

FEDERAL MARITIME COMMISSION



ANNUAL PROGRAM PERFORMANCE REPORT FOR FY 2005

October 2005

LIST OF ACRONYMS

<i>1984 Act</i>	<i>Shipping Act of 1984</i>
<i>ACE/ITDS</i>	<i>Automated Commercial Environment/Int'l. Trade Data System</i>
<i>ADR</i>	<i>Alternative Dispute Resolution</i>
<i>ALJ</i>	<i>Administrative Law Judge</i>
<i>BOE</i>	<i>Bureau of Enforcement</i>
<i>BTA</i>	<i>Bureau of Trade Analysis</i>
<i>CADRS</i>	<i>Office of Consumer Affairs and Dispute Resolution Services</i>
<i>CBP</i>	<i>Customs and Border Protection</i>
<i>CFR</i>	<i>Code of Federal Regulations</i>
<i>CIO</i>	<i>Chief Information Officer</i>
<i>CPIC</i>	<i>Capital Planning Investment Control</i>
<i>DHS</i>	<i>Department of Homeland Security</i>
<i>DOT</i>	<i>Department of Transportation</i>
<i>FMC/Commission</i>	<i>Federal Maritime Commission</i>
<i>FMCSA</i>	<i>Federal Motor Carrier Safety Association</i>
<i>FTE</i>	<i>Full Time Equivalent Employee</i>
<i>FY</i>	<i>Fiscal Year</i>
<i>GPRA</i>	<i>Government Performance and Results Act</i>
<i>IT</i>	<i>Information Technology</i>
<i>MOU</i>	<i>Memorandum of Understanding</i>

<i>NIST</i>	<i>National Institute of Standards and Technology</i>
<i>NVOCC</i>	<i>Non-Vessel-Operating Common Carrier</i>
<i>OGC</i>	<i>Office of General Counsel</i>
<i>OIT</i>	<i>Office of Information Technology</i>
<i>OMB</i>	<i>Office of Management and Budget</i>
<i>OPS</i>	<i>Office of Operations</i>
<i>OS</i>	<i>Office of the Secretary</i>
<i>OSRA</i>	<i>Ocean Shipping Reform Act of 1998</i>
<i>OTI</i>	<i>Ocean Transportation Intermediary</i>
<i>PVO</i>	<i>Passenger Vessel Operator</i>
<i>RPI</i>	<i>Regulated Persons Index</i>
<i>SC</i>	<i>Service Contract</i>
<i>SERVCON</i>	<i>Service Contract Filing System</i>
<i>SES</i>	<i>Senior Executive Service</i>
<i>SQL</i>	<i>Structured Query Language</i>
<i>STB</i>	<i>Surface Transportation Board</i>
<i>U.S.</i>	<i>United States</i>
<i>VOCC</i>	<i>Vessel-Operating Common Carrier</i>

INTRODUCTION

The Commission has prepared the following Annual Program Performance Report for FY 2005, as required by GPRA, and in accordance with OMB Circular No. A-11, Part 2. The Commission's actual performance in FY 2005 is compared with the projected levels of performance established in the agency's FY 2005 Revised Final Annual Performance Plan.

This progress report covers the Commission's efforts in FY 2005 to foster an equitable, secure, and market driven ocean transportation industry. The Commission focused on furthering its interactions with external parties to increase the value of its services and oversight operations, and on strengthening relationships with government agencies responsible for maritime security to facilitate mutual efforts to identify and address potential security threats. This includes improving communication with the media, industry representatives, and other stakeholders to increase public awareness of Commission programs and policies, and to help address concerns before they become problems. In addition, we broadened our efforts to implement the President's Management Initiative to expand electronic government. We improved the management of information by utilizing technology to streamline and simplify the delivery of services and information to regulated entities, other government agencies, and the public, and we created more sophisticated databases to allow staff to more effectively identify regulated activities, complaints, and potential abuses. Also, we implemented an IT Capital Planning Investment Control Process for the agency's major IT investments.

We achieved overall success in reaching our stated goals and objectives -- accomplishing most and exceeding several. We continue to find that the planning and direction required by the GPRA process facilitates our efforts to attain results-driven objectives.

We have forwarded this report to the President, with a copy to the Director, OMB, and appropriate Congressional committees. Additionally, we have placed this document on our Internet website to ensure that it is readily accessible to interested parties, and have advised all Commission employees to take the time to review it.

We have sought to be direct and concise in the manner in which we are presenting the relevant information. For organizational purposes, and to facilitate review, this report reflects our revised mission statement, and briefly summarizes it. We then list the Strategic Goals we have identified as crucial to accomplish our mission. Our agency Performance Goals now are linked directly to our Strategic Goals instead of our Budget Program Activities, as they were in past years. While our FY 2005 Revised Final Annual Performance Plan contains specific Performance Goals, many of the Commission's resources were dedicated to its various day-to-day activities. These steady state activities are not specifically addressed in this Report, as they are discussed in full in other documents, such as the agency's Annual Report and President's Budget. Instead, this Report focuses on the agency's annual Performance Goals and how they were achieved. Thus, we have organized this report by the five Strategic Goals under which we operated in FY 2005. For each of these Goals, we state the Performance Goals that are directly related to them. We then state the target

level of performance for each Performance Goal, and our actual level of performance regarding that Goal. For any Performance Goal that was not met or not substantially completed, we have provided a specific explanation why the Goal was not met, along with the actions and schedule for meeting the Goal in the future. Additionally, the last section of this report identifies the Performance Goals from our fiscal years 2003 and 2004 Program Performance Reports which we previously reported as not having been accomplished or substantially completed, and explains the actions we subsequently took regarding the requirements of each such Goal.

FMC MISSION

The FMC's Mission is to:

- ***Develop and administer policies and regulations that foster a fair, efficient and secure maritime transportation system;***
- ***Protect U.S. maritime commerce from unfair foreign trade practices and market-distorting activities;***
- **Facilitate compliance with U.S. shipping statutes through outreach and oversight;**
- **Assist in resolving disputes.**

The Commission acknowledged in its 2003 Strategic Plan that the basic principles of liner shipping were being modified, as the shipping industry continued to restructure itself while shippers were placing an increasing importance on rates and services. Given the significant issues the agency was facing, in 2003 it identified the

actions necessary to ensure that its oversight and legislative initiatives produced a competitive and nondiscriminatory trading environment in the U.S. ocean commerce that was in harmony with and responsive to international shipping practices. During 2004, the Commission built on that analysis and focused its energies and efforts on re-evaluating its organizational structure to ensure that it was aligned and managed in a manner best suited to accomplish its mission with a minimum of government intervention and regulatory costs. In 2005, the Commission focused on staff and program issues, and emphasized outreach for a more open dialogue with our industry partners and stakeholders in light of the changing dynamics of the ocean shipping industry. As part of this process, we launched a redesigned and restructured agency website in order to meet the challenges of automation in a way which will facilitate the industry's ability to conduct business with the FMC.

FMC STRATEGIC GOALS

In recognition of its stated mission, and in conformity with the Shipping Act, the FMC established the following five strategic goals:

1. *Efficient Regulatory Process:* Provide a timely, efficient and decisive regulatory process, including alternative dispute resolution, to enable all segments of the industry to operate more effectively, with a minimum of regulatory costs.
2. *Compliance:* Promote efficiency and fairness in U.S. foreign waterborne commerce through various means, including outreach and monitoring, to protect the public and assist stakeholders in achieving compliance with ocean transportation statutes administered by the FMC.
3. *Balanced Enforcement:* Foster economic efficiencies, reliance on marketplace factors and maritime security by administering U.S. shipping

statutes in a balanced and equitable manner to redress anticompetitive actions and other unlawful activities.

4. *Technological Efficiencies:* Employ technological enhancements to improve efficiency and to facilitate the exchange of information.
5. *Management Capabilities:* Ensure the FMC has the appropriate organizational framework and management systems to carry out its statutory mandates.

These strategic goals addressed all important FMC statutory, programmatic, and management responsibilities. They were developed with a specific focus on accomplishing the basic thrusts of our mission. The Commission determined that achieving its mission-driven goals would enable it to address effectively the external factors it faced, while assuring an equitable and efficient administration of the shipping statutes under its jurisdiction.

PROGRESS IN ACHIEVING PERFORMANCE GOALS

The Performance Goals of the Commission's FY 2005 Revised Final Annual Performance Plan were linked directly to the Commission's Strategic Goals; they were identified as the appropriate means for accomplishing our mission. This section of the report assesses our actual performance in addressing these Goals.

Strategic Goal: Efficient Regulatory Process

Provide a timely, efficient and decisive regulatory process, including alternative dispute resolution, to enable all segments of the industry to operate more effectively, with a minimum of regulatory costs.

Performance Goal 1:

Promote the use of ADR to potential users and provide conflict resolution training to Commission managers.

Progress: During the fiscal year, the Commission's Dispute Resolution Specialist met with a number of industry representatives concerning the Commission's ADR program. For example, in March of 2005, he addressed members of the National Customs Brokers & Forwarders Association of America at its national conference. At that meeting, he described and stressed the benefits of the Commission's ADR services, including the Ombuds services, provided by the agency's responsible Office (CADRS). CADRS can assist the public and regulated parties to resolve problems with carriers, cruise operators, OTIs, and other industry participants in a more economical manner. CADRS staff also provided training to agency personnel through an in-house seminar. This seminar was in addition to the many discussions that took place during the fiscal year with senior staff regarding the possible use of ADR, mediation, and ombudsman services for specific issues or cases before the agency.

Performance Goal 2:

Develop options for updating and modernizing the Commission's Rules of Practice and Procedure, including exploring the ability to utilize technology for electronic filing.

Progress: During the fiscal year, the agency's OS solicited and collected recommendations from the Commission's legal offices (OGC, ALJs, and BOE) for updating and modernizing the Commission's Rules of Practice and Procedure (46 CFR 502), and for accepting certain filings with the Commission in electronic form. Preliminary discussions were held but further effort on this initiative was shelved due to the need to use limited Commission resources on other, more pressing initiatives such as re-designing the Commission's website, participating in the Commission's OTI Task Force, development of strategies concerning issues arising in the household goods market, etc. The Commission has been in the process of reassessing its program focus and processes since its August 2004 re-alignment. Since realignment of Commission programs and processes will likely affect how and what types of proceedings are conducted, no definite target date or schedule for re-instituting this initiative has been established. It is anticipated that once the Commission has completed its internal assessment of programs and processes, this initiative will be re-instituted. In the meantime, the Commission and ALJs have permitted the use of electronic filing in formal proceedings on an ad-hoc basis.

Performance Goal 3

Develop an automated FMC-18 to permit electronic filing and explore feasibility of electronic payment and e-signature capability.

Progress: While the Commission has not completed this goal, substantial progress has been made in determining user needs and defining system requirements. The Commission's OIT has contracted for software development services needed to update and incorporate existing paper-based procedures and assumptions used in performing analysis of the Form FMC-18 licensing applications into the requirements for an automated Form FMC-18 system that permits electronic filing by the public. The automated Form FMC-18 system is anticipated to be implemented in phases throughout FY 2006, with electronic filing first authorized in the winter of 2006. Electronic payment options and e-signatures will be added in subsequent releases upon identification of an appropriate service partner for e-payments and review of legal issues relating to use of e-signatures for certification purposes. It is anticipated these changes will permit a more thorough review of applications, decrease costs and increase productivity.

Strategic Goal: Compliance

Promote the development of U.S. exports and the efficiency of ocean shipping by monitoring and assisting stakeholders in achieving compliance with shipping statutes administered by the FMC.

Performance Goal 1:

Develop public relations strategies and programs.

Progress: In FY 2005, the Commission began what will be an ongoing effort to enhance relations with the public. Early in the year, OPS and OS compiled a list of ongoing and new public relations and outreach initiatives. These were linked to agency strategic objectives and assigned to the appropriate offices for oversight. One particular undertaking initiated in FY 2005 was the publishing of public service announcements targeted at private citizen shippers, warning about the use of unlicensed OTIs and the risk of cargo loss. This program will continue in FY2006. For example, in March of 2005, the Commission's Dispute Resolution Specialist addressed members of the National Customs Brokers & Forwarders Association of America at its national conference. At that meeting, he described and stressed the benefits of the Commission's ADR services, including the Ombuds services, provided by the agency's responsible Office (CADRS). As well, Commission Area Representatives manned a booth at an industry

conference as a pilot effort toward building the Commission's capacity for participation in such events. Current educational and informational materials were distributed to a receptive audience. Renewed emphasis has been placed on Commission presence at industry events and conferences toward ensuring a constant presence for the benefit of the shipping public. This goal is substantially complete, but work will continue into FY 2006 to further formalize an efficient and effective public relations strategy.

Performance Goal 2:

Enhance industry outreach.

Progress: During the fiscal year, Commission staff researched companies that develop and produce trade show materials and visited a local vender to explore presentation tools to be used at conferences, in-house seminars, and other forums. These materials will be used as a means to better communicate Commission oversight responsibilities and available services, as well as how the Commission can be of assistance to industry participants in meeting their regulatory responsibilities. Commission staff also met with other government agencies such as the Bureau of the Census, Department of Commerce, to discuss options for partnering for mutual outreach initiatives and sharing resources. In addition, the Commission initiated a series of seminars/briefings for agency staff by representatives of the shipping industry and maritime community, including shippers, carriers, marine terminal operators, OTIs, freight forwarders, and cruise lines. The briefings are intended to foster a greater awareness and understanding of the current issues and concerns affecting the various interests involved in the U.S. foreign commerce. Further, senior Commission staff met and conducted an analysis of the Commission's outreach strategies, and is in the process of developing and implementing a plan based on that analysis. This Performance Goal is closely related to the Commission's performance goal to "Develop public relations strategies and programs" and therefore, while it is substantially complete, work will continue into FY 2006 to further formalize an efficient and effective outreach and public relations strategy.

Performance Goal 3:

Provide opportunity for VOCCs to establish a "best practices" program to limit participation of unlawful entities in ocean transportation.

Progress: The original goal of providing an opportunity for VOCCs to establish a "best practices" program was revised and expanded in FY 2005. As one component, all carriers, NVOCCs as well as VOCCs, are being encouraged to develop and implement effective practices and procedures to deny carrier services to noncompliant OTIs. The principle tenets of an effective carrier

program, together with model provisions, will be published on the Commission's web site and publicized through compliance and outreach efforts in FY 2006.

Strategic Goal: Balanced Enforcement

Foster economic efficiencies, reliance on marketplace factors and maritime security by administering U.S. shipping statutes in a balanced and equitable manner to redress anticompetitive actions and other unlawful activities.

Performance Goal 1:

Contact and educate consumer protection agencies on the state and local government level regarding Commission programs and remedies to protect and assist the public from the unlawful activities of transportation providers and intermediaries.

Progress: During the fiscal year, CADRS staff met with representatives from STB and the FMCSA to discuss issues concerning possible remedies to protect and assist the public from the unlawful activities of transportation providers and intermediaries involved in the international movement of personal household goods. These discussions have been very productive and have resulted in effective cooperation among the agencies. Also, the Commission has partnered with the FMCSA with respect to outreach and providing information to the public on protecting their household goods shipments. CADRS staff also has cooperated with federal and state law enforcement authorities in their investigations of malpractices in the household goods industry. Additionally, CADRS staff held discussions with consumer protection representatives from various states, specifically establishing an ongoing relationship with the State of Florida, a state which has seen a significant number of household goods shipment problems.

Performance Goal 2:

By June 30, 2005, redesign internal agreement database to enable more efficient oversight of agreement activities.

Progress: The redesign of the internal agreements database was completed ahead of schedule, on March 21, 2005, and is consistent with this Performance Goal. The project was initiated and completed to enable more efficient oversight of agreement activities and competitive trade conditions. In completing this redesign, the agency conducted an audit of all effective carrier agreements to identify the various agreement authorities contained in each. The agreement records in the database were updated to capture all relevant authorities. A new report functionality and an expanded lookup table were developed to identify

agreements with specific authorities, particularly those affecting competitive conditions and that may have potential to distort markets. As a result of the redesign of this system, the agency can more efficiently and expeditiously generate reports that identify those agreements that are most likely to have a competitive impact on U.S. trade lanes.

Performance Goal 3:

Review results of major enforcement actions (e.g., those targeted at anti-competitive practices of ports and ocean common carriers) during the past three years to assess effectiveness of remedies.

Progress: This goal was achieved by reviewing and reporting on the six enforcement actions which targeted anti-competitive practices of ports and ocean common carriers during the three-year period 2002 through 2005. During the course of this review, the agency's BOE, along with its BTA, examined the records pertaining to each enforcement action and analyzed the corresponding reports, minutes, and activities of the entities involved with respect to implementation of agreed provisions and continued compliance by affected entities. The review also included a current survey of the markets affected by the proceedings.

Performance Goal 4:

Develop additional relationships with other agencies with responsibilities related to maritime security, including DHS, DOT and intelligence agencies.

Progress: We continue to reach out to other agencies, including DHS, DOT and intelligence agencies, to discuss information sharing and other possible FMC contributions with regard to identifying potential security threats related to the maritime industry generally. In particular, the agency has an MOU with CBP. The agency is also an active participant in the development of CBP's ACE/ITDS, which proposes to capture, and then integrate, the data needs and timing requirements of all licenses, permits and certificates required by CBP and other participating government agencies. Commission representatives participating in the ACE/ITDS business process are working with CBP and its e-Customs Partnership consultants to ascertain how the Trade Act requirements, and equivalent 1984 Act mandates, can be integrated into the ACE system to assist CBP in identifying compliant NVOCCs.

Strategic Goal: Technological Efficiencies

Employ technological enhancements to improve efficiency and to facilitate the exchange of information.

Performance Goal 1:

Enhance the reliability and efficiency of SERVCON by ensuring that filers use proper electronic document file names to identify each SC submission. In addition, implement other changes to flag contract documents transmitted into the SERVCON system with problems, e.g., retroactive effective date. This performance goal is being modified to accelerate the streamlining and usefulness of the system for anticipated short- and long-term growth.

Progress: This Performance Goal has been achieved. Enhancements to SERVCON, the Commission's Internet-based service contract filing system, have been made to ensure that contracts submitted are properly filed and that the data filed is in a format that is useful for the Commission's oversight purposes. Enhancements were made to the validity checks feature contained in SERVCON to flag service contract documents filed with errors, such as a retroactive effective date and invalid organization number. A list of any such filings can be obtained from reports generated from the SERVCON system. Further, any contract document submitted without a proper electronic document file name or amendment number is not accepted for filing in SERVCON. When this occurs, the filer receives an error message and must correct the problem before attempting to resubmit the contract. The SERVCON system has been brought in-house and additional changes have been made to improve its search capability and overall performance. For example, a new SQL Server search engine is being used to increase the speed and reliability of search results. In connection with this, historical contract documents filed in SERVCON between April 1999 through December 31, 2001, have been archived and are available via other electronic media. Numerous other enhancements are being developed which will further accelerate the streamlining and usefulness of the system for the anticipated short- and long-term growth of filings of both service contracts and NVOCC Service Arrangements. For example, the menu selection screens are being realigned in the system to be more user friendly allowing agency staff to sort contract documents by organization and contract numbers, as well as effective dates of original contracts and filer names.

Performance Goal 2:

Assure that 95 percent of the security on agency systems is in conformance with Administration and Congressional mandates.

Progress: The FMC has upgraded all network security tools over the last year and most systems requiring security have been enhanced. Over 95 percent of agency systems are in conformance with Administration and Congressional mandates. During the fiscal year, the FMC incorporated security into the FMC infrastructure. Personnel and technical controls were established to improve the integrity, availability, and confidentiality of FMC information. The agency has put in place processes and controls that complement the FMC's business operations. These same controls and processes have been developed and implemented following OMB policies, NIST guidance, privacy policies, and other policies and mandates.

Performance Goal 3:

Analyze the current FMC Internet website and develop a plan to create a more efficient and comprehensive design.

Progress: During the fiscal year, the Commission exceeded this goal. Not only did the Commission analyze its old website and develop a plan to re-design the site, a team of Commission staff were assembled and met throughout the fiscal year and worked with an outside contractor to create a new, more efficient, comprehensive and citizen-centered website. The Commission launched its new website on August 18, 2005. The look and functionality of the new website is significantly different from the Commission's old site, and most of the information from the old site was reorganized and updated to improve transparency and flow of information. Content was organized by areas of interest and by regulated entity, making it easier to find information.

Strategic Goal: Management Capabilities

Ensure the FMC has the appropriate organizational framework and management systems to carry out its statutory mandates.

Performance Goal 1:

Implement an IT CPIC process for the Commission's major IT investments.

Progress: The FMC has implemented an IT CPIC process. Serving as the CPIC control board, the FMC's SES officials are responsible for ensuring that all major IT investments fall within the goals of the agency and will support the needs of internal and external users. All major IT investments are presented to the CPIC/SES by the CIO for review and approval of funding and staff resources, with a final approving decision required from the Chairman before any IT projects can be initiated.

Performance Goal 2:

Complete implementation of strategic linkage of agency planning, budgeting and performance.

Progress: The agency was very successful in completing its objective of linking planning, budgeting, and performance as part of its everyday business model. Building on our recent past efforts, we appropriately aligned these activities in FY 2005. For the first time, we conducted an agencywide analysis of our strengths, weaknesses, opportunities, and threats (SWOTs), so as to identify necessary actions and desirable initiatives, along with budgeting needs to accomplish same. All budget planning, decisionmaking, and actions then were predicated on meeting our established agency priorities, as opposed to singular unit goals. Resource allocations (FTEs, equipment, IT, etc.) were considered jointly by senior management, who made recommendations to the Chairman for the most effective deployment in line with our established performance goals. Planning meetings were expanded to include Deputy Directors, to broaden our perspectives and help cascade down all operational approaches and policy changes. Finally, we undertook a wholesale review of our performance management system so as to ensure that it was a useful tool for developing employees, guiding careers, and assessing agency and employee progress in achieving stated objectives. We plan to culminate this effort in FY 2006 with a refined and simplified system that clearly conveys expectations, can be easily administered, and further ties performance to our planning and budgeting. Our success in aligning these activities has facilitated accomplishment of our

statutory mission, and established a business process that enables us continually to enhance performance and produce positive, meaningful results.

FY 2003 AND 2004 PERFORMANCE GOALS NOT ACHIEVED

Prior to FY 2005, Performance Goals were listed by Budget Program Activity rather than by Strategic Goal.

This section discusses the goals from our FY 2003 Annual Performance Plan which we reflected in our FY 2003 Progress Report as not achieved or not substantially completed. We explain in this section the actions we have taken to address these goals.

Performance Goal 3 (Certification and Licensing Program Activity)

Enhance informal complaint database to include more specific details on type of complaints against cruise operators.

Progress: After a number of attempts to modernize the existing informal complaint database, it was determined that it would be more productive to design a completely new database using more modern software. The initial design, query, and reports capability was completed and a pilot begun in September 2005. The pilot database currently is being tested and evaluated. Initial results from the testing phase have resulted in a number of system modifications including adding additional query and reporting features for the users. It is expected that the system will be fully operational (incorporating necessary enhancements) in the near future. We plan to reevaluate the system after an appropriate period, and modify programming as the system is being used.

Performance Goal 1 (Trade Analysis Program Activity)

By 12/31/02, further develop and apply updated ocean carrier constructive costs benchmark to be taken into account in analyses of controlled carrier rate activity under section 9 of the 1984 Act, as amended by OSRA.

Progress: This Performance Goal has been completed. As reported in the Commission's Annual Program Performance Report for FY 2004, the staff prepared a proposed revised controlled carrier monitoring program that included a suggested methodology for deriving and validating the constructive costs of a controlled carrier. Over FY 2005, the staff re-examined its updated constructive costs benchmark methodology and ensured that developments in FY 2004 relating to those carriers that are classified as controlled were accounted for in the proposal.

This section discusses the goals from our FY 2004 Annual Performance Plan which we reflected in our FY 2004 Progress Report as not achieved or not substantially completed. We explain in this section the actions we have taken to address these goals.

Performance Goal 1 (Certification and Licensing Program Activity):

By 9/30/04, modernize the FMC's RPI database.

Progress: While the Commission has not completed this goal, it has made substantial progress towards implementing an updated RPI database system. A beta version of the modernized RPI is now in testing. The modernized RPI system will be completed and placed in operation during the first half of FY 2006.

Performance Goal 2 (Certification and Licensing Program Activity):

Complete a rulemaking by 9/30/04 that makes the changes necessary to ensure that PVOs' financial responsibility requirements for nonperformance are providing appropriate protection for the public.

Progress: Commission staff met on a number of occasions in FY 2005 to discuss the status of the proposed rule and concerns raised by stakeholders in the public comments received in response to the rulemaking. In an effort to identify alternative options and approaches to assess the level of financial coverage needed to protect cruise passengers, the staff has conducted additional analysis of financial information related to certain cruise lines' operations, as well as other benchmark financial indicators. Staff efforts will remain ongoing as the Commission continues its pursuit of an updated Rule that ensures appropriate PVO financial responsibility without undue financial costs upon the cruise industry.