

United States Coast Guard Headquarters

**Office of Standards Evaluation  
and  
Development  
(CG-523)**

**Strategic Business Plan**

FY 2011 - 2015



Revised January 2012

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## Foreword

Welcome to the CG-523 Strategic Business Plan. This plan presents the strategic goals at the CG-523 office level for the next five years, along with the strategies, key success factors, and initiatives we will use to accomplish these goals. While nominally a five year plan, I will evaluate and update this plan on an annual basis to ensure it remains current and synchronized with the higher level strategic and business plans as well as the maritime industry and regulatory environment. Furthermore, projections on number and age of rules will be limited to a three year window given the uncertainties involved.

Our success, and the success of the Coast Guard Regulatory Development Program (RDP), will depend on the ability to continue to harness the incredible capabilities provided by our most valuable resource- our people. In many ways, CG-523 is a knowledge organization, depending on the knowledge and wisdom of our personnel to ensure we meet our current and future challenges. This plan provides a guide to our staff, focusing our efforts and ensuring that we are all moving towards a common goal. I thank you for your continued commitment and outstanding performance in support of the Coast Guard's maritime safety, security and stewardship objectives, and I look forward to working side by side with you as we move forward.

/s/

D. E. Boniface

Chief

Office of Standards Evaluation and Development  
(CG-523)

## CG-523 Overview

The Office of Standards Evaluation and Development (CG-523) is a key enabler for the Coast Guard's regulatory development program (RDP), providing project management and economic and environmental analyses in coordination with other partners and in support of program offices. CG-523 also leads Coast Guard efforts at the International Maritime Organization's (IMO) Facilitation Committee (FAL) and coordinates Coast Guard efforts in industry consensus standards development and integration into our regulations.

Over the last several years, CG-523 has gone through significant changes, including adding 24 Full Time Positions (fiscal years 2008 and 2009), undertaking a Rulemaking Review and Reform Project (2009), adopting project management capabilities, and adapting to external drivers including new Executive Orders and statutory mandates. We have established an ISO-9000 compliant system for codifying our best practices- the RDP Mission Management System (MMS), which we will evolve as part of ongoing improvements. As a result of these improvements, and more significantly, the hard work and dedication of CG-523 staff and our partners, we have begun to see dividends, in terms of increased throughput, improved quality and more effective support of RDP efforts. However, we are currently experiencing externally-driven changes, most notably in the environment in which we operate. Changes in political focus, combined with an adverse economic situation, have generated an environment that is decidedly less positive towards regulation, with increased pressure on regulatory analyses as a result. Here, too, the hard work and dedication of CG-523 staff and our partners provide the means with which to continue our success. While the major changes will decrease, we will not be content to rest upon these initial successes or become complacent, but will instead continue to invest in improving overall performance. This is critical, particularly given major pressures on the Coast Guard to increase productivity (as seen, for example, in the 2010 Coast Guard Authorization Act and other drivers) while improving quality (as seen, for example, in Executive Order 13563).

Ours is not an easy job, and is done primarily behind the scenes. Our regulatory development managers (RDMs) must leverage significant project management skills, powers of persuasion and leadership to keep projects on focus and on plan without the organizational power to direct work. Our economists and environmental protection specialists must leverage major analytic and persuasive skills to characterize benefits and impact of proposed rules, often asking critical questions to ensure the right policy is reached and is supportable. To this end, we have and will continue to devote significant resources to improving our overall capabilities and reduce these and other challenges. We will also increase our focus on our most important capability – our people – to make sure we are providing complete support.

Without a strong, clear sense of direction, it will be easy to lose our way. The intent of this plan is to provide that direction and guide us as we continue to seek to improve.

## Mission, Vision, Values

While our world of work has many components and complexities, it can be simply summarized in the following mission statement.

**Mission**

Enable sound regulatory and policy development to guide and enhance the Coast Guard’s Marine Safety, Security and Stewardship missions by providing project management and analytic support.

Our expectations for the future of our world of work are captured in our vision statement.

**Vision**

Timely development of quality, proactive rulemakings and policies, efficiently developed and with a high positive impact.

While our world of work is governed by numerous laws, guidelines, Executive Orders and other directives, at its core, our work is guided by our values.

**Values**

Teamwork, Quality and Commitment

## Strategic Goals, Strategies and Key Success Factors

As a component of the Standards Directorate (CG-52) and Deputy Commandant for Operations (DCO), much of our strategic direction is provided in higher level guidance, including the CG-52 Strategic Business Plan and Marine Safety and Security Council (MSSC) goals. Here, we focus on the former (CG-52 Strategic Business Plan goals), and highlight the latter (MSSC goals, presented in Appendix 1) as specific instantiations of those goals

### Strategic Goals

These are the long term goals that must be attained for CG-523 to be successful. The CG-523 Strategic Goals are noted below, with corresponding CG-52 sub-goals or MSSC goals as sub-items:

1. Improve the timeliness and quality of regulatory and policy development.
  1. MSSC FY2011 Goal 3: Evaluate rulemakings greater than 10 years old for continued viability
  2. MSSC FY2012 Goal 2: Reduce average age of rules from 3.8 to 3.2 years
2. Support the closing of the most critical standards gaps, with emphasis on:
  1. Onshore and offshore energy development
    1. Subchapter N/Outer Continental Shelf Activities
    2. Offshore Supply Vessel (OSV)
    3. Oil Spill Response Vessel (OSRV)
    4. Incorporating Lessons Learned from Deepwater Horizon
    5. Develop Position on Safety Case
  2. Vessel discharge standards
  3. Mariner competency
  4. Arctic operations
  5. Alternative Energy for Ships
3. Recruit, train, and retain a highly motivated, professionally competent and productive workforce.
4. Improve our internal efficiency and effectiveness.
  1. MSSC FY2011 Goal 1: Identify and deploy knowledge management system
  2. MSSC FY2011 Goal 2: Identify and incorporate processes and policies to streamline and improve rulemaking efficiencies, internal to Coast Guard and in conjunction with DHS, to reduce rulemaking cycle time.
  3. MSSC FY2011 Goal 4: Develop RDP performance measurement system to improve rulemaking efficiency and effectiveness.
  4. MSSC FY2011 Goal 5: Reduce risk of subject matter expert shortfalls to attain rulemaking timelines/ milestones; identify processes to minimize impact of contingency operations on staffing and workflow.
  5. MSSC FY2011 Goal 6: Develop process for MSSC review of rulemaking priority list to add, delete, consolidate, and re-rank projects when justified; and evaluate CG Authorization Act 2010 projects for incorporation on list within 1st Qtr FY11
  6. MSSC FY2012 Goal 4: Implement RDP performance measurement system to improve rulemaking efficiency and effectiveness

7. MSSC FY2012 Goal 6: Achieve Enhanced Operational Capability for Project Server
8. MSSC FY2012 Goal 7: Achieve Enhanced Operational Capability for Retrospective and Cumulative Impact database
9. MSSC FY2012 Goal 9: Evaluate opportunities for early collaboration with other agencies with regards to rulemakings and identify areas for improvement in our coordination with other agencies
5. Adapt Outdated/Outmoded Regulations and Policies

## Key Success Factors (KSFs)

These are the items that must be accomplished to achieve the strategic goals.

1. Key activities have specified processes that are monitored and measured.
2. CG-523 is adequately staffed, funded, equipped and trained to meet its mission.
3. CG-523 employees are highly satisfied.
4. Stakeholders are satisfied with the timeliness of regulatory development.

## Initiatives and Activities

Initiatives are the specific items that flow from the strategies and KSFs and will be undertaken to execute the strategies and accomplish the KSFs. These initiatives will drive the Office towards better service to our stakeholders and superior quality in the work we deliver to them. Each of these Initiatives is broken down into one to several projects, which we label as Activities for consistency with CG-52 planning. A lead will be assigned for each of these Activities, with responsibility for developing and executing a project plan in conjunction with various staff as appropriate. As can be seen, some of these activities support multiple initiatives.

Strategic Goals	Initiatives	Activities	Lead
1. Improve the timeliness and quality of regulatory and policy development.	Reduce average age of rulemakings <ul style="list-style-type: none"> <li>FY2012 goal 3.2 years</li> </ul>	Review legacy projects for continued viability	CG-5232
		Review project plans and provide continuous monitoring of execution	CG-5232
	Increase rule finalization rate <ul style="list-style-type: none"> <li>FY2012 goal 18 publications</li> </ul>	Review project plans and provide continuous monitoring of execution	CG-5232
		Improve rulemaking product quality	Develop and implement CG-523 performance measurement system
	Conduct Audits		CG-5231, CG-5232
2. Support the closing of the most critical standards gaps	Advance most critical rulemakings	Review project plans and provide continuous monitoring of execution	CG-5232
		Publish Subchapter N NPRM	CG-5232
		Publish Subchapter N FR	CG-5232
		Publish Large OSV IFR	CG-5232
		Publish Large OSV FR	CG-5232
		Publish OSRV NPRM	CG-5232
		Support development of safety case position	CG-523
		Publish BWDS IFR	CG-5232
		Conduct research in support of BWDS Phase II	CG-5231
		✓ Publish STCW SNPRM	CG-5232
		Publish STCW FR	CG-5232
		Support Arctic FSA	CG-5231
		Publish TWIC NPRM	CG-5232
		Publish TWIC FR	CG-5232
		✓ Publish Towing Vessel NPRM	CG-5232
		Publish Towing Vessel FR	CG-5232
		Publish HazSub TVRP FR	CG-5232
		Publish HazSub FRP FR	CG-5232

<b>Strategic Goals</b>	<b>Initiatives</b>	<b>Activities</b>	<b>Lead</b>	
3. Recruit, train, and retain a highly motivated, professionally competent and productive workforce.	Improve Workplace Climate	Conduct climate survey and address results	CG-523	
		Conduct teambuilding and communications training	CG-523	
		Prepare for move to St. Elizabeth's	All	
		Develop and implement HR plan	CG-523	
	Develop professional development program	Identify and capitalize on opportunities to author technical papers	CG-5231	
		Hold periodic informal meetings (e.g., brown bag, rap sessions, share info from trip reports) to discuss current issues/trends on leadership, marine technology, emerging policy, etc	CG-5231	
		Increase attainment of Project Management Professional certification	CG-5232	
		Identify and encourage attendance at local opportunities for training and professional development	CG-523	
	4. Improve our internal efficiency and effectiveness.	Improve Knowledge Management	Deploy Microsoft Project Server	CG-5232
			Renew CG-523 Internet presence	CG-5232
Develop a consistent web presence on CGPortal to disseminate important standards development information to stakeholders.			CG-5232	
Integrate MMS and Microsoft Project Server			CG-5232	
Develop process for identifying and managing SME shortfalls to reduce risk to project schedules			CG-5232	
Expand utility and utilization of SharePoint			CG-523, All	
Develop process for MSSC review of rulemaking priority list to add, delete, consolidate, and re-rank projects when justified			CG-5232	
Develop and Implement Performance Measurement		Develop CG-523 performance measurement system	CG-523	
		Adapt CG-523 metrics for broader RDP use	CG-523	
		Develop baseline measures and performance goals	CG-523	
Pursue other efficiencies		Investigate dedicated project teams	CG-5232	
		Conduct process reviews	CG-523	
		Conduct MMS overhaul	CG-5231, CG-5232	
		Conduct Audits	CG-5231, CG-5232	
		Develop Audit Database	CG-523	
		Investigate scoping projects to 2 year pieces	CG-5232	
		Improve telework practices and management	CG-523	

Strategic Goals	Initiatives	Activities	Lead
5. Update Regulations and Policies	Evaluate standards incorporated by reference		CG-5231
	Coordinate development of standards (IMO, domestic regulations, consensus standards) strategy	Update COMDTINST 5430.2 for consensus standards	CG-5232
		Develop Five Year Action Plan for consensus standards	CG-5232
	Coordinate Long Term Standards Development	Lead IMO Facilitation Committee efforts	CG-523
		Support development of Formal Safety Assessment	CG-523
		Monitor development of NVICs and other non-regulatory policies	CG-5232
		Coordinate Collection of Information Program	CG-5232
	Adapt Existing Regulations	Inventory and Evaluate Existing Regulations for Outdated/Outmoded Components	CG-5231
		Develop Plans for Changes	CG-5232
		Prioritize	CG-523
		Develop Process for Ongoing Review	CG-523
		Monitor Progress	CG-5232
		Identify Office responsible for each section of CFR	CG-5232
	Execute Responsibilities under Executive Order 13563	Cumulative impact database	CG-5231
		Retrospective database	CG-5231
		MTSA retrospective study	CG-5231
		AIS retrospective study	CG-5231
6. Execute Exemplary Customer Service	Direct responses to external customer inquiries	Conduct technical background research and coordinate responses	CG-5232
		Respond to Congressional, Freedom of Information Act and other inquiries	CG-5232
	Direct responses to internal customer inquiries	Complete DCO-A taskers	CG-5232
		Create briefing materials (e.g., Director's Notes, Briefing Book)	CG-5232
	Government Support	Assist with development and improvement of MISLE and USCG data collection	CG-5231
		Assist with development and improvement of MSRAM	CG-5231

Appendix 2 ([online](#)) is the list of the Rulemakings and Regulations projects that the Marine Safety and Security Council (MSSC) has decided will be our top priorities for FY-2011. Each project has its own timeline with specific milestones and deadlines. Our goal is to complete or advance these 50 rules over the course of the 2011 fiscal year.

Appendix 3 is a list of unique services that we carry-out on an “ongoing” or “as needed” basis. Examples include long term standards development, response to requests for information and reporting to Congress, to name a few. We will follow established CG-52 customer service and delivery standards for each type of these activities (as opposed to individual project timelines.)

## Measures and Targets

One of our initiatives is to develop and implement a performance measurement system. As part of that, we will develop baseline measures and performance goals that we will use to monitor and guide our efforts. These measures of effectiveness (MOEs) will include:

1. MOE1 - Financial Performance: This measure will monitor the management of a multimillion dollar budget including contracts and studies necessary to complete regulatory projects as well as the identification of the cost of rule production and the net benefit of all regulatory projects.
2. MOE2 - Product Quality: This measure will monitor regulatory project development quality including schedule, scope, legal authority/sufficiency, technical writing, document control, regulatory vehicle analysis and, stakeholder, team and customer satisfaction.
3. MOE3 - Process Performance: This measure will monitor the regulatory development project processes with a focus on project throughput, innovation, knowledge management system implementation, interoffice communication, team efficiency, process improvement, and resource allocation.
4. MOE4 - Workforce Environment: This measure will monitor the current state of the workforce to include workforce climate, and workforce capability and capacity. This includes employee satisfaction, increase retention, proficiency, professional training and professional certification.

This measurement scheme was developed during fiscal year 2011 and a final draft of the plan is available [online](#). We will develop the various parts of this measurement scheme during the fiscal year 2012 and will be adapting it for the full RDP community. As our system matures throughout the year, we will consider adding more components to this report.

## Appendix 1 – MSSC Strategic Goals

The Fiscal Year 2011 MSSC Strategic Goals were all accomplished successful, as noted in the bullets under each goal:

Goal #	Goal
1	√Identify and deploy knowledge management system. <ul style="list-style-type: none"> <li>• Achieved Initial Operating Capability for Microsoft Project Server, developing and implementing initial designs, and migrating project plans.</li> </ul>
2	√Identify and incorporate processes and policies to streamline and improve rulemaking efficiencies, internal to Coast Guard and in conjunction with DHS, to reduce rulemaking cycle time. <ul style="list-style-type: none"> <li>• Refined processes for planning and execution, including processes in conjunction with DHS/OGC</li> </ul>
3	√Evaluate rulemakings greater than 10 years old for continued viability. <ul style="list-style-type: none"> <li>• Reviewed all rules greater than 10 years old and finalized 4 rules greater than 10 years old</li> </ul>
4	√Develop RDP performance measurement system to improve rulemaking efficiency and effectiveness. <ul style="list-style-type: none"> <li>• Developed initial capability and implemented high priority metrics</li> </ul>
5	√Reduce risk of SME shortfalls to attain rulemaking timelines/ milestones; identify processes to minimize impact of contingency operations on staffing and workflow. <ul style="list-style-type: none"> <li>• Completed initial iteration, using Microsoft Project Server to identify resource concerns and mitigation measures.</li> </ul>
6	√Develop process for MSSC review of rulemaking priority list to add, delete, consolidate, and re-rank projects when justified; and evaluate CG Authorization Act 2010 projects for incorporation on list within First Quarter FY11. <ul style="list-style-type: none"> <li>• Process developed and implemented First Quarter FY11</li> </ul>

All six of these goals were accomplished in FY2011. For the first, we achieved Initial Operating Capability for our Microsoft Project Server 2010 capability-

The Fiscal Year 2012 MSSC Strategic Goals are:

Goal #	Goal
1	Publish 18 Final Rules
2	Reduce average age of rules from 3.8 to 3.2 years
3	Establish and implement process for management of standards incorporated by reference
4	Implement RDP performance measurement system to improve rulemaking efficiency and effectiveness.
5	Develop strategy for integrating RDP, consensus standards and IMO efforts
6	Achieve Enhanced Operational Capability for Project Server
7	Achieve Enhanced Operational Capability for Retrospective and Cumulative Impact database
8	Complete retrospective analysis studies on MTSA, AIS
9	Evaluate opportunities for early collaboration with other agencies with regards to rulemakings and identify areas for improvement in our coordination with other agencies
10	Streamline process for DHS Clearance with regards to CG rulemakings

## Appendix 2 –Rulemaking Project Prioritization List

Prioritization list is maintained [online](#).

## Appendix 3 – Fiscal Year Regulatory Development Goals

### Fiscal Year 2011

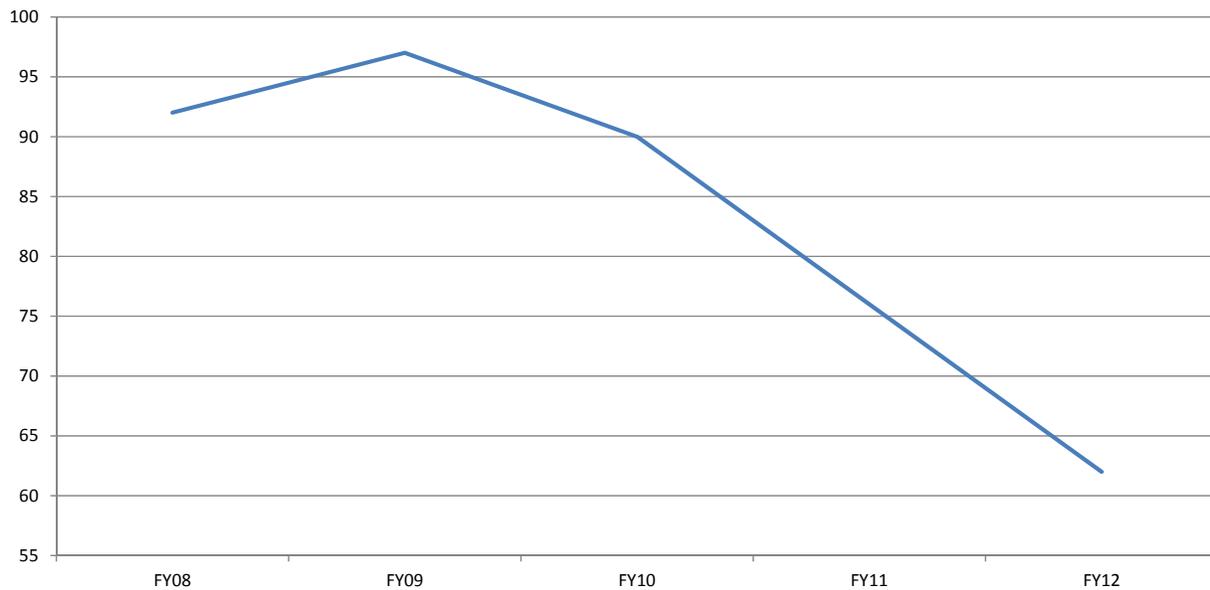
According to MSSC approved project plans, we planned to achieve the following regulatory milestones in FY 2011. Of the 26 objectives, 16 were achieved, with two others outside USCG control. Better achievement of planned milestones will be a focus in FY 2012.

Quarter	Rule	Milestone
√1	18: Passenger Vessel Weight Standards [N] (Avsec) 2005-03-521	Publish FR
√1	33: VTS LMR [N] (Avsec) 1997-08-741	Publish FR
√2	4: NOA for OCS [S] (Spears) 2008-07-522	Publish FR
√2	8: IMSBC [N] (LaCumsky) 2009-10-522	Publish FR
√2	21: 2011 GLP Rates Annual Review [N] Berg 2011-01-552	Publish FR
√2	57: Load Lines River Barges ([N] (Edwards) 1997-06-521	Publish FR#1
√2	62: Whistleblower Protection [S] (Macharia) 2001-04-094	Publish DFR
√2	64A: Inflatable PFDs [N] (Olk) 2011-07-521	Publish DFR
√3	26: TSS East Coast [N] (Butturini) 2006-04-553	Publish FR
√3	48: TSS Juan de Fuca [N] (Butturini) 2001-02-541	Publish FR
√3	74: Technical Amendment Sector North Carolina [N] (Butturini)	Publish FR
•4	13: Administrative Law Judge Procedures [N] (Macharia) 2009-09-094	Publish NPRM
4	71: Prong Five [N] (Crissy) 2006-08-521	Publish NPRM
4	34: CO2 Fire Suppression [N] (Staples) 2005-07-521	Publish FR
•4	40: Class Society Approval [N] (Mine) 2005-08-521	Publish FR
√4	31: Cut-Off Switches [S] (Spears) 2005-05-542	Publish ANPRM
•4	53: VTS Tampa PA LALB [N] (Avsec) 2008-02-741	Publish NPRM
√4	5: Inspection of Towing Vessels [S] (Spears) 2004-01-522	Publish NPRM
√4	7: STCW [N] (Staples) 1994-01-522	Publish SNPRM
•4	9: NTVRP [S] (Du Pont) 2004-02-543	Publish FR
4	60: Potable Water Standards [S] (Butturini) 2006-06-521	Publish NPRM
•4	49: Lifesaving Equipment [N] (Olk) 2006-03-521	Publish SNPRM
√4	22: 2012 GLP Rates Annual Review [N] (Berg) 2011-11-552	Publish NPRM
4	67: Merchant Mariner License [N] (LaCumsky) 2003-01-522	Publish FR
4	68: Merchant Mariner Docs [N] (LaCumsky) 2002-01-522	Publish FR
√4	29: Propeller Injury Avoidance [N] (Crissy) 2005-01-542	Publish ANPRM

In addition to those planned and marked, we also published: Marine Vapor Control Systems NPRM (16), Temporary Suspension of Spill Response Time EIR, 33 CFR Technical Amendments, 46 CFR Technical Amendments, MML NOI (76), MMD NOI (77), Citizenship Waiver NPRM (62), and IAFS Certificates NPRM (48A). As such, we planned on publishing 26 documents, and published 27 (the two TSS rules and the load lines rule each had two publications). As such, the overall publication levels were met, although specific publication goals were not .

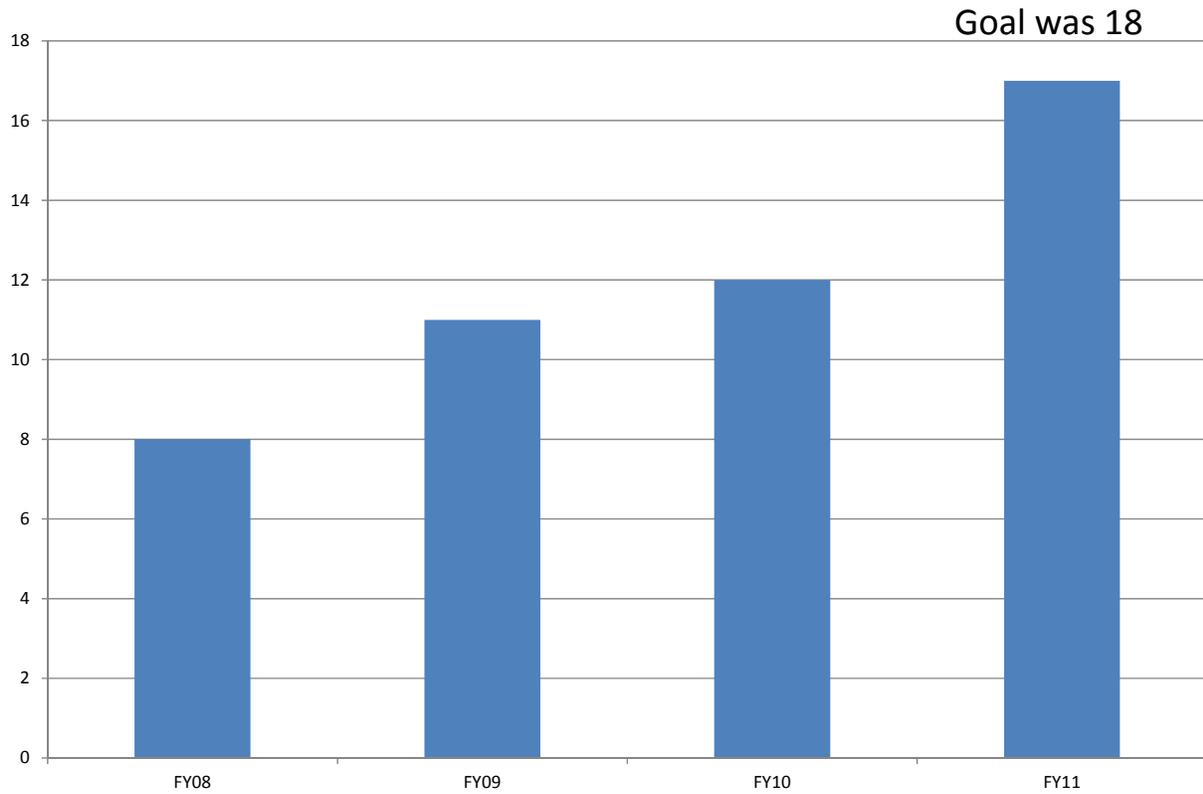
This will continue trends encountered since resources were added in fiscal years 2008 and 2009, with production trends and forecasted goals as shown below.

### Number of Active Rules at Start of Fiscal Year



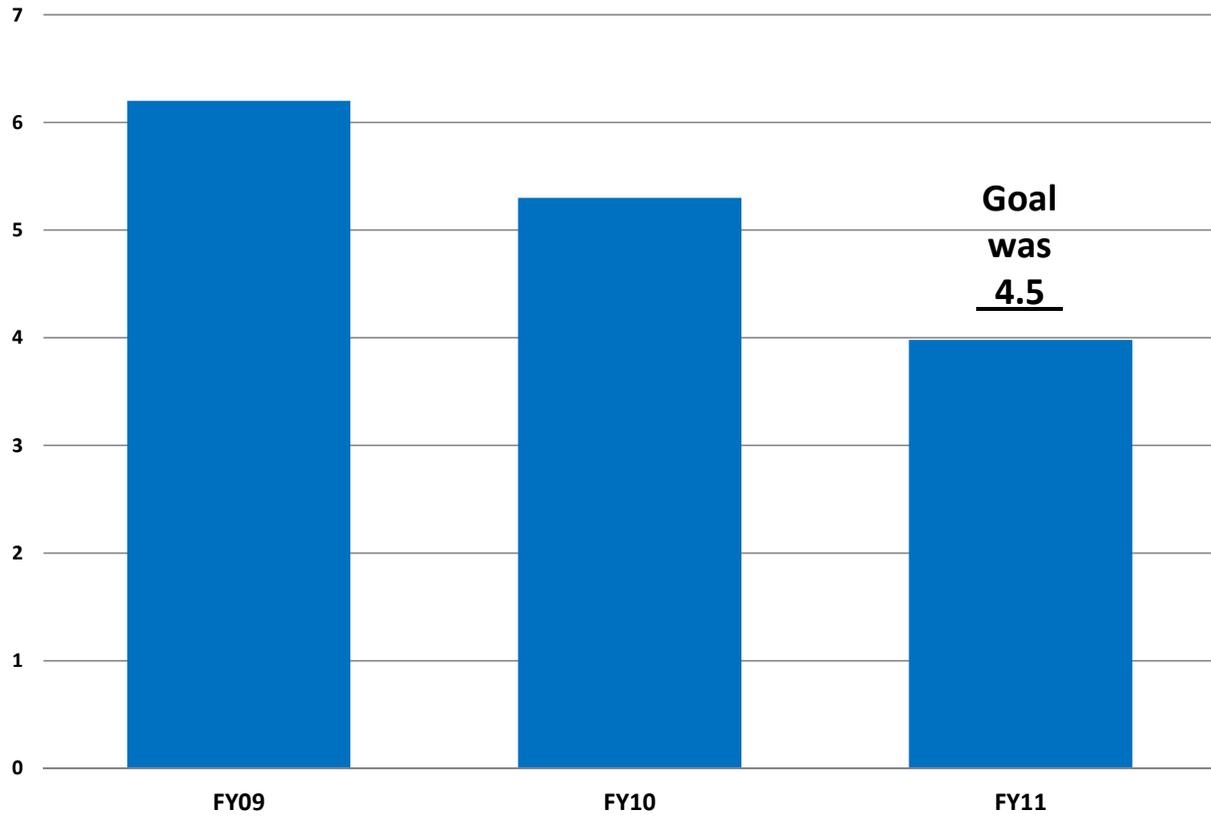
While the goal of final rule publications was not met (missing by one publication), the shortfall was not significant, particularly given changes in the regulatory environment, including the enactment of Executive Order 13563.

# Final Rules Published



We surpassed our objectives for reducing the average age of active rulemakings, largely through the finalization of several of our older rules..

### Age of Active Rules at Close of Fiscal Year



## Fiscal Year 2012

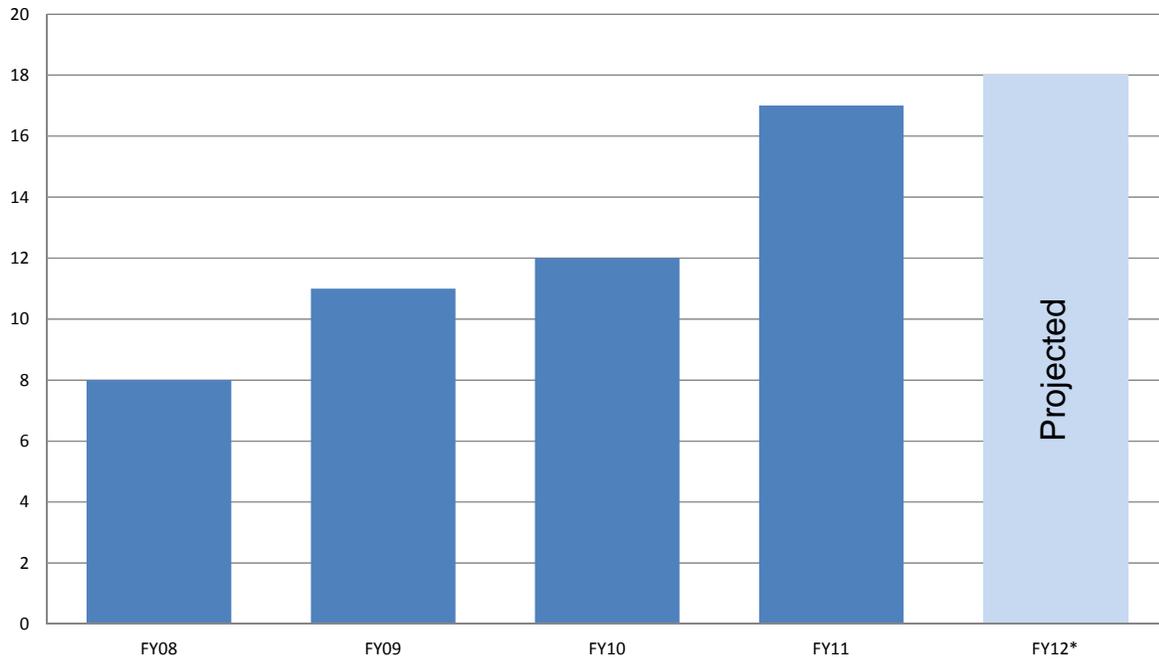
According to MSSC approved project plans, we will achieve the following regulatory milestones in Fiscal Year 2012. We will hold to those milestones unless exigent circumstances overcome the ability of the assigned project team to adapt.

Quarter	Rule	Milestone
✓ 1	(42) Claims Procedures [S] (NPFC)	NOI
✓ 1	(32) International Anti-Fouling System Certification [N] (Lederer)	FR
✓ 1	(49) Lifesaving Equipment: Harmonization [N] (Olk)	IFR
✓ 1	(49) Lifesaving Equipment: Harmonization [N] (Olk)	SNPRM
✓ 1	(33) LNG/LHG Appeals [N] (Danzy)	NPRM
✓ 1	(35) Alternative Tonnage OSRV [N] (Olk)	IR
✓ 1	(37) Higher Volume Port Area – Washington [N] (Castillo-Bletso)	NOI
✓ 1	(57) Seagoing Barges [N] (Mine)	DFR
2	(17) 2012 GLP Rates Annual Review [N] (Berg)	FR
2	(1) Ballast Water Discharge Standards [S] (Edwards)	IFR
2	(54) Bulk Packaging for Transfer of Hazardous Liquid Cargoes [N] (Sydnor)	NPRM
2	(18) Changes SNS VIS BARD [N] (Spears)	FR
2	(59) Discharge Removal Equipment [N] (Du Pont)	NOI
2	(20) Dry Cargo Residue [N] (Berg)	SNPRM
2	(47) MARPOL Annex I Amendments [N] (Young)	NPRM
2	(48) VTS Port Arthur [N] (Avsec)	NPRM
2	(63) Merchant Mariner Documents [N] (LaCumsky)	FR
2	(64) Merchant Mariner License [N] (LaCumsky)	FR
3	(13) ALJ Procedures [N] (Macharia)	NOW
3	(62) Auxiliary Regulations [N] (Avsec)	NPRM
3	(41) Chemical Testing Requirements [N] (Huott)	NOI
3	(28) CO2 Fire Suppression [N] (Staples)	FR
3	(23) Commercial Diving Operations [N] (Berg)	NPRM
3	(31) 2013 GLP Rates Annual Review [N] (Berg)	NPRM
3	(45) Crane Regulation Standards [N] (Avsec)	NPRM
3	(14) Cruise Ship Security [S] (Avsec)	NPRM
3	(24) MARPOL V SA WCR [N] (Olk)	FR
3	(2) NOA-AIS [S] (Du Pont)	FR
3	(7) NTVRP [S] (Du Pont)	FR
3	(12) NVDC User Fees [S] (Macharia)	NPRM
3	(56) Potable water [S] (Butturini)	NPRM
3	(65) Prong V Harmonization of Fire Protection [N] (Crissy)	NPRM
3	(30) Revision to TWIC Requirements [S] (Avsec)	IR
3	(29) Tonnage Reg Amend [N] (Olk)	NPRM
3	(50) Top-Screen Collection, Chemical Facilities [S] (Sydnor)	NPRM

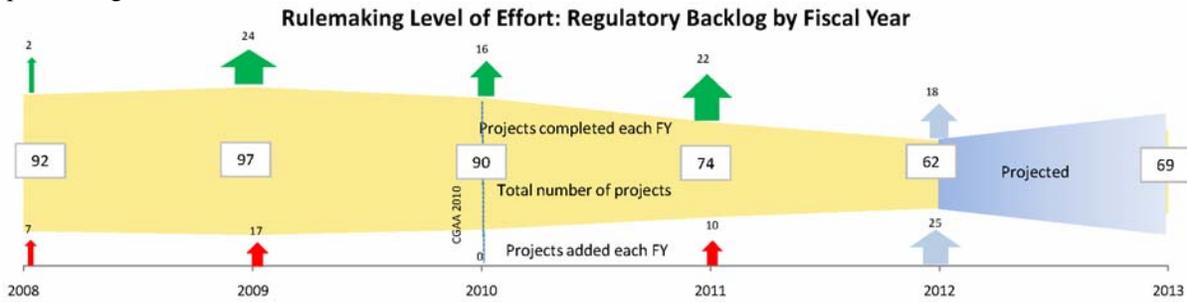
3	(51) Undocumented Barges [N] (Danzy)	SNPRM
3	(39) Approval of Classification Societies [N] (Mine)	FR
3	(44) DEEPWATER PORTS REVISION [S] (Sydnor)	NPRM
3	(53) Lifesaving Devices on Uninspected Vessels [N] (Edwards)	NPRM
3	(61) Marking Sunken Vessels [N] (Huott)	NPRM
3	(26) MTSA II [S] Danzy	NPRM
4	(9) Haz Sub FRP [S] (Mine)	IR
4	(10) Haz Sub TVRP [S] (Mine)	IR
4	(59) Discharge Removal Equipment [N] (Du Pont)	FR
4	(55) Improvements to MS in Puget Sound Area Waters [N] (Berg)	NOI
4	(15) Large OSV [S] (Young)	IR
4	(8) STCW [S] Staples	FR
4	(66) Title 33 CFR Technical Amendments [N] (Huott)	FR
4	(67) Title 46 CFR Tech Amendment [N] (Crissy)	FR
4	(4) TWIC II Card Readers [S] (Danzy)	NPRM
4	(38) Vital System Maintenance [N] (Lederer)	NPRM
4	(43) Cargo Securing Manuals [S] (Sydnor)	SNPRM
4	(3) CFIV [S] (Spears)	FR
4	(46) Citizenship Waiver for Commercial Fishing Vessels [N] (Macharia)	NPRM
4	(40) Cruise Vessel Safety and Security Act "CVSSA" [N] (Crissy)	NPRM
4	(22) Marine Vapor Control Systems [N] (Adkins)	FR
4	(19) Preemption [S] Danzy	NPRM
4	(25) SOLAS V [N] (Adkins)	NPRM

As such, and accounting for variables outside our control, our goal is to finalize 18 rules in Fiscal Year 2012, as shown below. We also aim to publish 30 notices of proposed rulemaking (NPRM), advance NPRM (ANPRM), supplemental NPRM (SNPRM), notices of intent (NOI) and/or notices of withdrawal (NOW).

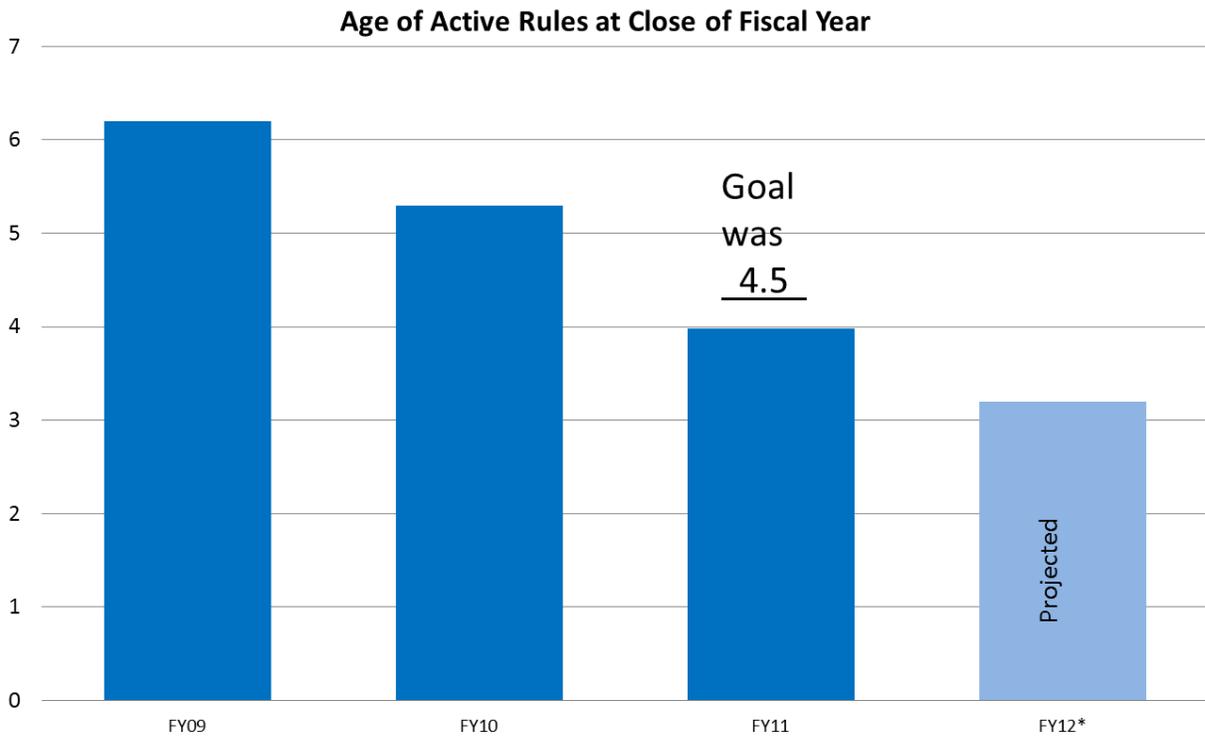
## Publication of Final Rules by Fiscal Year



We anticipate adding approximately 25 rules over the course of the year, including \_\_\_\_\_ from the CGAA2010. Given our starting point of 62 rules, the addition of 25, and the finalization of 18, the number of active rules is expected to grow as shown.



Given these publications, our goal is to further reduce the average age of rules from 3.98 to 3.2 years, as shown below:



## Appendix 4 – Acronyms

<b>Acronym</b>	<b>Term</b>
AIS	Automatic Identification System
ALJ	Administrative Law Judges
ANPRM	Advance Notice of Proposed Rulemaking
BWDS	Ballast Water Discharge System
CO2	Carbon Dioxide
DCO	Deputy Commandant for Operations
DCO-A	Deputy Commandant for Operations Administrative Staff
DHS	Department of Homeland Security
FOIA	Freedom of Information Act
FR	Final Rule
FRP	Facility Response Plan
FSA	Formal Safety Assessment
FY	Fiscal Year
GLP	Great Lakes Pilotage
HAZSUB	Hazardous Substances
HR	Human Relations
IFR	Interim Final Rule
IMO	International Maritime Organization
IMSBC	International Maritime Solid Bulk Cargoes
KSF	Key Success Factors
LMR	Lower Mississippi River
MISLE	Marine Information for Safety and Law Enforcement
MOE	Measure of Effectiveness
MSRAM	Maritime Security Risk Assessment Methodology
MSSC	Marine Safety and Security Council
MTSA	Marine Transportation Security Act
NOA	Notice of Arrival
NPRM	Notice of Proposed Rulemaking
NTVRP	Non-Tank Vessel Response Plan
OSRV	Oil Spill Response Vessel
OSV	Offshore Supply Vessel
PFD	Personal Flotation Device
RDP	Regulatory Development Program
SME	Subject Matter Expert
SNPRM	Supplemental Notice of Proposed Rulemaking
SOLAS	Safety of Life at Sea
STCW	Standards for Training and Certification of Watchkeepers
TSS	Traffic Separation Scheme
TWIC	Transportation Worker Identification Card
VTS	Vessel Traffic Service