsafe operations, accidents, or terrorism in our ports & waterways.

Defining Success in the Port

Our KBD #2 programs screen the information available about waterfront facilities, segments of the waterway, and specific operations in the port (including oil transfers, hazardous material loading, construction, and marine events and shoreline gatherings) in the port so that we know which are most likely to pose the highest risk to safety, security, the environment, and commerce. Although the number and degree of Coast Guard interventions at various port facilities and operations depends on laws and regulations beyond our control, it is on high-risk facilities, sections of the waterway, and port operations that we wish to increase our attention and use our limited inspection manpower.

The precise level of safety and security risk at a facility, on a waterway segment, or at a specific port operation (like an oil transfer) depends on a host of factors, which we assess in three categories: 1) the risk which is inherent to a facility, section of the waterway, or specific operation at a point in time (*the inherent risk factor*); and 2) the number of seriously unsafe conditions at a facility, on a segment of the waterway section, or present at the time of a port operation (*the discrepancy risk factor*); and 3) the degree of proficiency and preparation of the personnel at the facility, using the waterway, or conducting the port operation (*the crew risk factor*). We track these three factors separately for the various entities in the port because of the different risk factors comprising the IRF, DRF, and CRF. For the various sectors, however, we add these factors together to create the overall risk scores: The Facility Risk Indicator (FRI), – see **figure 11**.

Unfortunately, we cannot know about these latter two factors unless we inspect the facility, waterway, or port operation, so instead we screen them and target our activity to those waterways, facilities, and operations with the highest inherent risk scores. Once we visit a high-inherent-risk facility, waterway, or port operation, we carefully check and record the discrepancy risk and crew risk, thereby influencing the post-inspection *inherent* risk by updating the facility, waterway, or operation’s safety history. Our interventions to eliminate the unsafe conditions, improve the proficiency of the crew, and counteract the inherent risk are the business result we deliver to our stakeholders. These are reflected in the post-intervention Risk Indicators. Our goal is to suppress the risk in each category to low levels through the various regulatory interventions at our disposal; **Table 10** summarizes our 12-month and 3-year goals as set during our 2003 Strategic Planning Retreat.



KBD #2 – Port Risk Measures

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------|-----------------|
| <ul style="list-style-type: none"> ■ Waterway Risk Indicator (for each segment of the waterway) <ul style="list-style-type: none"> <i>Inherent Risk Factor (all waterway segments)</i> <i>Discrepancy Risk Factor (only segments we control)</i> <i>Crew Risk Factor (only segments we control)</i> ■ MHLS Risk Indicator (for each potential terrorist target) <ul style="list-style-type: none"> <i>Inherent Risk Factor (all potential targets)</i> <i>Discrepancy Risk Factor (only targets we control or inspect)</i> <i>Crew Risk Factor (only targets we control or inspect)</i> | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Inherent Risk Factor (all facilities)</i> <i>Discrepancy Risk Factor (only facilities we inspect)</i> <i>Crew Risk Factor (only facilities we inspect)</i> | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> ■ HAZMAT Risk Indicator (for each HAZMAT operation) <ul style="list-style-type: none"> <i>Inherent Risk Factor (all HAZMAT operations)</i> <i>Discrepancy Risk Factor (only HAZMAT ops we control or inspect)</i> <i>Crew Risk Factor (only HAZMAT ops we control or inspect)</i> | Monthly | Controlled to 6 | Controlled to 6 |
| Port-level Measures | | | |
| <ul style="list-style-type: none"> ■ Port Risk Indicator (Average for all KBD #2 risk indicators) <ul style="list-style-type: none"> <i>Inherent Risk Factor (all HAZMAT operations)</i> <i>Discrepancy Risk Factor (only HAZMAT ops we control or inspect)</i> <i>Crew Risk Factor (only HAZMAT ops we control or inspect)</i> | Monthly | Controlled to 6 | Controlled to 6 |
| <ul style="list-style-type: none"> ■ KBD #2 Port Variance <ul style="list-style-type: none"> <i>Inherent Risk Factor (all HAZMAT operations)</i> <i>Discrepancy Risk Factor (only HAZMAT ops we control or inspect)</i> <i>Crew Risk Factor (only HAZMAT ops we control or inspect)</i> | Monthly | TBD | Benchmarking |
| <ul style="list-style-type: none"> ■ Marine Environmental Protection (MEP) Market Share <ul style="list-style-type: none"> <i>Inherent Risk Factor (all HAZMAT operations)</i> <i>Discrepancy Risk Factor (only HAZMAT ops we control or inspect)</i> <i>Crew Risk Factor (only HAZMAT ops we control or inspect)</i> | Annual | 50% | 25% |
| <ul style="list-style-type: none"> ■ High-Consequence Pollution Incidents <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 5 or fewer | 15 or fewer |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 0 | 5 or fewer |
| <ul style="list-style-type: none"> ■ Transportation Security Incidents <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 5 or fewer | 15 or fewer |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 0 | 5 or fewer |
| <ul style="list-style-type: none"> ■ High-Consequence Port Accidents <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 5 or fewer | 15 or fewer |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 0 | 5 or fewer |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Aboard Vessels or from Facilities and Operations We Control</i> <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Annual | 5 or fewer | 10 or fewer |

Table 10 – KBD #2 Measures

Challenge: Conveying which Risks We’ve Controlled

We review virtually every facility, waterway segment, potential terrorist target, and port operation in our area of responsibility virtually every day, and based on our review of each IRF, we choose where we’ll intervene. We do not capture in our port risk measures those many facilities, targets, waterway segments, and operations that we’ve screened and determined to be low risk. Instead our measures focus on the things deemed high risk by the IRF and detail the actual risk levels we observed (IRF, DRF, and CRF), because there’s no point in reporting that the rest of the port is at acceptable risk levels. Our current port risk measures, however, do not instantly inform the reviewer how big the three components were, or how much of that total risk we controlled (i.e., what were the risk scores once we left?). Our challenge is to revise the various risk indicators display to demonstrate the three components in a stacked bar graph, along with some indicator of the value of our visit.

Challenge: Instituting Comparable Risk Scoring

Whereas the risk scores for vessels are all roughly comparable (see section C-2), the facilities, waterway segments, port operations, and potential terrorist targets are so vastly different that comparing the Inherent Risk Factor (IRF) for these entities is difficult. One of our biggest challenges is revising or developing our IRF, DRF, and CRF factors for these programs so that the measures will be directly comparable, and directly comparable to the VRF in turn. Without making these measures comparable, we cannot manage between our programs because there is no relative-ranking of the risks in different program areas.

Challenge: Measuring Marine Environmental Protection Risk

The sources of pollution (oil, hazardous materials, garbage, and other threats to endangered species and their critical habitats) are not entirely under our control; we lack directly authority to take preventive action through inspection or other requirements at many of these potential sources, including recreational vessels and marinas before they operate, and (because their engagement with us is voluntary) we lack sufficient information to assess whether these vessels pose sufficient risk to the port to warrant our intervention under the Ports and Waterways Safety Act. Accordingly, the KBD#2 measures focus on the large segment of the fleet over which we exercise direct control; see **Table 10**. MEP risk-reductions are “gravy” risk-reductions.

Through our voluntary MEP visits and informational programs, we help owners of some marinas, recreational boats, and other port operations control their discrepancy and crew risk factors. Unfortunately, the highest-risk group of these entities rarely approach us voluntarily for assistance. Accordingly, we must use voluntary enticements to “grow” our market-share.

The labor costs of growing our market share using our active duty and reserve personnel (and harvesting risk-reduction thereby) would be high, however. As a result of this cost-benefit analysis, the Quality Management Board in 2003 has decided that investing these active duty and reserve labor-costs in other risk-reducing programs will yield better “profits.” Accordingly, we have changed our MEP market share goal to grow or at least maintain status-quo (we would not turn a willing anyone away), as detailed in **Table 10**, using only volunteer Coast Guard Auxiliary personnel.

Challenge: Deploying Risk Indicator Processes

KBD #2 programs are among the longest-standing risk-reducing activities in the Coast Guard, and cover virtually any conceivable threat to port safety and security. KBD #2 programs have rightly earned their title as “the department of everything else,” because any threat not otherwise explicitly controlled tends to fall to these programs. Accordingly, developing and deploying *meaningful* risk-indexing processes for IRF, DRF, and CRF across all KBD #2 programs is a huge challenge requiring a very significant investment of labor-costs over the next year.

Success Snapshot: Port Level Measures

Our senior commanders need to know at a glimpse how things lie in our ports (apart from commercial vessels). The Port Risk Indicator (PRI) is an average (on a monthly basis) of the actual risk seen at High-IRF facilities, terrorist targets, waterways segments, and port operations, along with the average level we able to control that risk down to. The averaging, however, can “hide” the great discrepancies between different programs (for instance, a very high risk level in the security could

effectively be hidden by a very low risk level in the facility safety). Accordingly, we are developing a simple port risk variance measure which gives a sense of how consistent that average PRI value is (a high variance is bad because different parts of the port are very far from the average PRI, a low variance is good because it means every part of the port is tracking closely to the average PRI score). At the port level, we also track our MEP market-share, as previously discussed. Finally, to balance these predictive risk-indicators, we also track the number of high-consequence port accidents, transportation security incidents, and high-consequence spills each year, which *should* correlate to the risk levels (i.e., high PRIs should result in high numbers of accidents & incidents, and low PRIs should result in few accidents or incidents). In order to distinguish between the part of the port we control versus the part we do not, however, we track the high-consequence accident & incident numbers separately.

Part C-4: KBD Three – Response

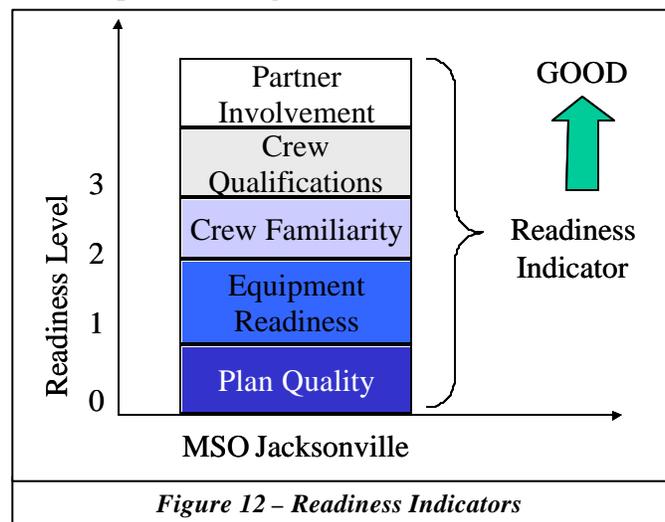
Maintain high readiness to respond and manage the consequences of marine incidents and events (pollution, heavy weather, military outloads, marine events, and terrorist attacks) whenever they occur.

Defining Success in the Port

Our KBD #3 programs track the information available about our emergency/contingency response plans, our emergency/response equipment, our crew’s experience in responding to various contingencies (gained during drills and exercises) waterfront facilities, the crew’s qualifications to do their jobs, and how involved our partners are in planning and exercising for these contingencies, all of which we believe predict our probability of success during actual responses. Although the number and degree of Coast Guard responses depends entirely on factors outside our control, success is the key product we deliver to our stakeholders, and one which the fervently demand.

The precise level of our readiness to respond (either to the incident or to the negative consequences following the incident) depends on a host of factors, which we assess in five categories:

1) the degree to which our plans (either response or consequence management) are accurate, current, and facilitate quick and seamless operations during an emergency (*the plan quality factor*); and 2) the availability of working, adequate, and proper-type equipment for our personnel to perform their emergency duties (*the equipment readiness factor*); 3) the experience and familiarity of our personnel with their duties and the proper courses of action for various emergencies (*the crew experience factor*); 4) the basic qualifications of our crew to perform the Coast Guard work assigned to them (*the Crew Qualification factor*); and 5) the degree to which our partners and customers in the port are involved and integrated into our contingency response planning, drills, and exercises.



We track these three factors separately for each of the various emergency response and consequence management contingencies for which we at MSO Jacksonville are responsible. For the various contingencies, however, we add these factors together to create the overall readiness scores: The Response Readiness Indicator (RRI), and the Consequence Management Readiness Indicator (CMI) – see **figure 12**. We measure the port’s readiness to respond through our scoring of their performance during various drills and exercises they conduct in the port.

Our goal is to raise our readiness for each contingency to high levels through the planning, exercise, equipment procurement and maintenance, and other efforts; **Table 10** summarizes our 12-month and 3-year goals as set during our 2003 Strategic Planning Retreat.

Key Business Driver 3 – Response

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|--------------------------------------------------------------------|----------|-----------------|-----------------|
| Unit Readiness to respond to critical incidents (RRI) | Monthly | 90% prepared | 75% prepared |
| • Adequacy and Readiness of our Plans | Annually | 90% prepared | 75% prepared |
| • Adequacy and Readiness of our Equipment | Monthly | 90% prepared | 75% prepared |
| • Familiarity and Expertise gained through exercises | Monthly | 90% prepared | 75% prepared |
| • Adequacy and Readiness of our Personnel | Monthly | 90% prepared | 75% prepared |
| • Involvement of our Partners and Customers | Monthly | 90% prepared | 75% prepared |
| 🚩 Port Exercise and Drill Scores | Annually | 80% success | 70% success |
| 🚩 Readiness to manage consequences (CMRI) | Monthly | 70% prepared | 25% prepared |
| • Adequacy and Readiness of Port CM Plans | Annually | 90% prepared | 75% prepared |
| • Familiarity and Expertise gained through exercises | Monthly | 90% prepared | 75% prepared |
| • Involvement of our Partners and Customers | Monthly | 90% prepared | 75% prepared |
| Port-level Measures | | | |
| 🚩 Response Indicator (Average for all KBD #3 readiness indicators) | Monthly | Controlled to 6 | Controlled to 6 |
| 🚩 KBD #3 Response Variance | Monthly | TBD | Benchmarking |
| 🚩 Success during incident responses | Annually | 80% success | 70% success |

Table 11 – KBD #3 Measures

Challenge: Deploying Port Exercise and Drill Scoring Processes

Although Coast Guard Headquarters’ Office of Response has defined the parameters of success during an actual response in it’s “Best Response” guidelines, those guidelines do not contain a specific scoring algorithm. Further, we don’t believe drills and exercises can be measured using those criteria, because we *want* to discover what doesn’t work, where people need training, and so on during a drill/exercise (as opposed to during the real thing). Our scoring must somehow tabulate the “value” of learning, experience, and improvement opportunities discovered to declare success. Developing and deploying such an evaluation will be a significant challenge.

Challenge: Measuring Readiness for Multiple Contingencies

Our response readiness program has functioned well for years focusing almost entirely on the pre-9/11 large oil spill contingency. One of our principal challenges in measuring readiness overall is defining measures which gauge each of the six major contingencies under our purview well (the contingencies are: (1) heightened security condition, (2) military outload, (3) heavy weather, (4) oil or hazardous material spill, (5) a major marine event like the Superbowl, and (6) a transportation security incident).

Challenge: Defining “Required Operational Capabilities”

The level of training and amount/type of equipment required for any given contingency depends in exclusively upon the operational capabilities we believe we must contribute to the response (for instance, do we intend to contribute the capability to manage radiological events? If so, the implication for training of our personnel and equipping them both in terms of personal protective equipment and radiological detection gear is readily apparent. Note: If not, the implications for *other* providers in the port is equally clear!). In almost every contingency, the Coast Guard is both provider of management services (through the Incident Command System) and tactical response capabilities. Defining success

(and our measures) requires a precise definition of what our operational capabilities *should* be, and this in turn depends upon a precise assessment of what role each of our interagency and commercial partners will/must play in each contingency. Defining required operational capabilities for each contingency will be a major challenge with serious implications for our personnel, training, drills, exercises and equipment allocation.

Success Snapshot: Port Level Measures

As with our other KBDs, our senior commanders need to know at a glimpse how ready our ports and unit are. The Response Indicator (RI) is an average (on a monthly basis) of the actual readiness as measured both internally and externally (through the port exercise and drill scores). The averaging, however, can “hide” the great discrepancies between different readiness areas (for instance, a very low unit heavy weather readiness could effectively be hidden by a very high port readiness for an oil spill). Accordingly, we are developing a simple readiness variance measure which gives a sense of how consistent that average RI value is (a high variance is bad because readiness for different contingencies are very far from the average RI, a low variance is good because it means every contingency sector is tracking closely to the average RI score). To balance these predictive readiness-indicators, we also assess our success during actual responses (oil spills, heavy weather, transportation security incidents, and so on) using the “Best Response” criteria, which *should* correlate to the readiness levels (i.e., high RIs should result in good Best Response scores, and low RIs should result in poor Best Response scores).

Part C-5: KBD Four – Human Resources

Manage human resources effectively to extend mission accomplishment and retain the very best people.

Defining Success with our Employees

Reserved.

Key Business Driver 4 – Human Resources

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|------------------------------------------------------------|-----------------|------------------------|------------------------|
| Training Readiness Indicator (TRI) | <i>Monthly</i> | 90% prepared | 75% prepared |
| Safety and Health Indicator (SHI) | <i>Annually</i> | 90% success | 80% success |
| 🚩 Awards and Recognition Indicator (ARI) | <i>Annually</i> | 70% success | 60% success |
| Port-level Measures | | | |
| 🚩 HR Indicator (Average for all KBD #4 program indicators) | <i>Monthly</i> | <i>Controlled to 6</i> | <i>Controlled to 6</i> |
| 🚩 HR Indicator Variance | <i>Monthly</i> | TBD | Benchmarking |
| Employee Satisfaction Indicator (ESI) Average | <i>Annually</i> | Above 8 | Above 7 |
| Employee Satisfaction Variance (ESV) | <i>Annually</i> | Below 0.3 | Below 0.5 |

Table 12 – KBD #4 Measures

Part C-6: KBD Five – Public Support

Garner public and political understanding of the Coast Guard’s mission.

Defining Success with our Stakeholders

Reserved.

Key Business Driver 5 – Public Support

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|---------------------------------------------------------------|-----------------|-------------|---------------|
| Public Affairs Indicator (TRI) | <i>Monthly</i> | TBD | TBD |
| Outreach Indicator (OI) | <i>Annually</i> | TBD | TBD |
| Port-level Measures | | | |
| Support Indicator (Average for all KBD #5 program indicators) | <i>Monthly</i> | TBD | TBD |
| Support Indicator Variance | <i>Monthly</i> | TBD | Benchmarking |
| Stakeholder Satisfaction Indicator (SSI) Average | <i>Annually</i> | Above 8 | Above 7 |
| Stakeholder Satisfaction Variance (SSV) | <i>Annually</i> | Below 0.3 | Below 0.5 |

Table 13 – KBD #5 Measures

Part C-7: KBD Six – Partnerships

Partner with and support our Marine Transportation System customers and government agencies to ensure safe, efficient, effective, and coordinated port activity.

Defining Success in the Port

Reserved.

Key Business Driver 6 – Partnerships

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------|---------------|
| Marine Transportation System Index (MTSI) | Monthly | TBD | TBD |
| Joint Mission Planning / De-conflict Indicator (JMP/DI) | Monthly | TBD | TBD |
| Port-level Measures | | | |
| <ul style="list-style-type: none"> ✦ Partnership Indicator (Average for all KBD #6 program indicators) ✦ Partnership Indicator Variance ✦ Transportation Delay / Waterway Closure Incidents <ul style="list-style-type: none"> • <i>Imposed/Planned Delays We Could Not Deconflict with the Port Customers</i> • <i>Unintended Delays and Waterway Closures</i> | Monthly | TBD | TBD |
| | Monthly | TBD | Benchmarking |
| | Annual | 5 or fewer | 15 or fewer |
| | Annual | 0 | 5 or fewer |
| | Annual | 5 or fewer | 10 or fewer |

Table 14 – KBD #6 Measures

Part C-8: KBD Seven – Information

Attain multi-mission information supremacy in the Maritime Domain: collect, fuse, and share all information necessary to support multi-agency tactical, operational, and strategic decisions.

Defining Information Success

Our stakeholders not only demand good risk management and successful response, they increasingly demand *information* at unprecedented depth and speed. To measure our success in gathering, fusing and providing accurate (complete) credible unclassified information, we annually tabulate (1) our annual Situation Unit self-audit score; (2) our annual survey wherein we ask port stakeholders and law enforcement partners how complete (or incomplete) the information we provided to them was; and (3) our monthly tally of the number of external questions (and message traffic situation reports) we could and could not answer (as a success ratio: questions we could answer/total questions).

Key Business Driver 7 – Information

| Program-level Measures | Type | 3-year Goal | 12-month Goal |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ■ Information Credibility (IC), how aware we are of events in the port <ul style="list-style-type: none"> • <i>Annual Audit Score</i> • <i>Annual Stakeholder/Partner Survey</i> • <i>Monthly Answered Questions Tally</i> ■ How well intelligence is integrated into our operations ■ How well we share what we know with our partners | Annually Annual Annual Monthly Annually Annually | 90% success 90% success 90% success 90% success 80% success 80% success | 75% success 75% success 75% success 75% success 70% success 70% success |
| Port-level Measures | | | |
| <ul style="list-style-type: none"> ■ MDA Indicator (Average for all KBD #7 program indicators) ■ MDA Indicator Variance ■ High-Consequence MDA Breaches <ul style="list-style-type: none"> • <i>Aboard Vessels or from Facilities and Operations We Control</i> • <i>Aboard Vessels or from Facilities and Operations We Cannot Control</i> | Monthly Monthly Annual Annual Annual | Controlled to 6 TBD 5 or fewer 0 5 or fewer | Controlled to 6 Benchmarking 15 or fewer 5 or fewer 10 or fewer |

Table 15 – KBD #7 Measures

Part C-9: All KBDs – Customers

Defining Success with our Customers

Reserved. The CSI indicates whether our customers were satisfied that our various products met their requirements. The SQI indicates whether our customers were satisfied with our service in delivering our product – irrespective whether the product met their requirements. Contact Standard Audit Results, follow-up Survey Results, # Complaints.

All Key Business Drivers – Customers

| Port-level Measures | Type | 3-year Goal | 12-month Goal |
|-----------------------------------|---------|-------------|---------------|
| Customer Satisfaction Index (CSI) | Monthly | 90% success | 75% success |
| Service Quality Index (SQI) | Monthly | 80% success | 70% success |

Table 16 – Customer Satisfaction Measures

Part C-10: Our Senior Management Dashboard

Defining Success for Our Unit

Reserved.

Senior Management Dashboard

| Dashboard Measures | Type | 3-year Goal | 12-month Goal |
|---------------------------------------------------------------------|---------|-----------------|-----------------|
| Vessel Risk Indicator (Average for all vessels in each fleet) | Monthly | Controlled to 6 | Controlled to 6 |
| 🚩 KBD #1 Fleet Variance | Monthly | TBD | Benchmarking |
| 🚩 Port Risk Indicator (Average for all KBD #2 risk indicators) | Monthly | Controlled to 6 | Controlled to 6 |
| 🚩 KBD #2 Port Variance | Monthly | TBD | Benchmarking |
| 🚩 Response Indicator (Average for all KBD #3 readiness indicators) | Monthly | TBD | Benchmarking |
| 🚩 KBD #3 Response Variance | Monthly | TBD | Benchmarking |
| 🚩 HR Indicator (Average for all KBD #4 program indicators) | Monthly | TBD | Benchmarking |
| 🚩 HR Indicator Variance | Monthly | TBD | Benchmarking |
| 🚩 Support Indicator (Average for all KBD #5 program indicators) | Monthly | TBD | TBD |
| 🚩 Support Indicator Variance | Monthly | TBD | Benchmarking |
| 🚩 Partnership Indicator (Average for all KBD #6 program indicators) | Monthly | TBD | TBD |
| 🚩 Partnership Indicator Variance | Monthly | TBD | Benchmarking |
| 🚩 MDA Indicator (Average for all KBD #4 program indicators) | Monthly | TBD | Benchmarking |
| 🚩 MDA Indicator Variance | Monthly | TBD | Benchmarking |
| Customer Satisfaction Index (CSI) | Monthly | 90% success | 75% success |
| Service Quality Index (SQI) | Monthly | 80% success | 70% success |

Table 17 – Senior Management Dashboard

Part D: Our Management System

“... without a systematic approach to managing our business, we allow chaos to dictate our existence.”

Part D-1: Our Processes

Our management system is Baldrige-Criteria-based and when followed will guide a program in systematic application of proven management principles. The management system follows directly from the Commandant’s Award Criteria (Baldrige equivalent). The system includes processes for Strategic Planning, Customer Focus, Information Management And Analysis, Human Resource Management, and Process Management. The processes are flowcharted below for ease of application.

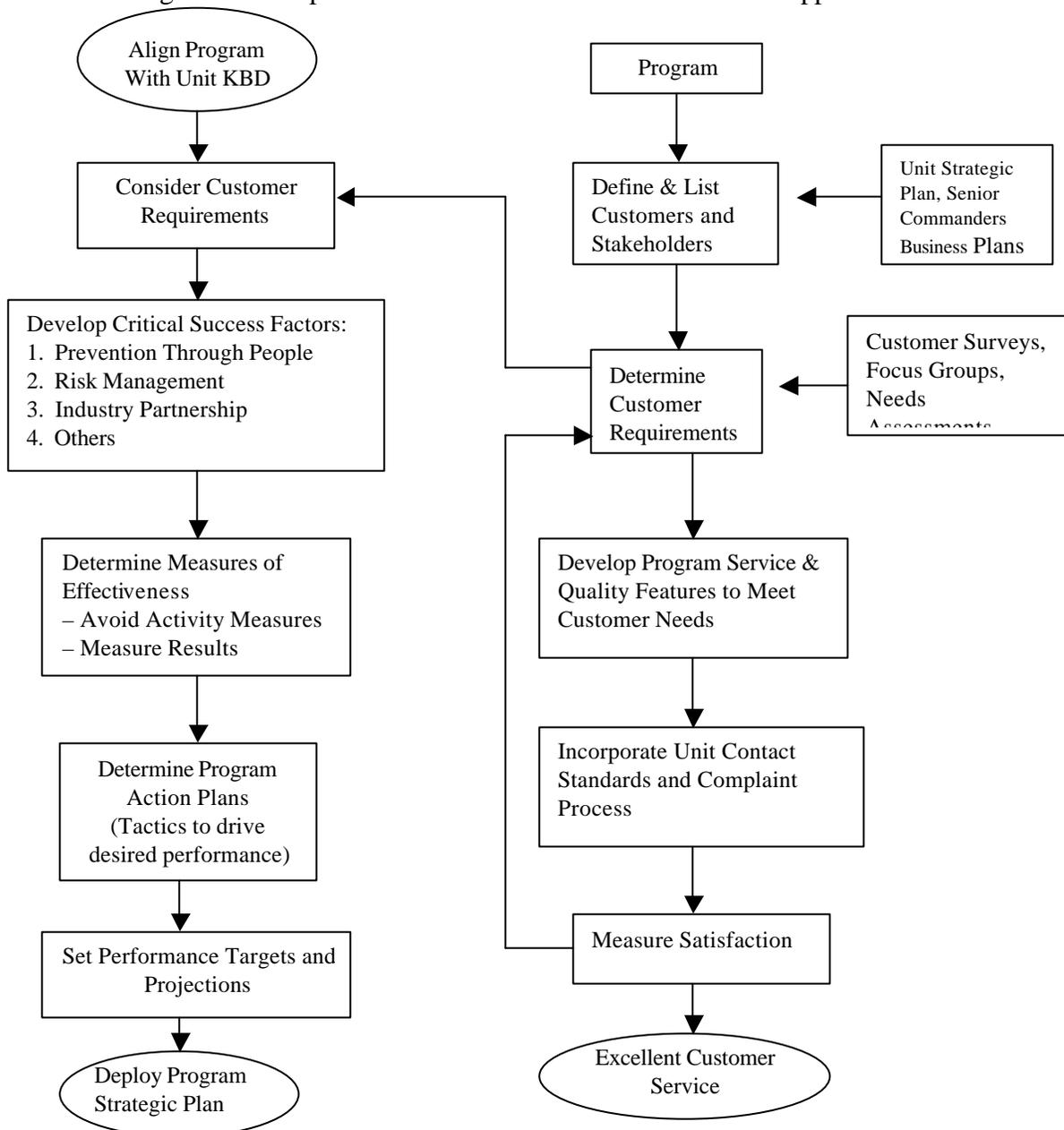


Figure 14 Program Strategic Planning Process

Figure 15 Program Customer Focus Process

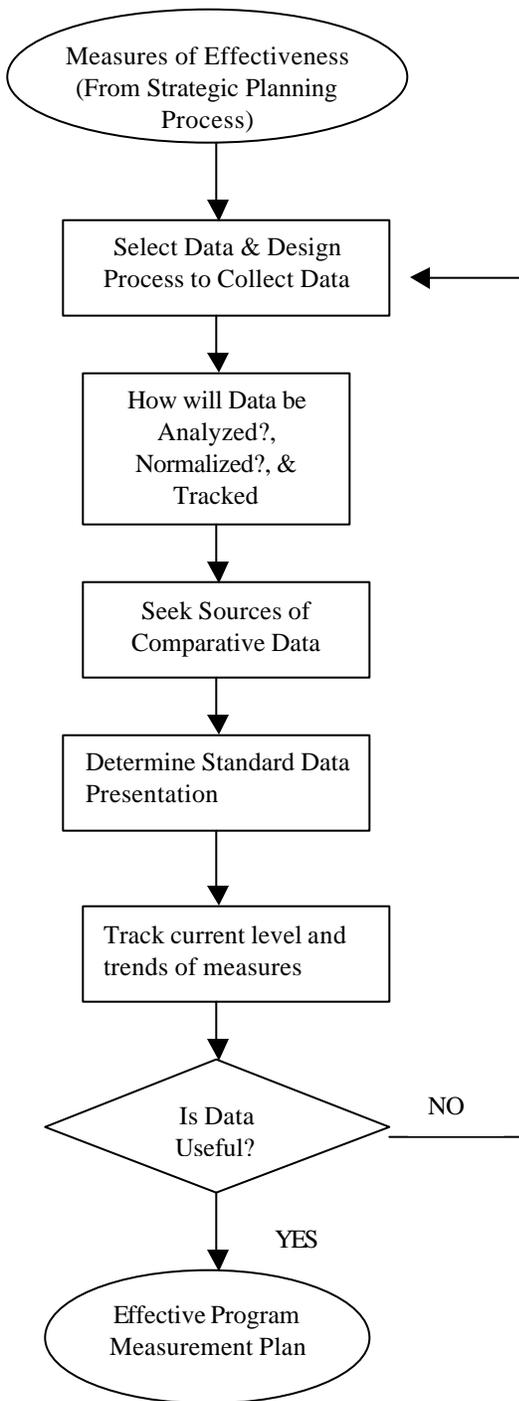


Figure 16. Program Information Management Process

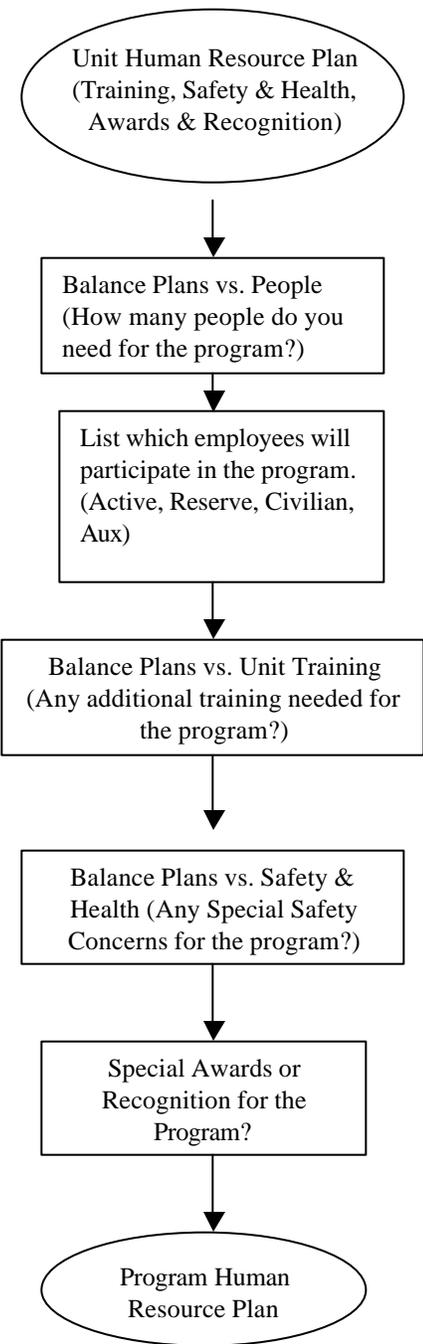


Figure 17. Program Human Resource Management Process

Part D-2: How We Use Our Processes

Working groups as they develop or revise their programs uses these processes. Starting with the first process, Strategic Planning, the work group documents their methods to answer the questions in the flowcharts; in essence, defining their approach to meeting the criteria for quality management. Each process also has an “evaluate and improve” step included to ensure continuous improvement with systematic reviews of the program and processes.

Part D-3: QMB Review of Program Performance

Each program’s performance is reviewed approximately quarterly. The work groups present their program performance before the Quality Management Board (QMB) on a cyclical schedule determined by the Quality Management Coordinator. NWGs have been provided an instruction detailing all essential elements of an effective and efficient program brief. This instruction is posted on our unit's Intranet. Each program brief follows the same format; allowing greater understanding by all in attendance. During briefs the NWG specifically addresses the KBDs supported, minutes from the previous program brief, the date of all NWG meetings since the last program brief, CSFs, and the associated MOEs. NWGs also present any proposed changes to their program as well as the dates of their customer focus group meetings. The QMB reviews the program’s Critical Success Factors, the Measures Of Effectiveness, Recommendations for Improvement and

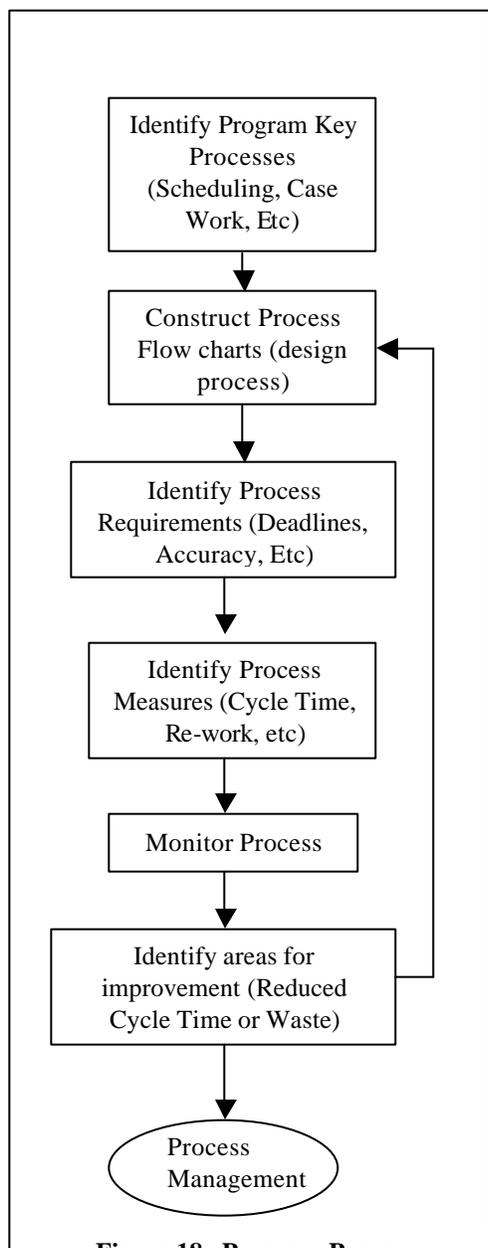


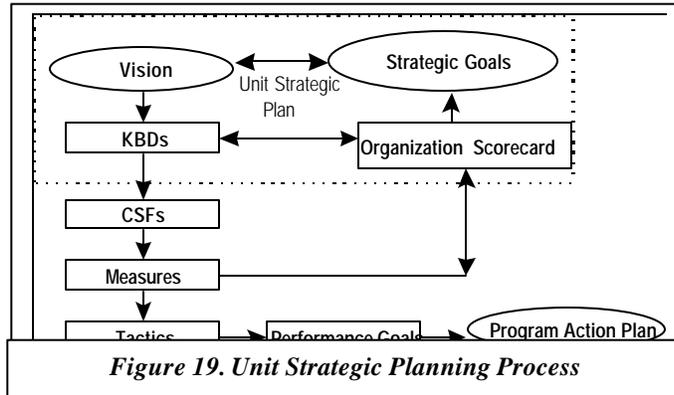
Figure 18. Program Process Management

overall performance in support of the Balanced Scorecard. The QMB provides executive level recommendations for program and process improvements. The presentation is documented, and minutes are taken for use at the next review of the program and for follow up action.

Part E: Continuous Improvement Of Business

“If you add a little to a little, and then do it again, soon that little shall be much.” - Hesoid

Part E-1: Our Strategic Planning Process

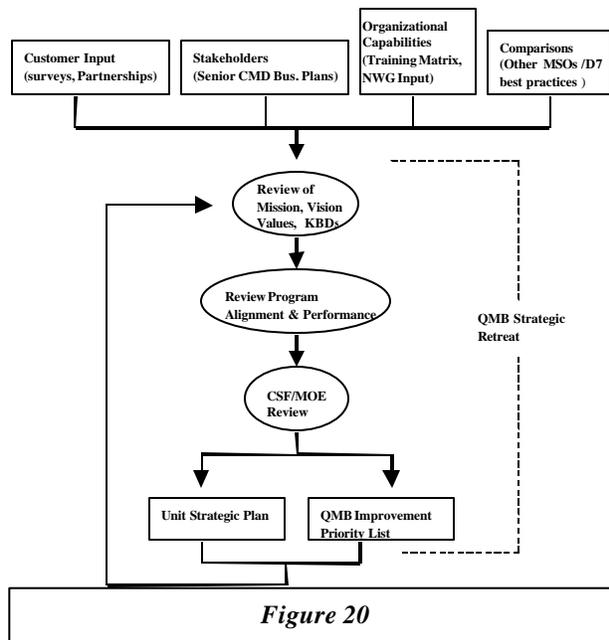


Our Unit Strategic Planning Process is outlined in Figure 19. The process is based on the Baldrige criteria for Strategic Planning. Figure 20 shows how the Strategic Plan links together all of the aspects of our management system, and is deployed through the Natural Working Groups.

Part E-2: QMB Planning Retreats

Semi-annual, off site, planning retreats are held to evaluate unit performance, set strategy, and refine our management system. The retreats are coordinated so that the feedback from the external assessments can be used to drive changes in operations.

Part E-3: External Assessments



Various external assessments are used to evaluate continuous improvement in the area of quality management. They include the Commandant’s Quality Award and the Governor’s Sterling Award. MSO Jacksonville won the Commandant’s Quality Award in 1996, 1997 (Bronze Award), 1998 (Silver Award) and 1999 (Gold Award). In 1997, we were recognized with a Florida Governor’s Sterling Quality Achievement Award for the Facility Inspection Program. In 1998, MSO Jacksonville became the first Coast Guard field unit ever to win a state quality award when we received the Florida

Governor’s Sterling Award. In 2000, we are not

eligible to compete for the Florida Sterling Award or Commandant's Quality Award (no repeat winners), the President's Quality Award (too small) or the Malcolm Baldrige National Quality Award (Private Sector only). We did, however, complete a self-assessment using the Baldrige Criteria in 2000.

Part F: Calendar-year 2003 Tactical Imperatives

At the October 2002 Strategic Planning Retreat the QMB reviewed the status of the 2002 Tactical Imperatives (summarized in **Figure 21**) and established Tactical Imperatives for calendar year 2003. Tactical Imperatives are initiatives and operations that we must complete in the next year in order to improve the way we do our core business and keep pace with changes in the external environment. **Figure 22** lists the Tactical Imperatives in the areas of Leadership, Customers, Employees, Measures, Internal Processes and Operations.

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Category One: Leadership | | | | | |
| Category 1.1: Organizational Leadership | | | | | |
| a. Senior Leadership Direction | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 1.1: Organizational Leadership | | | | | |
| b. Organizational Performance Review | | | | | |
| 1 | 1.1b-1 Assess and refine process and interval at which QMB reviews key measures, to include specific measure-driven triggers (from programs?) | ALL | QMB, CPD | ▶ In Process | End-product results from revision of all programs (bottom-up instead of top-down). |
| Category 1.2: Organizational Responsibility and Citizenship | | | | | |
| b. Support of Key Communities | | | | | |
| 2 | 1.2b-1 Assess and refine process for systematically deciding how much effort to place in public service outside USCG efforts and where to focus those efforts (how communities are assessed, where employee interest lie, etc.). | Outreach Program (KBD #5). | XO, CPD | ⊕ Not Started | Deferred due to MHLS and MOL contingencies. OPTEMPO and PERTEMPO limits allowed little operational time for community support activities. CSFs addressed and revised. |
| Category TWO: Strategic Planning | | | | | |
| Category 2.1: Strategy Development | | | | | |
| a. Strategy Development Process | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 2.1: Strategy Development | | | | | |
| b. Strategic Objectives | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 2.2: Strategy Deployment | | | | | |
| a. Action Plan Development and Deployment | | | | | |
| 1 | 2.2a-1 Develop basic strategic management training for entry-level personnel; integrate into recurring annual training; reactivate MSO welcome aboard tracking, deploy welcome aboard training to MSD Canaveral | Training Program | CPD / MSD | ✓ Completed | Strategy 101 (the 'big picture') provided in a number of venues. Port Operations "guide to NWGs" published. |
| Category 2.2: Strategy Deployment | | | | | |
| b. Performance Projections | | | | | |
| 3 | 2.2b-1 Study means to project likely risk-reduction resulting from changes in program tactics. If successful integrate into process for making tactical changes described in program instructions. | ALL – Process Management. | SIO, CPD | ⊕ Not Started | |
| 2 | 2.2b-2 Study R&D Center tool for balancing resource investments in various programs / mission areas based on likely resultant risk reduction. If successful, integrate into process for devising annual strategy described in | Strategic Planning | CO, XO, CPD | ✓ Completed | Existing RDC tool is inadequate to use for mission balance but holds promise. MSO led development of the PSRAT and WSRAT as "pillars" of a future mission |

| | | | | | |
|--|----------------|--|--|--|-----------------------|
| | business plan. | | | | balance tool instead. |
|--|----------------|--|--|--|-----------------------|

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|---------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Category THREE: Customer Focus | | | | | |
| Category 3.1: Customer and Market Knowledge | | | | | |
| 2 | 3.1-1 Merge and update all existing unit customer databases into commonly accessible MSOutlook File | ALL | CPD | ▶ In Process | This process is more difficult than initially believed because MSOutlook does not easily allow multiple user access to a single contacts file. Numerous contact lists have been revised, and e-mail distribution lists developed. |
| 3 | 3.1-2 Integrate process for capturing new customers discovered in literature reviews (item 2.1a-2) in unit-wide customer database | ALL | CPD | ⌚ Not Started | See T.I. 3.1-1 |
| Category 3.2: Customer Satisfaction and Relationships | | | | | |
| a. Customer Relationships | | | | | |
| 1 | 3.2a-1 Ensure all programs develop a systematic process for and hold focus group meetings for each customer segment | ALL | CID | ▶ In Process | Ongoing. Different levels of deployment at different NWGs |
| Category 3.2: Customer Satisfaction and Relationships | | | | | |
| b. Customer Satisfaction Determination | | | | | |
| 4 | 3.2b-1 Integrate customer satisfaction measure into balanced scorecard and deploy | All programs | CID | ✓ Completed | |
| Category FOUR: Information and Analysis | | | | | |
| Category 4.1: Measurement of Organizational Performance | | | | | |
| a. Performance Measurement | | | | | |
| 2 | 4.1a-1 Assess and refine process by which performance measurement are reviewed annually for alignment and integration into 2003 planning process. | Balanced Scorecard | SIO / CPD | ⌚ Not Started | |
| 1 | 4.1a-2 Assess and refine performance measures for KBD #1 | Vessel Inspection Programs | CID, SIO | ▶ In Process | NWGs have received charter to evaluate measures effectiveness |
| 1 | 4.1a-3 Assess and refine performance measures for KBD #2 | Port Operations Programs | CPOPS, SIO | ▶ In Process | NWGs have been reconstituted and are working toward mandate. CSFs reviewed and updated for this strategic retreat. |
| 1 | 4.1a-4 Assess and refine performance measures for KBD #3 | Response and Contingency Planning Programs | CPD and CPOPS | ▶ In Process | NWGs have been reconstituted and are working toward mandate. CSFs reviewed and updated for this strategic retreat. |
| 1 | 4.1a-5 Assess and refine performance measures for KBD #4 | Safety, Training, and Awards Programs | XO, CPD | ▶ In Process | NWGs have been reconstituted and are working toward mandate. CSFs reviewed and updated for this strategic retreat. |

| 1 | 4.1a-6 Assess and refine performance measures for KBD #5 | Public Affairs and Outreach Programs | CPD | ▶ In Process | NWGs have been reconstituted and are working toward mandate. CSFs reviewed and updated for this strategic retreat. |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
| 1 | 4.1a-7 Assess and refine performance measures for KBD #6 | MTS Program | CPD | ▶ In Process | NWGs have been reconstituted and are working toward mandate. CSFs reviewed and updated for this strategic retreat. |
| Category 4.1: Measurement of Organizational Performance b. Performance Analysis | | | | | |
| 2 | 4.1b-1 Request G-MSE project to establish link between risk measures and Casualty Data. | KBD #1 and #2 prevention programs | SIO, CPD | ⌚ Not Started | KBD #1 and #2 measures are “probability,” not risk measures—all are undergoing revision. |
| Category 4.2: Information Management a. Data Availability | | | | | |
| 1 | 4.2a-2 Explore use of statistical sampling to redesign our key measures and reduce the administrative burden associated as much as possible. | ALL | SIO, CPD | ▶ In Process | This applies to KBD #1, #2, #4. and #5 areas where we do not visit/control the entire population. Discussed extensively during QMB program briefs but not resolved. |
| Category 4.2: Information Management b. Hardware and Software Quality | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category FIVE: Human Resource Focus Category 5.1: Work Systems | | | | | |
| 5 | 5.1-2 Assess and refine leadership program and processes associated with leadership training and development in Professional Development Program. | ALL | XO, MSD, CPD | ⌚ Not Started | |
| Category 5.2: Employee Education, Training, and Development | | | | | |
| 6 | 5.2-2 Revise Outreach Program Instruction to require twice annual speaking by commissioned and warrant officers, specify qualifying organizations, once annual submission for publication. | Corporate communications, training and development | CPD | ▶ In Process | Includes need for standardized speaking engagement feedback form and measurement device. Not complete, but CSFs revised for this strategic retreat. |
| 2 | 5.2-3 Assess and refine readiness program job-descriptions in view of revised program instructions | Training | CPD | ✓ Completed | |
| 3 | 5.2-4 Assess long-term training objectives in the Professional Development and Training Program Instructions. | Career Development | XO, CPD | ✓ Completed | Program CSFs revised, but instruction remains under revision. |

| Category 5.3: Employee Well-being and Satisfaction a. Work Environment | | | | | |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------|-----|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 5.3a-1 Assess and refine the safe work practices in view of new operational programs, as needed. | Safety and Health Program | CPD | ▶ In Process | MSO Jax representatives attended G-WK work group at TRACEN Yorktown discussing MHLS safe work practices, this is now a CGHQ level initiative. |

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------|---------------|-------------------------------------------------------------------------------------------------------|
| Category 5.3: Employee Well-being and Satisfaction b. Employee Support and Satisfaction | | | | | |
| 7 | 5.3b-1 Collect data from Awards/Recognition Measures | Awards and Rec Program | ACPOD | ▶ In Process | |
| 4 | 5.3b-2 Assess and refine Safety and Health Program to include action on new physical fitness/wellness Critical Success Factor | Safety and Health Program | CPD | ✓ Completed | Wellness instruction drafted and circulated for signature, but not part of safety and health program. |
| Category SIX: Internal Process Management Category 6.1: Product and Service Processes a. Design Processes | | | | | |
| 4 | 6.1a-1 Revise SPV program to use vessel risk data to identify low risk T-boat operators who are good targets for reduced inspection activity | Small Passenger Vessel Safety Program | CID | ▶ In Process | Included in NWGs 2002 Action Plan |
| 1 | 6.1a-2 Develop and deploy the Maritime Homeland Security (MHLS) Program Instruction to include specific measure-driven triggers. | Port Security | CPD | ✓ Completed | |
| 2 | 6.1a-3 Coordinate with Group to develop Marine Disaster Plan | Readiness Program | CPD | ⌚ Not Started | Deferred due to MHLS and MOL contingencies |
| 3 | 6.1-4 Upgrade Shipboard Fire Fighting Plan | Readiness Program | CPD | ⌚ Not Started | Deferred due to MHLS and MOL contingencies |
| Category 6.1: Product and Service Processes b. Production and Delivery Processes | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 6.2: Business Processes | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 6.3: Support Processes | | | | | |
| 2 | 6.3-1 Increase efficiency of establishing ICS Command Post | Marine Environmental Protection and Response | CPOD | ✓ Completed | Significant improvements in logistical processes made during 2002. |
| 1 | 6.3-2 Assess need and value in defining key support processes and setting performance measures in view of increased PERSRU responsibilities. | Administration | XO, CPD | ⌚ Not Started | Measure of assimilating new functions from PERSRU |
| Category SEVEN: Business Results Category 7.1: Customer-focused Results a. Customer Results | | | | | |

| No Tactical Imperatives were Identified in this Category | | | | | |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------|---------------|--------------------------------------------------------------------------------|
| Category 7.1: Customer-focused Results b. Product and Service Results | | | | | |
| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
| 2 | 7.1b-1 Assess and refine high-level risk measures, etc., as "bottom line" results. | Customer Satisfaction | CPOD, CPD | ▶ In Process | See the Port Operations Guide for NWG members regarding customer requirements. |
| Category 7.2: Financial and Market Results | | | | | |
| 1 | 7.2-1 Assess need and value of developing cost-effectiveness (risk return on expenditure) measures as final of three "bottom line" measures | ALL | XO, CPD | ⌚ Not Started | Deferred due to MHLS and MOL contingencies |

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------|---------------|-------|
| Category One: Leadership | | | | | |
| Category 1.1: Organizational Leadership | | | | | |
| a. Senior Leadership Direction | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 1.1: Organizational Leadership | | | | | |
| b. Organizational Performance Review | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 1.2: Organizational Responsibility and Citizenship | | | | | |
| b. Support of Key Communities | | | | | |
| Low | 1.2b-1 refine process for systematically deciding how much effort to place in public service outside USCG efforts and where to focus those efforts (how communities are assessed, where employee interest lie, etc.). Develop Outreach Impact Indicator (OII). | Outreach Program (KBD #5). | XO, CR&PD | ⌚ Not Started | |
| Category TWO: Strategic Planning | | | | | |
| Category 2.1: Strategy Development | | | | | |
| a. Strategy Development Process | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 2.1: Strategy Development | | | | | |
| b. Strategic Objectives | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category 2.2: Strategy Deployment | | | | | |
| a. Action Plan Development and Deployment | | | | | |
| High | 2.2a-1. Revise and deploy Response Readiness Program Instruction | Readiness Program | CR&PD | ⌚ Not Started | |
| Medium | 2.2a-2. Revise and deploy Training Program Instruction | Training Program | CR&PD | ⌚ Not Started | |
| Medium | 2.2a-3. Revise and deploy Safety and Health Program Instruction | Safety Program | CPOD | ⌚ Not Started | |
| Category 2.2: Strategy Deployment | | | | | |
| b. Performance Projections | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Category THREE: Customer Focus | | | | | |
| Category 3.1: Customer and Market Knowledge | | | | | |
| High | 3.1-1 Merge and update all existing unit customer databases into commonly accessible Access Database | ALL | Ms. Randall | ▶ In Process | This process is more difficult than initially believed because MSOutlook does not easily allow multiple user access to a single contacts file. Numerous contact lists have been revised, and e-mail distribution lists developed. |
| Category 3.2: Customer Satisfaction and Relationships | | | | | |
| a. Customer Relationships | | | | | |
| High | 3.2a-1 Ensure all programs develop a systematic process for and hold focus group meetings for each customer segment. Append annual calendar of meetings to QMB meeting memorandum | ALL | CID | ▶ In Process | |
| Category 3.2: Customer Satisfaction and Relationships | | | | | |
| b. Customer Satisfaction Determination | | | | | |
| No Tactical Imperatives were Identified in this Category | | | | | |
| Category FOUR: Information and Analysis | | | | | |
| Category 4.1: Measurement of Organizational Performance | | | | | |
| a. Performance Measurement | | | | | |
| High | 4.1a-1. Deploy USCG-standard Incident Command System ICS Task Books and integrate new qualifications into both Response Preparedness & Training/Qual Program measures. | Response Readiness (KBD #3) and Training (KBD #4) | CR&PDployee Champion | ⌚ Not Started | |
| Low | 4.1a-2 Deploy measures of effectiveness for emergency response operations (not preparation). | Emergency Response Program (KBD #3) | CR&PD | ⌚ Not Started | |
| High | 4.1a-3. Redesign Training/Quals and safety measures and integrated these measures into our readiness Measure. | KBDs #3 and #4 | CP&RD | ⌚ Not Started | |
| Category 4.1: Measurement of Organizational Performance | | | | | |
| b. Performance Analysis | | | | | |
| Low | 4.1b-1 Request G-MSE project to establish link between risk measures and Casualty Data. | KBD #1 and #2 prevention programs | SIO, CPOD | ⌚ Not Started | KBD #1 and #2 measures are "probability," not risk measures—all are undergoing revision. |

| Priority | Tactical Initiative | Tactical Area | Assigned | Status | Notes |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------|--------------|-------|
| | Category 4.2: Information Management a. Data Availability | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category 4.2: Information Management b. Hardware and Software Quality | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category FIVE: Human Resource Focus Category 5.1: Work Systems | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category 5.2: Employee Education, Training, and Development | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category 5.3: Employee Well-being and Satisfaction a. Work Environment | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category 5.3: Employee Well-being and Satisfaction b. Employee Support and Satisfaction | | | | |
| | No Tactical Imperatives were Identified in this Category | | | | |
| | Category SIX: Internal Process Management Category 6.1: Product and Service Processes a. Design Processes | | | | |
| Medium | 6.1a-1 Revise SPV program to use vessel risk data to identify low risk T-boat operators who are good targets for reduced inspection activity | Small Passenger Vessel Safety Program | CID | ► In Process | |

Part G: Definitions

At the December 2002 Strategic Planning Retreat the QMB devised and adopted a number of definitions clarifying our business and processes. We've attached these definitions in our business plan as this new section.

Battlespace (maritime domain)

(DOD) The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. See also electromagnetic spectrum; information environment; joint intelligence preparation of the battlespace.

Combat surveillance (maritime domain surveillance)

(DOD) A continuous, all-weather, day-and-night, systematic watch over the battle area in order to provide timely information for tactical combat operations.

Combat information (precursor to Common Operational Picture)

(DOD) Unevaluated data, gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements. See also information.

Combat intelligence =another element that goes into the Common Operational Picture)

(DOD) That knowledge of the enemy, weather, and geographical features required by a commander in the planning and conduct of combat operations.

Common operational picture

(DOD) A single identical display of relevant information shared by more than one command. A common operational picture facilitates collaborative planning and assists all echelons to achieve situational awareness. Also called COP.

Fusion

(DOD) In intelligence usage, the process of examining all sources of intelligence and information to derive a complete assessment of activity.

Fusion center

In intelligence usage, a physical location to accomplish fusion. It normally has sufficient intelligence automated data processing capability to assist in the process.

Combating terrorism (our mission in the U.S. Maritime Domain)

(DOD) Actions, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter, and respond to terrorism), taken to oppose terrorism throughout the entire threat spectrum. Also called CBT.

Counterintelligence (how the Port Intel Team fits in...)

(DOD) Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. See also counterespionage; countersabotage; countersubversion; security; security intelligence.