

United States Coast Guard
Sector Ohio Valley

Strategic Business Plan

FY 2009



“One Sector; One System”



1 October 2008

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Executive Summary

We live in a world where terrorism remains a constant threat to our way of life. However, we will not live in fear. We must always remain “Semper Paratus”, strive for risk-based and effect-based mission balance, and deliver the high quality services that the public expects and deserves.

In FY08, we achieved outstanding mission execution, significantly improved operational readiness, and successfully put in place an innovative integrated management system that promotes unity of effort and continuous improvement. Throughout the Sector, we implemented the new Port Security Grant Program, updated long overdue contingency plans, and raised personnel readiness to an all-time high. Our winning of the 2008 CG Innovation Award for Management and positive feedback from both internal and external customers and stakeholders confirm that we are doing the right things the right way.

Many challenges and opportunities await us in FY09. We anticipate a significant workload increase, including new vessel construction projects, MTSA plan updates, and the Presidential election campaign and transition. We need to address the areas of concern that have been identified by the 2008’s Organizational Assessment Survey, Commandant’s Performance Challenge Assessment, and Work Place Assessment. We must also be fully prepared to support and take advantage of the CG Modernization, Enhanced Marine Safety Program and WLR Recapitalization Project. **Establishing and Strengthening Partnerships** will be a particular area of focus for FY09 as we promote a unity of effort among other government agencies, the private sector, and non-governmental organizations in support of our safety, security, and stewardship missions. Sector Ohio Valley has eight additional strategic goals for FY 09:

- Achieve Operational Excellence
- Reduce Safety and Security Risks
- Increase Environmental Protection
- Increase Readiness
- Increase Employee Satisfaction
- Increase Customer Satisfaction
- Advance Stewardship
- Improve Management and Processes

This is our second Strategic Business Plan. It includes changes to focus on performance and outcomes, and to provide a tighter linkage between strategic goals and performance measures. We incorporated the concept of “Balanced Scorecard” to ensure both organizational alignment and mission balance. Moreover, we will coordinate and implement “special emphasis” campaigns sector-wide to better address emerging high-risk areas and to improve our services.

With our high-performing work force, outstanding teamwork and effective integrated management system, I am highly confident that we will continue to do great things. Thank you for your outstanding commitment to ensuring the safety, security, and stewardship of the Heartland. Keep up the great work!



H. M. NGUYEN
Captain, U.S. Coast Guard
Commander, Sector Ohio Valley

Vision, Mission, and Values – Creating “*One Sector, One System*”

Vision

“One Sector; One System”

From the upper reaches of the Allegheny, to the lower Mississippi Delta – the Western Rivers comprise a continuous system. Within that system, mariners and other Coast Guard stakeholders expect and deserve consistent, uniform, superb service reflective of a highly professional organization. Whether working aids-to-navigation on the Monongahela, performing facility inspections on the Ohio, conducting a recreational boating inspection on the Tennessee or a vessel inspection on the Mississippi, the approach and standards must be responsive and consistent. Likewise, all Sector units support each other. We share best practices and resources, build partnerships and work together as a team to deliver optimal solutions.

Mission

We serve Ohio Valley by promoting the safety and security of vessels, facilities and ports through maritime homeland security, search and rescue, marine safety, law enforcement, environmental protection, and waterways management. Sustaining multi-mission excellence is our highest priority.

Values

We live by the Coast Guard’s enduring core values of ***Honor, Respect, and Devotion to Duty***. We are further guided in our work by four Command areas of emphasis:

- ***Safety*** - It is everyone’s responsibility and priority. We will be well trained and equipped to deal with the hazards of our challenging working environment.
- ***Preparedness*** - We will remain ever vigilant in our mission execution and in the care and development of our people. We must know our ports and continually engage all stakeholders. We will make maximum use of contingency planning, risk-based decision making, training opportunities and information technology. Our primary focus is on prevention, but we will be fully prepared for response.
- ***Professionalism*** - While individually we do not have to be an expert in all mission areas, the public does demand that we perform our jobs in a professional manner.
- ***Teamwork*** - The success of our missions depend on all Sector members. Each Reserve, Auxiliary, Civilian and Active Duty member brings unique skills to the Team and plays an important role in our success. We will look out for each other’s safety, value individual contribution, and promote professional development.

Strategic Direction

The following Documents provide strategic direction to the Coast Guard. The purpose of this Strategic Business Plan is to implement these plans within Sector Ohio Valley. Sector Ohio Valley personnel will be familiar with and comply with the direction in each of these documents.

- The Coast Guard Strategy for Maritime Safety, Security, and Stewardship
- Combating Maritime Terrorism Strategic and Performance Plan
- The FY 2009-2014 Marine Safety Performance Plan
- LANTAREA 222136Z AUG 08, Atlantic Area Operational Planning Assessment and Commander's Intent
- District 8 FY 2009 Operational Planning Direction
- The National Strategy For The Marine Transportation System, a Framework for Action

VADM Papp, Commander, Atlantic Area recently issued the following direction concerning operational priorities:

- Sustaining multi-mission excellence in the performance of all mission areas is our highest priority. The day to day missions we perform must support the strategic priorities of the Coast Guard.
- Implementing Modernization – the Commandant has directed the stand up of OPCOM (Operational Command) not later than 1 June 2009. Along with the establishment of FORCECOM (Force Readiness Command), the DCMS (Deputy Commandant for Mission Support), and the DCO (Deputy Commandant for Operations), this will transform the way the Coast Guard conducts both operational and support activities.
- Allocating Resources – we will assess risk, assign priorities, and allocate our scarce resources in a balanced and effective manner. To accomplish this we must identify challenges in our existing resource system and communicate our needs.
- Balancing Workload – As an organization, we simply cannot do everything assigned to us or that we feel needs to be done. It is a simple case of apply our most valuable resources, our people, to accomplish our missions. Our organizational culture of continuing to do more with less is not realistic in a resource constrained environment.

Sector Ohio Valley Challenges and Opportunities

Complexity of the Western Rivers Marine Transportation System

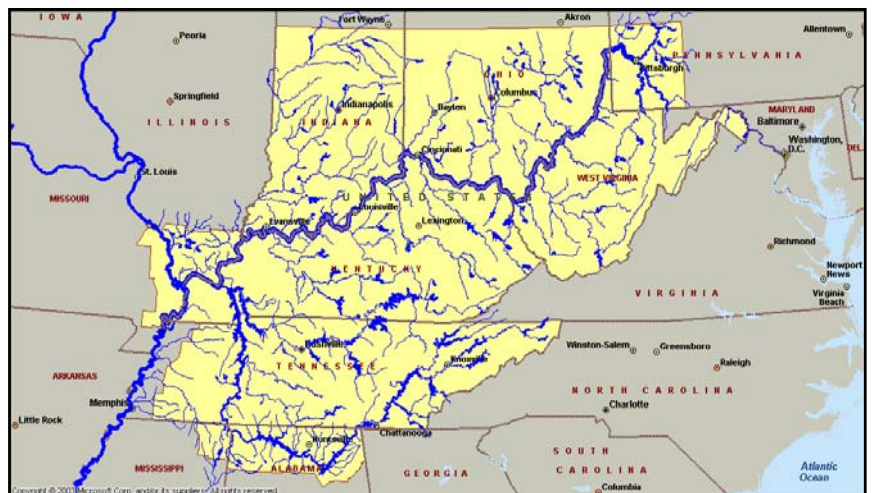
The Western Rivers System is a critical component of the nation's marine transportation system. It includes locks, dams, terminals, fleeting areas, fueling and supply locations, and other components necessary for its effective and efficient operation. Some of that infrastructure is aging, even as growing populations and economic activity pose additional risks to mariners, communities, and riparian ecosystems. While much of the maritime commerce on the Inland Rivers consists of bulk commodities, timeliness of service is important to shippers and carriers alike. While commercial towboat operations dominate the region, they also share the river with commercial passenger and recreational boating activities, each with their own growing infrastructure and priorities.



The river system may be considered one extremely long “choke point”. A casualty or failure at any location may affect distant operations. Catastrophic incidents, whether caused by nature, accident, or by a weapon of mass destruction, will have enormous consequences and can disrupt regional and global commerce. Strong environmental awareness, fragile ecosystems, and low tolerance of failure by the public also require prompt action.

The Sector Ohio Valley component of this system includes over 3,000 miles of navigable rivers, 10 states, and a multitude of local jurisdictions. Achieving MDA and ensuring unity of effort in planning and operations with partner organizations and agencies across this area is particularly challenging.

Those jurisdictions and organizations also represent unique capabilities and authorities that we will work with to achieve our mutual goals. Our partnerships are our strengths. *Important among these are our shipmates in Sector Upper Mississippi River, Sector Lower Mississippi, District 8, and elsewhere in the Coast Guard, including tremendous Reserve and Auxiliary forces.* We will work with them to share best practices, evaluate risk, and adjust operational emphasis in order to meet the Coast Guard's security, safety, and stewardship mission on the Western Rivers.



Strategic Alignment			
Mission Area	Coast Guard Strategic Goals ¹	SOHV Priorities & Strategies	Critical Success Factors
Security	<ul style="list-style-type: none"> ▪ Prevent terrorist attacks and reduce vulnerability in the maritime domain. ▪ Improve maritime governance. ▪ Minimize loss/damage and restore functionality to the MTS quickly 	<ul style="list-style-type: none"> ▪ Maintain strong operational presence at HDPAs, Tier II ports, locks and Dams; monitor CDC transits ▪ Improve/exercise MTS Recovery Plans, AMSP/Salvage Plan 	<p><i>Leadership & commitment to Core Values by all personnel</i></p> <p><i>One Sector, One System</i></p> <p>Unity of Effort among all SOHV units, Active Duty, Reserve, Auxiliary & Civilian</p> <p>Properly trained and qualified personnel – technical expertise in all mission areas</p> <p>CG Capabilities, cutters, boats, & infrastructure</p> <p>MDA – VTS, AIS</p> <p>Operating Standards & readiness – RFO/Stan Team</p> <p>Effective partnerships</p> <p>Outreach and responsiveness to stakeholder & trustees</p> <p>Safety and Operational Risk Management</p> <p>Support systems for CG assets, personnel, & family members, employee well-being</p> <p>SOHV IMS</p>
Safety	<ul style="list-style-type: none"> ▪ Rescue persons in distress ▪ Save property from loss ▪ Promote safety on the water 	<ul style="list-style-type: none"> ▪ Reduce recreational boating deaths ▪ Improve safety of rec boat/tow boat interactions & safety near locks & dams 	
	<ul style="list-style-type: none"> ▪ Ensure the safe operation of the MTS ▪ Reduce Maritime Casualties ▪ Improve Service to Mariners, Industry, and the Public ▪ Improve Process Management 	<ul style="list-style-type: none"> ▪ Improve towboat safety, prepare for Subchapter M; focus on red flag barges ▪ Maintain high standards in new construction, PAX vsI compliance ▪ MTS safety: WLR Ops & WAP ▪ Build partnerships/mutual respect & professionalism, provide quality service 	
Stewardship	<ul style="list-style-type: none"> ▪ Safeguard U.S. marine resources, threatened and endangered species, and marine ecosystems; minimize the consequences of oil spills, hazmat incidents, natural disasters, and deliberate attacks; conduct maritime recovery ops 	<ul style="list-style-type: none"> ▪ All Hazards/Harbor Safety Plan ▪ Establish JFO Knowledge Center ▪ Improve partnerships w/EMS community 	
	<ul style="list-style-type: none"> ▪ Support the CG active duty, reserve, civilian, and Auxiliary workforce ▪ Support CG family members 	<ul style="list-style-type: none"> ▪ Exercise leadership at all levels ▪ Promote professional development ▪ Fully integrate reserve & Aux members ▪ Create true CG family within SOHV 	

¹ Derived from CG Headquarters Strategic documents, including the U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship, the Combating Maritime Terrorism Strategic and Performance Plan (June 2008), and the FY 2009-2014 Marine Safety Performance Plan

Strategic Priorities

FY 09 GOALS	PRIORITIES	STRATEGIES
<ul style="list-style-type: none"> ▪ Reduce Maritime Casualties ▪ Improve Service to Mariners, Industry, and the Public ▪ Minimize loss of life, injury, and property loss and damage in the maritime environment; ▪ Minimize crew risk during SAR missions; ▪ Optimize use of resources in conducting SAR; ▪ Maintain a world leadership position in maritime SAR. ▪ Reduce Safety and Security risks ▪ Increase Environmental Protection ▪ Increase Readiness ▪ Increase Partnerships ▪ Increase Employee Satisfaction ▪ Increase Customer Satisfaction ▪ Improve Process & Management 	<p>Operations</p> <p><u>Priority A</u></p> <ul style="list-style-type: none"> ▪ Maximize the deterrent, preventive, protective and security effects of conducting PWCS operations and maintain the highest levels of Search and Rescue readiness. ▪ Properly respond to all command center calls, all mission areas. <p><u>Priority B</u></p> <ul style="list-style-type: none"> ▪ Deliver high quality and consistent services in the area of Marine Safety. ▪ Prepare/update/complete high quality planning and preparedness guidance to enable, timely accurate response to all incidents. <p><u>Priority C</u></p> <ul style="list-style-type: none"> ▪ Perform ATON/Waterways Management, Other Law Enforcement, and Marine Environmental Protection operations to meet established performance targets. <p>Readiness</p> <p><u>Priority A</u></p> <ul style="list-style-type: none"> ▪ A Command Center annual training and recertification ▪ A Reserve program that is ready to respond to “All Threats, All Hazards” at a consistently high level of readiness. ▪ STAN Team and RFO assessments are extremely important training and evaluation tools to determine unit performance and readiness. ▪ HAZWOPER training prepares our personnel who may encounter hazardous situations during responses to all hazards including: WMD, pollution, marine casualties, SAR, etc. <p><u>Priority B</u></p> <ul style="list-style-type: none"> ▪ Leadership and Management training throughout all levels of the chain of command. <p><u>Priority C</u></p> <ul style="list-style-type: none"> ▪ Identify and eliminate gaps in existing and required individual professional training and development. 	<ul style="list-style-type: none"> ▪ Ensure effective initial response – develop, train with, and use the best SOPs; make full use of ICS ▪ Enhance maritime domain awareness and the common operating picture, use the information to evaluate risk and plan operations ▪ Improve interoperability within the Sector and with other Coast Guard units ▪ Build & leverage partnerships, promote cooperation and a unity of purpose among the private sector, other government agencies, and stakeholders ▪ Employ Risk Based Decision Making & Operational Risk Management ▪ Make best use of available resources; track their use to understand the cost of our operations and activities ▪ Maintain and exercise all contingency plans; improve them through hot washes and lessons learned ▪ Promote upward mobility and professional development among all our personnel ▪ Fully integrate Reserve and Auxiliary personnel into all operations and support functions, including D8WR AUX ▪ Use & continually improve the SOHV Integrated Management System ▪ Make best use of social media and information technology to promote communication within SOHV and with partner agencies, organizations, stakeholders, and the public.

Mission Performance Outline – Maritime Security

Coast Guard Goal – Prevent terrorist attacks and criminal acts; protect the public and critical infrastructure from attack; minimize loss/damage and restore functionality to the MTS as soon as possible.²

SOHV Mission Strategy – Reduce security risks through partnerships and a strong operational presence at high density population areas (HDPAs), Tier II ports, locks and dams; improve/exercise MTS recovery plan, AMSP/salvage plan, and maintain strong AMSCs throughout AOR. Use random, shoreside ONS patrols to reduce cost and predictability. Embed security into commercial practices, promote a “security culture” akin to a “safety culture” within the private sector.

Lead: Response Department Head;

Co-Lead: Planning Section Chief, Prevention Department Head

Unit	Role, initiatives and major focus areas this FY	Key Outcome Measures ³
Response	Conduct boat patrols, escorts, and patrols; and ONS shore patrols; maximize the deterrent, preventative, protective, and response of PWCS ops; avoid predictability in patrol times/methods. Promote layered security approach.	Operation Neptune Shield patrols, boardings, and escorts
Prevention	Ensure compliance with MTSA and Safe Port Act regulations for all vessels and facilities. TWIC compliance begins 30 December. Promote voluntary best security practices for commercial vsl/facility operations.	# of MTSA vessel and facility security breaches
MSU/MSD	Achieve Operational Excellence in Mission Execution Support AMSC activity, champion specific security related initiatives and partnerships, such as CFATS.	Balanced Scorecard
Waterways	Assess security risk in the MTS as a whole, incorporate security procedures in permitting and procedures, recommend CG, OGA, & industry actions to minimize risk.	# of security incidents at permitted events
WLR	As ATON ops permit, conduct security patrols; assess security risks in the course of routine operations.	# of PWCS hours
Planning	Build and maintain AMSPs, including AMSCs for Paducah/ and Nashville areas; expand use of Homeport; prioritize/fill gaps id in port security grant program.	% of plans updated and exercised on schedule
Command Center	Build and maintain MDA, improve info sharing w/in Sector and w/OGAs. Improve CC capability including AIS and secure comms.	Balanced Scorecard
Auxiliary	Be alert for suspicious activities; outreach to boating community, assist in ops, risk assessment, America’s Waterway Watch.	Balanced Scorecard
Logistics	Support SOHV personnel and equipment Funding and installation of AIS, secure VHF-FM, and other MDA and common operating picture capabilities.	Balanced Scorecard

² Source: Combating Maritime Terrorism Strategic and Performance Plan

³ For a complete list of SOHV Performance measures, see the Balanced Scorecard section of this document

Mission Performance Outline – Marine Safety

Coast Guard Goal – Reduce Maritime Casualties; Improve Service to Mariners, Industry, and the Public; Improve Process Management.⁴

SOHV Mission Strategy – Improve towboat safety, use RBDM to target compliance and enforcement activities. Maintain high standards in new construction, PAX vsl compliance. Use PTP partnerships and professional standards of care to promote a safety culture. Address safety issues of the MTS as a whole; react quickly to changing river conditions through WLR ops, WAP, BNTM, and other means to ensure safety.

Lead: Prevention Department Head
Co-Lead: Planning Section Chief

Unit	Role, initiatives or major focus areas this FY	Key Outcome Measures
Prevention	Ensure compliance with all CG regulations & good marine practice. Use RBDM to focus on higher risk vessels, facilities, and activities. Ship rider program, TBSIP, Subchapter M, promote standards of care; qual-focused training.	# of pax and mariner deaths/ injuries; # of casualties
VTS	Operate VTS during periods of high water and as directed. Improve VTS training, watchstanding, and other procedures. Incorporate AIS into VTS and other marine safety activities.	VTS OPEVAL Balanced Scorecard
MSUs	Achieve Operational Excellence in Mission Execution; champion specific marine safety initiatives, including Prevention Through People, Benkert Award, Fleet Sweep.	Balanced Scorecard
Planning	Support Prevention in the development of the WAP and other agreements intended to reduce risk and promote safety. Assist in formalizing best practices for commercial operators.	Balanced Scorecard
WWM	Assess safety threat of permitted and other events, recommend CG, OGA, & industry actions to minimize MTS risk; increase quantity/quality of partnerships as needed to reduce safety risks.	Balanced Scorecard
WLR	Provide ATON service, provide feedback to SOHV and to commercial users on high risk areas and proposed safety measures. Assist in Fleet Sweep Program – safe barge fleeting areas.	# of ATON related marine casualties
Response	Assess safety of commercial and recreational vessels and compliance with regs during routine boardings. Revise and improve BSST policy and operations.	Balanced Scorecard
Logistics	Support SOHV personnel and equipment; VTS watchstander training. Testing & evaluation of local and satellite AIS. Assist in understanding and use of social media to share info among SOHV and with stakeholders.	Balanced Scorecard LORSTA signal availability

⁴ Source: FY 09-14 Marine Safety Strategic Business Plan

Mission Performance Outline – SAR and Recreational Boating Safety

Coast Guard Goal – Rescue persons in distress and save property (SAR). Reduce the number of Recreational Boating Deaths and Injuries. Improve the % of boaters wearing life jackets.⁵

SOHV Mission Strategy – Ensure prompt, safe, and effective response cases and in DART deployments. Improve boater compliance with Navigation Rules, awareness of hazards of boating near locks, dams, and areas of commercial vessel traffic, increase life jacket wear rates and safety equipment carriage.

Lead: Response Department Head

Co-Lead: Auxiliary Liaison, Sector Command Center

Unit	Role, initiatives or major focus areas this FY	Key Outcome Measures
Response Dept	Conduct and set policy for SAR, vessel boardings, and DART deployments. Focus BSST and routine RBS ops in high risk areas. Conduct hot wash/capture lessons learned from significant events. Incorporate and make full use of Reserve personnel.	% of mariners saved
Command Center	Coordinate and direct SAR operations. Validate and add to list of partner agencies/organizations.	% of mariners saved
Auxiliary	Conduct SAR ops, boater education and courtesy exams; outreach to marinas and dealers.	% of mariners saved, # of exams and courses
MSU/MSD	Achieve Operational Excellence in Mission Execution; conduct outreach & education to rec boat community on tow boat ops.	Balanced Scorecard
Planning	Develop SAR contingency plans; assist in establishing MOUs and partnerships with state boating law administrations.	Balanced Scorecard
Prevention	Assist in the investigation of boating deaths if requested by state authorities. Provide insight into commercial vsl operations Work w/ towing industry to reduce towboat/rec boat risks.	Balanced Scorecard
WWM	Incorporate rec boat safety issues into PAWSAs, marine event permits, and other MTS wide activities.	Balanced Scorecard
WLR	Assist in boater education and outreach through routine interaction w/boaters.	Balanced Scorecard
Logistics	Support SOHV personnel and equipment; support acquisition of MDA and comms equipment for CC, boats, and cutters.	Balanced Scorecard

⁵ Source: FY 09-14 Marine Safety Strategic Business Plan

Mission Performance Outline – Maritime Stewardship

Coast Guard Goal – Minimize the consequences of oil and hazardous materials incidents through prompt, safe and effective response operations.⁶

SOHV Mission Strategy – Improve preparedness through contingency plans, training, and partnerships. Participate in joint industry/government exercises to improve teamwork and incident management skills. Use ICS in daily operations to ensure a smooth transition for larger scale incidents.

Lead: Response Department Head

Co-Lead: Planning Section Chief

Unit	Role, Initiatives or major focus areas this FY	Key Outcome Measures
Response	Develop response policy, ensure prompt, effective, & safe response to incidents & threats. Obtain position specific ICS and HAZWOPER training for required personnel. Incorporate and make full use of Reserves.	% of spilled oil recovered. Volume of oil not spilled due to COTP orders/ actions
Planning	Develop and exercise contingency plans and inter-agency agreements, including MTS Recovery. Establish an all hazards or harbor safety plan with an oil/hazmat annex; ensure alignment with NRF & NCP.	ERROR requirements Area Committee and RRT meetings
MSU/MSD	Achieve Operational Excellence in Mission Execution; leverage resources through local partnerships. Conduct ERROR exercises, including participation in industry sponsored PREP exercises.	Balanced Scorecard
Prevention	Ensure tank vessels and facilities meet all CG preparedness requirements (plans/exercises). Provide tech expertise during salvage ops.	Balanced Scorecard
WLR	Serve as C3 platform in the event of a spill. 1 WLR to participate in a spill exercise.	Balanced Scorecard
Auxiliary	Support Command Post/IMT; provide Aux personnel & facilities as needed; obtain Awareness Level HAZWOPER training to provide for safe initial response to spills.	Balanced Scorecard
Logistics	Support SOHV personnel and equipment.	Balanced Scorecard

⁶ Source: Emerald Shield (draft CG-HQ Strategic Performance Pollution Response plan)

Strategic Initiatives and Responsibilities

The following table outlines some of the key initiatives intended to improve SOHV mission execution during FY 2009. Designated lead offices are responsible for tracking progress, resolving roadblocks, and implementing the programs once they are in place.

	Activity	Lead	Support	Status, Due Date and Notes
Capability Activities	AIS in VTS	VTS Supervisor	Logistics	Awaiting legal review
	VHF repeater in Cincinnati area	Command Center	Logistics	Awaiting legal review
	Secure VHF Comms	Command Center	Logistics	Requires fallout funds
	Sector Staffing Study input	MSU Huntington	Deputy	11/1/08
	Herbicide use by WLR Fleet	Prevention		Pending HQ approval
	Command Center configuration and capability improvement	Command Center	Logistics	Design/budget estimate 12/1/2/09
	Request MSU Status for Nashville	MSD Nashville	Deputy	11/1/2008
	Develop Aux Air Ops requirements	Response	Auxiliary	11/1/2008
	Improve alignment w/Western Rivers/Aux	Response	Deputy	3/1/2009
	Improve Reserve Alignment	Reserve	Response	ongoing
Mission Focused Activities	TWIC Implementation	Prevention		12/30/2008
	Develop a Safe Boating Campaign	Auxiliary		4/30/2009
	Develop Tow Boat Rider Program	Prevention		11/1/2008
	Towing Vessel Center of Expertise	MSU Paducah	Prevention	IOC 7/1/2009
	Revise DART SOP	Response		9/30/2009
	Develop joint LE ops SOP	Response		1/31/2009
	Promote Benkert Award	Prevention		ongoing
	Develop Fleet Sweep SOP	Prevention		2/1/2009
	Revise BSST Procedures	Response		2/1/2009
	Establish SOHV Waterway Safety /All Hazards Committee	Planning		1 st meeting March 09
Support Initiatives	Pursue CPEC Program	Logistics		4/1/09
	Conduct Workplace Assessment	Logistics		4/1/09
	Address results of 2008 OAS	Logistics		ongoing

Goals, Performance Measures, and Targets – The Balanced Scorecard

Sector Ohio Valley is dedicated to sustained excellence in mission execution. The Sector Ohio Valley Balanced Scorecard measures, tracks, and demonstrates that performance for stakeholders, other Coast Guard units, and the American public. Most mission areas include one or more outcome measures, although output and activity measures are used where required.

SOHV targets match or exceed national Coast Guard policies. For measures for which no national standard exists, targets are based on recommendations from the Executive Steering Committee. Targets are specific, achievable, aggressive, and intended to promote continuous improvement. In some cases, targets are set at better than the previous 3 year's average, with outliers omitted where applicable. Data is obtained from CGBI and local data bases.

Sector Ohio Valley's Measures are grouped to track performance across a range of activities and reflect SOHV strategic goals. The first two categories can be thought of as leading indicators, as they enable and predict operational excellence. The second two categories measure the outcomes of our direct operational and support activities, and the strength of our partnerships with other government agencies, the private sector, and other Coast Guard units. The categories are as follows:

- Increase readiness
- Increase Employee Satisfaction, Improve Management and Process
- Achieve Operational Excellence, Reduce Risks, Increase Customer Satisfaction
- Increase Partnerships

Commanding Officer, Officers in Charge, Program Managers, and Department Heads are responsible for meeting these targets, tracking trend data, and recommending adjustments to the Executive Steering Committee when appropriate.

Sector Ohio Valley - Balanced Scorecard

Goals	Area	Measure	Target	Current	Goals	Area	Measure	Target	Current
Increase Readiness	Personnel	Deployability	>90%		Achieve Operational Excellence Reduce Safety and Security Risks Increase Environmental Protection Increase Customer Satisfaction	Maritime Safety SAR and boating safety	Lives Saved ACGN	>94%	
		Overweight	<2%				Property Saved	>80%	
		Competencies	>75%				Cycle time	< 5 days	
	Training	HAZWOPER	>90%			Maritime Safety Commercial Vessels and Facilities	LORAN Availability	99.90%	
		ICS	>90%				# Marine Casualties	344	
		GMT	>90%				# Injuries	15.3	
	Plans	Update	100%				# Deaths	0	
		Exercise	100%				Cycle time	122.7	
	Policies	Prevention	100%			Maritime Security	WLR % fixed aids serviced on time	97%	
		Response	100%				OP Neptune Shield	Sec. Req'ts	
		Plan	100%				MTSA Response	100%	
		Command Center	100%				MSRAM Completion	On-Time	
	Equipment	Logistics	100%			Maritime Stewardship	SafePort Spot Checks	100%	
		WLR "C"	1142.4				Facility ACE	100%	
		RBS PMS hours	4800				# Pollution Incidents	96	
	Drills	STE	SAT			Customer Service and Processes	Vsl spill volume	8638	
		Reserve Recall	>90%				Facility spill volume	75.8	
		AWS	>90%				Ex Survey - Prevention	>4	
		ERROR	Monthly				Ex Survey - Response	>4	
	Inspection	SIRPNET	SAT				Ex Survey - Planning	>4	
		RFO	80				Outreach	>4	
		STAN	40				CPC3 system	Bas Effective	
		MLC	Compliance						
SEOPS		Compliance							
Infrastructure	Improvement	Complete							
Goals	Area	Measure	Target	Current	Goals	Area	Measure	Target	Current
Increase Employee Satisfaction Improve mgmt & processes	Safety	Mishap (A,B)	0		Increase Partnership	AMSC	Key Stakeholders	100%	
		Mishap (C,D)	<3-yr Avg			Homeport Use	Key Stakeholders	100%	
	Prof Dev	IDP	90%			Outreach	Congressional	100%	
	Physical Fitness	Plan	90%			RRT	CG Attendance	100%	
	Education	Use of TA	Increase			AWO	CG Attendance	100%	
	SWE	% participate	Increase			Nav Adv Com	CG Attendance	100%	
	Evaluation	Quality	Meet			JTTF	CG Attendance	100%	
	Recognition	Quality	Meet			Local LE	# OGA/# CG Patrols	>1	
	Transition	Responsiveness	Meet			CGAUX D8ER	Synergy	Increased	
	Satisfaction	Internal Survey	>4			ISC St Louis	Synergy	Increased	
		D8 Workplace	>4			Airsta NOLA	Synergy	Increased	
						ACOE	Synergy	Increased	
						State OSC	Synergy	Increased	
						EPA OSC	Synergy	Increased	

The Way Ahead - Agility in a Dynamic Environment

The Coast Guard operates in a dynamic environment. Sector Ohio Valley personnel must remain flexible, adaptable, and responsive to changing threats, risks, and the legitimate needs of our stakeholders. While our fundamental objectives and statutory missions are unlikely to change, we will be prepared to shift our operational focus and resources in order to meet those objectives as external conditions change.



Plan Maintenance

- The Executive Steering Committee (Commander, Sector's Senior Staff, and MSU CO's, and WLR OIC's) is responsible for reviewing and updating the SBP. The Deputy Sector Commander will chair the ESC under the direction of the Sector Commander.
- The ESC will meet monthly to review the progress of the plan and adjust the command's priorities as needed
- The Chief, Planning Section will direct a lessons learned/hotwash after major operational events to determine if changes to this plan are appropriate.
- As stakeholder input is vital to the success of our missions, individuals and commands participating in outreach activities will be particularly attentive to the concerns and input from the public, partner agencies, and other stakeholder groups. Individuals will report such concerns, input, or opportunities to their chain of command.
- Actionable intelligence and emergent events may require a significant and persistent shift in operational focus. Should such events occur, the ESC shall identify any activities or responsibilities in this plan that should be reduced or removed altogether.
- The Chief, Planning Section is responsible for the overall maintenance of this plan and will keep a running list of suggested changes for next year's plan.



Appendix 1- FY 2007-2008 Activity and Performance Statistics

The following table provides Sector Ohio Valley baseline activity and performance data for the past two fiscal years:

	WHAT WE DO	
	FY07	FY08
Lives Saved	9	23
Lives Assisted	753	218
Property Saved	\$17,765,500	\$7,363,385
Property Assisted	\$513,850,783	\$1,138,803,580
Vessel Inspections	1592	1986
New Constructions	63	93
Facility Inspections	667	919
Spill Responses	63	74
Casualty Investigations	413	401
Aids Serviced / Verified	6500	27956
LORAN Availability (8970)	99.9988%	99.9952%
LORAN Availability (9960)	99.9998%	99.9966%
VTS Operation (days)	77	92
Marine Events	144	112
Harbor Patrols		645
Contingency Exercises	26	35
Auxiliary Marine Patrol Hours	484.6	157.5
Auxiliary Public Education Hours	1791.6	786
	RESOURCES	
Workforce Strength (active)	246	263
Workforce Strength (reserve)	164	162
Workforce Strength (civilian)	10	12
Funding	\$2,097,392	\$2,136,511

Appendix 2 – Strengths, Weaknesses, Opportunities, and Threats

SWOT Assessment – The Executive Steering Committee (ESC) identified the following primary strengths, weaknesses, opportunities and threats relating to the SOHV. The intent is to inform the development of appropriate goals, priorities and activities.

Strengths	Weaknesses
Strong “Unity of Effort”	Inability to meet PWCS & force protection requirements at many units at the same time
Effective Integrated Management System	Inadequate staffing of the Command Center
High deployability compliance	Outdated High level site monitoring equipment
Coordinated outreach program	Sporadic communication coverage
Strong working relationship with stakeholders	VTS not staffed with experienced full-time personnel
Highly capable subordinate units	Inadequate RBS crew & storage
Outstanding waterways management	Shortage of qualified and experienced marine casualty investigators
Highly motivated work force	MAW non-compliance
Strong synergy with CGAUX	Shortage of qualified and experienced marine inspectors
Outstanding Reserve integration	
Opportunities	Threats
Marine Safety Performance Plan	Requirements for supporting the 2008 Presidential Election Campaign
Port Security Grant Program	Industry’s concern of CG’s lack of capacity to execute the Marine Safety mission
CIAO benefits	Increasing vessel traffic has potential for increased ATON workload
TWIC Implementation	Decreasing funding levels
New MSU Pittsburgh facility	Inadequate MDA & COP
AIS installation	Mission creep (CFATS, etc)
2008 Organizational Assessment Survey	Limited number of MOU’s/MOA’s w/ area LE patrols to help meet land-based ONS requirements
TSIIAP’s	Both members of the Auxiliary & facilities are aging
MTR Plan	Increasing unplanned WLR “C” hours
Increased Exercises	MTSA Security Plan Update in 2009
Maritime Day Events	Towing vessel inspection to be commenced in 2011
2008 Work Place & CPC3 Assessments	Increased inspection workload
	Failure of SARR/resprogramming process

Updated As of 30 Sept008

Appendix 3 – References

1. FY08 SOHV Strategic Business Plan
2. 2007 SOHV Year in Review
3. SOHV D8 Work Place Assessment 2008 Report
4. SOHV Commandant's Performance Challenge (Level 3) 2008 Report
5. SOHV CG Organizational Assessment Survey 2008 Results
6. SOHV Briefing Documents (various)
7. D8 FY09 Operational Planning Direction
8. CG LANTAREA FY08 Operational Planning Direction
9. USCG Marine Safety Performance Plan FY 2009-2014
10. USCG Posture Statement – February 2008
11. USCG Strategy for Maritime Safety, Security, and Stewardship