



# Work-in-Progress

## Maritime Administration

Maritime Alignment Study

May 2017

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### BACKGROUND

The Maritime Administration (MARAD) is seeking a qualified, independent review of its core functions, its role within the U.S. Department of Transportation (DOT) and its benefit to the Nation. The Agency's mission is to improve, strengthen and promote the U.S. maritime transportation system to meet the economic and security needs of the Nation. The Agency intends to use this review to improve its effectiveness, efficiencies, and contribution to national objectives.

### PROJECT DESCRIPTION

The Academy will evaluate these central issues:

1. How effectively and efficiently MARAD meets its statutory and presidentially-directed responsibilities;
2. How MARAD programs perform, their position within MARAD's responsibilities, and how they can be more effectively managed;
3. How MARAD compares to successful maritime transport organizations; and
4. How MARAD's missions and operations can support national defense and maritime transportation responsibilities and best fit within DOT.

The Academy study team will work with a five person Panel of Fellows over a 6-month time period to develop a report that examines the Agency's programs, management, resulting outcomes, and opportunities for improving efficiency. The report will provide recommendations MARAD to enhance agency mission and provide optimum alignment of resources within the Department of Transportation and the federal government to best serve the nation.

## PANEL OF FELLOWS

**Lewis Crenshaw,\* (chair)** President and Founder, Crenshaw Consulting Associates LLC; Managing Director, HJ Steininger, PLLC; Chairman, Navy Safe Harbor Foundation. Former Principal, Grant Thornton LLP; Executive Director, Defense and Intelligence, Global Public Sector, Grant Thornton LLP. Former positions with the U.S. Navy: Deputy Chief of Naval Operations for Resources, Requirements and Analysis (N8); Commander, Navy Region Europe; Deputy Commander, U.S. Naval Forces Europe; Director, Assessment Division (N81), Navy Staff, The Pentagon.

**Mortimer Downey III,\*** President, Mort Downey Consulting LLC. Former Principal Director and First Vice Chair, Washington Metropolitan Area Transit Authority; Senior Advisor, Parsons Brinckerhoff; Mort Downey Consulting, LLC.; Chairman, Pb Consult, Inc.; Deputy Secretary, U.S. Department of Transportation. Former positions with Metropolitan Transportation Authority (New York): Assistant Executive Director for Management and Budget; Deputy Executive Director for Capital Programs; Executive Director; Chief Financial Officer. Former Assistant Secretary for Budget and Programs, U.S. Department of Transportation; Budget Priorities Analyst, Committee on the Budget, U.S. House of Representatives; increasingly responsible positions with the Port Authority of New York and New Jersey.

**Beverly Godwin,\*** Senior Advisor, U.S. Department of State. Former Director, Federal Citizen Information Center, Office of Citizen Services and Innovative Technologies, U. S. General Services Administration; Director, New Media and Citizen Engagement, U.S. General Services Administration Director, USA.gov and Web Best Practices, General Services Administration; Director, Online Resources and Interagency Development, Office of New Media, White House

**William Kenwell,** Vice Chairman, National Defense Transportation Association. Senior Vice President and Chief Commercial Officer, Maersk Line. Limited. Vice President of Sales, CSX Transportation. Vice President of Partner Relations, GT Nexus. Positions with the Sea-Land Service.

**Marvin Phaup,\*** Professional Lecturer and Research Scholar, Trachtenberg School of Public Policy and Public Administration, George Washington University. Former Consultant, Peterson-Pew Commission on Budget Reform; Director, Federal Budget Reform Initiative, The Pew Charitable Trusts; Consultant, Arthur S. Fleming Awards to Federal Employees in Applied Science, Mathematics, and Engineering; Consultant, Organization for Economic Cooperation and Development. Positions with U.S. Congressional Budget Office: Deputy Assistant Director, Financial Studies Group, Macro Analysis Division; Deputy Assistant Director, Special Studies Division; Chief, Budget Process Unit; Principal Analyst. Former Senior Economist, Federal Reserve Bank of Cleveland; Lecturer, University of Lancaster; Assistant Professor, Roanoke College.

**\*Academy Fellow**

## PROJECT STAFF

**Joseph Mitchell, Ph.D.,** *Director of Academy Programs*  
**Roger Kodat,** *Project Director*

**Joe Tasker,** *Senior Advisor*  
**Emily Fay,** *Research Associate*