



U.S. DEPARTMENT OF TRANSPORTATION
MARITIME ADMINISTRATION

August 2008



Leading the Future



2008 — 2013 Strategic Plan



Table of Contents

I. Leading the Future: The 21st Century Maritime Administration.....	1
II. Introduction.....	2
III. Our Vision for the Future.....	6
IV. Strategic Relationship Between DOT and Maritime Administration Goals.....	7
V. Our Strategic Goals	
• Policies and Programs.....	8
• Investment.....	10
• Outreach and Collaboration.....	12
• Intermodal Leadership.....	14
• Organization.....	16
IV. The Maritime Administration Operating Model.....	19
V. Performance Indicators.....	20
VI. Performance Measurement.....	22
VII. Program Evaluations.....	23
VIII. The Way Ahead.....	24
IX. Photo Credits.....	26



Leading the Future: The 21st Century Maritime Administration

Overview of the Maritime Administration Strategic Plan

Mission

Improve and strengthen the U.S. Marine Transportation System to meet the economic, environmental and security needs of the Nation.

Vision

Work collaboratively with all stakeholders and all transportation sectors and modes to ensure that the United States has a marine transportation network capable of accommodating our current and future needs.

Strategic Goals

Improve maritime policies and programs to enrich and secure the Nation.

Expand reliable private and public investment funding mechanisms to support the growth of the Marine Transportation System.

Revitalize the partnerships between the Maritime Administration and the Marine Transportation System's private and public stakeholders.

Enhance the U.S. intermodal transportation system.

Maximize the potential of each employee to achieve the Agency's mission.

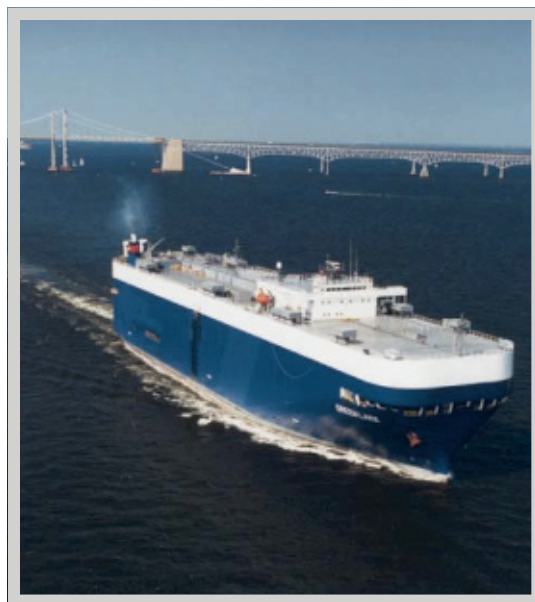
Introduction


In the last decade, we have seen an unprecedented increase in the flow of global trade. Thousands of vessels ply the world's vast ocean highways and America's waterways carrying huge quantities of consumer goods and other cargo. We are seeing an almost continual movement of tankers, bulkers, and mega-containerships filled with merchandise on its way to businesses large and small, and ultimately destined for our homes, offices, stores, and factories. We are also witnessing an enormous increase in American exports, which keeps our businesses busy and our citizens employed.

Much of this trade has occurred due to the steady growth in the Gross Domestic Product (GDP) of the United States, the European Union, China and India, whose economies have become closely linked. Massive global hubs or "gateways" are now located on every continent and much of the world's merchandise trade moves through them.

Since 2000, the total value of international trade has risen by over 40 percent and it is becoming a larger part of our national economy. The combined value of foreign trade (imports and exports) represented 13 percent of GDP in 1990, rising to nearly 22 percent in 2006. If this trend continues, it is projected that the value of U.S. foreign trade will be equivalent to 35 percent of the Nation's GDP in 2020 and 60 percent in 2030. Marine transportation will become increasingly important to our economy as 95 percent of America's foreign trade is moved by ship.

The marine transportation industry has also evolved into a highly sophisticated, global, intermodal transportation network. Marine transportation has become a system of systems — an integrated network, not just within the United States, but around the world. It is concerned with managing the entire shipment process. It must provide greater efficiency, reliability and cost savings and it must meet or exceed customer expectations by providing world class customer service. In short, to be successful, it must operate seamlessly. And it has become absolutely vital to America's economy and continued prosperity as it touches virtually every aspect of American life — from the clothes we wear, the cars we drive, and the oil and natural gas we use to heat our homes in winter and cool them in summer.





In order to support the increasing volumes of trade, the U.S. Marine Transportation System requires vessels suited to moving all kinds of cargo. It requires an advanced network of ports and terminals, fleets of trucks, rail cars and barges to carry these goods to the customer. It requires highly trained personnel both ashore and afloat. It needs support services and industries to keep the network up and running. We can now see a future where the marine transportation industry will play an even greater role in the U.S. economy as international trade continues to grow in importance.

America's network of waterways currently moves more than 2.3 billion tons of domestic and foreign cargo each year. The top 50 ports in the U.S. handle about 84 percent of all waterborne domestic and international cargo tonnage – more than 1.9 billion tons annually. However, American ports, the critical link in freight movement, are already challenged to face a projected surge in cargo over the next 10 to 15 years. The difficulties posed by increased volume of cargo are significantly compounded by environmental challenges, a limited supply of land to expand and congested road and rail linkages. There is also a growing backlog of dredging projects that must be completed in order to maintain or improve channel and harbor depths to accommodate large, modern container ships.

The congestion we are experiencing in our transportation system is more than an inconvenience. It constrains the growth of our economy, distorts business decisions and threatens the continued leadership of the U.S. as the world's largest global trading partner.

The Maritime Administration believes it is ideally situated to assist in addressing the pressing issues facing the Marine Transportation System. Moreover, it is well positioned to mediate the sometimes competing, disparate goals of those involved in this complex transportation process, and to forge workable partnerships that serve the long-term interests of those providing the Nation with an efficient, reliable and profitable maritime presence in the global marketplace.

The Maritime Administration has always been the advocate for the maritime industry within the U.S. Government. Beyond that, the Agency brings to the table considerable technical and professional experience in vessel design, construction, maintenance and repair, port operations, vessel operations and the financial acumen needed to understand industry investment capabilities and limitations.

Introduction

In order to revitalize its position as industry facilitator, and in recognition of its unique role with industry, the Maritime Administration recently realigned its staff resources to:

- focus more effort and attention on the development of a seamless transportation system serving the Nation's gateways, waterways and ports;
- oversee the Agency's current U.S. industry support and workforce development activities;
- effectively manage maritime assets in support of the Department of Defense; prepare for maritime emergencies; and implement best practices in the disposition of obsolete ships in the National Defense Reserve Fleet; and
- address the growing regulatory and compliance challenges facing the maritime community in areas of environment, security and safety.

The Maritime Administration embraces the Marine Transportation System's present day challenges and looks forward to taking a leadership role in the debate about how the system should look and operate in the future. Simply put, the profound changes facing the marine transportation system represent an extraordinary opportunity to keep this great engine of economic growth producing at peak performance for this and future generations of Americans.

Through this new strategic plan, the Maritime Administration believes it can focus its experience and expertise to help the maritime community develop practical, cost-efficient solutions to its challenges – at the international, national and local levels. The Agency will use its modern vision, its determination and plenty of hard work to bring about unprecedented engagement and cooperation across all modes of transportation and with the diverse range of marine transportation stakeholders to plan and implement a better future for the Marine Transportation System.

The Maritime Administration is committed to working collaboratively with all stakeholders and transportation sectors and modes to ensure that the United States has a marine transportation network capable of accommodating our current and future needs.



Our Vision for the Future

The U.S. Marine Transportation System must meet these critical needs now and into the future:

- ◆ It must move a larger volume of goods and people with high levels of reliability and efficiency
- ◆ It must be safe, flexible, resilient, cost effective and environmentally friendly
- ◆ It must make the best use of available and advanced technology
- ◆ It must encourage the constant renewal of a highly qualified workforce that fully meets systemic needs for skilled labor
- ◆ It must have a global perspective and be able to meet changing market conditions and customer needs
- ◆ It must encourage new business models and a dynamic set of “door-to-door” services
- ◆ It must promote innovative financing mechanisms and investment in partnership with the private sector to improve and expand U.S. maritime infrastructure
- ◆ It must ensure a stable shipyard industrial base to effectively build and repair the ships, vessels and barges that serve the Marine Transportation System
- ◆ It must be available to serve American interests in time of national or international emergency
- ◆ It must preserve and promote American economic interests and encourage American content and participation

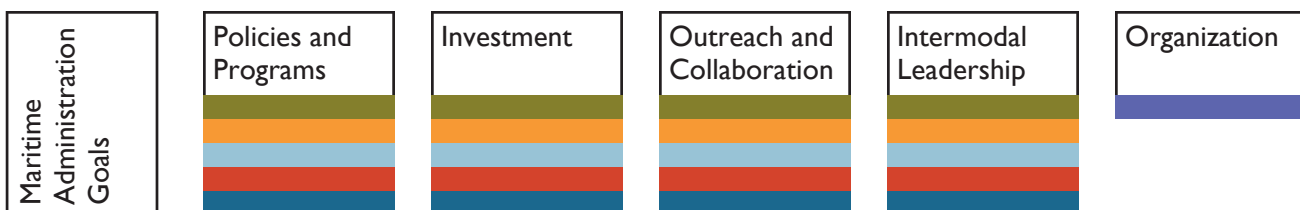


Strategic Relationship Between the Department of Transportation and Maritime Administration Goals

In 2006, the U.S. Department of Transportation implemented a comprehensive, Department-wide strategic plan that described the Department’s new strategic goals, strategies and results that the Department needs to achieve in order to improve the United States transportation sector. The plan defined policy goals in five strategic areas and an organizational goal for making the Department a more effective Federal entity:



This Maritime Administration strategic plan demonstrates clear support for the Department’s efforts to improve the United States transportation sector. With a focus on improving the Marine Transportation System and its connections to the other transportation modes, the Maritime Administration’s efforts fall into five strategic areas. These strategic areas seek to achieve the Department’s strategic goals, as shown below. The color bands indicate the relationship between the agency’s and the Departmental strategic goals.



Policies and Programs

Strategic Goal: Improve maritime policies and programs to enrich and secure the Nation.

In order to frame 21st century public policy regarding marine transportation, the Maritime Administration will exert leadership to bring the public and private sectors together in workable partnerships that will serve the long-term interests of the Nation and transportation stakeholders. As both a government agency and a vessel and facility owner and operator, the Maritime Administration provides experienced guidance in domestic and international forums regarding industry issues and policy development. The Agency also possesses considerable technical and professional experience in vessel design, construction, maintenance and repair, port operations, and vessel operations as well as the financial acumen needed to address industry investment capabilities and limitations.

Within the broad scope of its activities, the Maritime Administration works with international, Federal, state and local programs which affect the Marine Transportation System to ensure they are developed and applied harmoniously and effectively. The core programs of the Maritime Administration provide tangible support to the entire U.S. marine transportation industry, but in particular to the commercial fleet that is so vital to our economy and our national security. A great deal more must be done to ensure a strong American presence in the domestic and international trades and to expand opportunities for American businesses and workers.

Outcomes and Strategies

- I. Increased environmentally sustainable transportation system capacity and operations
 - I.1 Embed environmental sustainability in all marine transportation projects advocated by the Maritime Administration.
 - I.2 Develop the Marine Highway by reducing impediments to the start up of new services.
 - I.3 Reduce the carbon footprint and increase the energy efficiency of the transportation system by advocating the increased use of water transportation to reduce traffic volumes on land routes.
 - I.4 Promote the safe and secure transportation of liquefied natural gas and oil through the utilization of U.S. flag ships and crew members in the deepwater licensing process.
 - I.5 Build consensus with the global maritime industry for consistent, uniform international and national laws and policies necessary for the protection of the environment.
 - I.6 Develop and implement a green initiative for agency programs that stakeholders can emulate.
 - I.7 Minimize the impact of life cycle waste in ship design, vessel building and through implementa-



tion of recycling best practices developed from experience gained from the National Defense Reserve Fleet obsolete ship disposal program.

- 1.8 Provide leadership on improving Federal policy regarding marine air emissions, invasive species, ballast water treatment and other environmental issues.
2. Improved emergency system response and defense mobilization
 - 2.1 Enhance the capability and effectiveness of the Maritime Administration's programs and vessels to ensure that sealift capacity meets the Nation's national security requirements in the most efficient and effective manner possible.
 - 2.2 Increase National Shipping Authority flexibility and role in disaster response and recovery by working to revamp the Maritime Administration's capabilities in this area.
 - 2.3 Lead the development of new and innovative mechanisms for the military to better access strategic ports.
 - 2.4 Ensure that graduates of U.S. maritime academies with service obligations are available to meet both commercial and national defense requirements.
 - 2.5 Work with Federal, state and local emergency responders to ensure the use of Maritime Administration and commercial vessels in future events and to enhance joint planning.
 - 2.6 Support security training for mariners and shore-based maritime personnel.
3. Reduced impediments to U.S. domestic and international trades
 - 3.1 Increase the Maritime Administration's participation in bi-lateral and international trade negotiations.
 - 3.2 Harmonize domestic and international regulations and standards, and eliminate redundant or obsolete regulations, to reduce their impact on the maritime industry.
 - 3.3 Identify and promote best management practices and voluntary measures to enhance the operation and viability of the U.S. Marine Transportation System.
 - 3.4 Influence security planning to ensure that security requirements do not unduly burden or impede the flow of commerce.
 - 3.5 Seek elimination of barriers to increased use of U.S. marine operations and their competitiveness.
4. Expanded maritime jobs and workforce
 - 4.1 Collaborate with employers, the Department of Labor, and unions to recruit and improve retention of skilled workers for our domestic and international trades to address seagoing and shoreside labor shortages.
 - 4.2 Implement new recruitment and training programs to meet shipyard demands for a skilled workforce.
 - 4.3 Continuously improve maritime training and education at every level.
 - 4.4 Expand efforts to address domestic and international trade labor shortages.
 - 4.5 Support United States Merchant Marine Academy efforts to provide leadership in international mariner education, development of new programs and training standards.
 - 4.6 Pursue voluntary agreements to employ U.S. citizens on all vessels serving the United States.

Investment

Strategic Goal: Expand reliable private and public investment funding mechanisms to support the growth of the Marine Transportation System.

The marine transportation industry is increasingly global in nature and it is critically important to encourage and sustain American involvement and investment in it. It is important for the U.S. economy during times of peace and a matter of survival during times of war or national emergency. Since 2000, the total value of international trade has risen by over 40 percent. By 2006, the combined value of foreign trade (imports and exports) represented nearly 22 percent of the U.S. gross domestic product.

The U.S. domestic fleet of over 38,000 vessels represents an aggregate \$48 billion investment. Domestic maritime carriers move almost one billion tons of domestic and international cargo annually along our coasts, on our rivers and lakes, the Great Lakes, and to and from Alaska, Hawaii, Puerto Rico and Guam. The business opportunities provided by U.S. cabotage laws, such as the Jones Act, have encouraged large investments in vessels, shipyard modernization and other marine transportation assets. While investment and renewal are continuous, over the last five years, U.S. domestic carriers have significantly upgraded their fleets, contributing to a 25 percent increase in the value of the industry's vessel assets, the highest five-year growth in 25 years.



At the same time, U.S. ports and shipyards have also made significant investments in infrastructure and building technologies to better serve the Nation's Marine Transportation System. Banks and private investment firms are increasingly investing in private infrastructure to reduce congestion and improve the flow of freight to and from ports and manufacturers and to consumers.

However, the infusion of private capital to the marine transportation infrastructure must not merely be a good monetary investment with a positive rate of return. Investments in vessels, facilities, ports and waterways must also yield dividends for the Nation as a whole; dividends such as improving safety, easing congestion, reducing pollution, lowering fuel consumption, spurring economic growth and helping to increase America's presence within the global marine transportation marketplace.

The Maritime Administration will work to attract the financial resources for the marine transportation sector as a good and solid investment in America's future.

Outcomes and Strategies

1. Increased private sector funding/investment in the Marine Transportation System
 - 1.1 Propose legislation that would authorize the Maritime Administration to manage a mix of public and private dollars in support of port development projects.
 - 1.2 Create proposals to expand funding for vessel and facility construction partnerships and for port development projects.
2. Target public sector dollars towards projects of national significance
 - 2.1 Advocate for policy and financial changes that promote freight mobility, goods movement, and landside access to ports.
 - 2.2 Identify projects of national significance.
3. Increased resources to fulfill Agency mission
 - 3.1 Expand port and infrastructure development expertise (within the Maritime Administration) through cooperative programs with industry and industry associations.
 - 3.2 Rotate agency personnel through port development project teams.
4. Increased investment in research and technology
 - 4.1 Lead national and international efforts to reduce the burning of fuel from idle ships through the use of new technologies, new fuels and improved shipboard management practices.
 - 4.2 Integrate/leverage Best Business Practices into existing and future public sector projects.
 - 4.3 Improve cooperative research efforts to better design and fabricate ships and offshore structures (e.g., fatigue, fracture characteristics, material use, etc.).
 - 4.4 Work with the shipbuilding industry to promote technological solutions to environmental problems and reduce energy consumption.
 - 4.5 Develop a long-term testing program for ballast water treatment technologies.
5. Increased cooperation with partner agencies
 - 5.1 Collaborate with the Military Sealift Command to identify and implement best practices for America's surge sealift assets.
 - 5.2 Ensure support for the Maritime Security Program by providing full visibility for the benefits of the program and its cost effectiveness.
 - 5.3 Advocate for sufficient funding for dredging projects to maintain and improve Federal navigation channels.
 - 5.4 Continue working with Federal partners to lessen the cost of Food Aid/cargo preference programs.
 - 5.5 Increase leadership role in the Committee on the Marine Transportation System.
 - 5.6 Continue working to expand the deep water port program and further enhance the security of our Nation's energy supply chain.

Outreach and Collaboration

Strategic Goal: Revitalize the partnerships between the Maritime Administration and the Marine Transportation System’s private and public stakeholders.

The Maritime Administration is providing a presence at major U.S. gateway ports, starting with 10 of the largest ports on the West, East and Gulf Coasts, the Great Lakes and the inland river system. Offices are planned or already located in these critical areas. Replicating the model of the Agency’s Gateway Office in Southern California, these offices work with headquarters staff, state and local authorities and a broad range of port, shipper and carrier stakeholders to cooperate on projects, identify Federal and state funding, and work on environmental and community challenges in the ports and their intermodal connections. These offices also act as crucial liaisons for the Agency to help ensure that measurable progress is made on specific projects as well as to bring Agency and Departmental expertise to the table in local and regional arenas.

Together, we and our partners must examine and encourage the use of every available alternative to address the high level of transportation congestion due to inadequate infrastructure, the expansion of global trade and the increasing use of ever larger ships. Without such collaboration, congestion will continue to grow and become a serious threat to America’s economic prosperity.

All marine transportation stakeholders must also recognize the value of establishing a collaborative relationship in order to foster a safer and healthful working environment in America’s marine transportation, shipbuilding and related industries. With this collaboration, America can build, and the marine transportation industry can operate, the safest and most technologically advanced system in the world.

The Maritime Administration will continue to collaborate with Marine Transportation System stakeholders on a routine basis through meetings with industry representatives, roundtable discussions, sponsorship of conferences, consultation with industry advisory councils and through representation at other local, state, federal and international industry and government venues.



Outcomes and Strategies

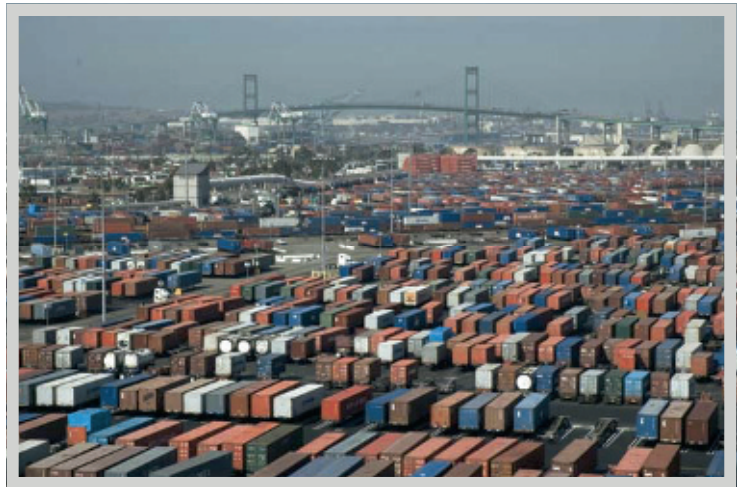
1. Increased engagement with the Maritime Administration's key programs by target audiences
 - 1.1 Work collaboratively with all stakeholders, including other governments, foreign and domestic ports, shippers, and all transportation sectors and modes to identify long term coordination strategies to improve the Marine Transportation System.
 - 1.2 Use gateway offices as liaisons for the Agency to help ensure that measurable progress is made on reducing congestion challenges, as well as to bring Maritime Administration and Departmental expertise to the table on the local and state levels.
2. Increased public support for agency efforts
 - 2.1 Sharpen focus during the budget cycle by offering new ideas to meet the needs of the Marine Transportation System.
 - 2.2 Increase liaison efforts by creating a more active briefing schedule and increasing site visits to potential partners in new programs.
 - 2.3 Establish industry partnerships on key legislative issues by focusing engagement on key industry players and common public/private goals.
 - 2.4 Engage with the United States Merchant Marine Academy Board of Visitors and other boards administered by the agency.
 - 2.5 Enhance and strengthen educational outreach efforts through industry publications and organizations.
3. Increased public awareness of the benefits of the Marine Transportation System
 - 3.1 Develop compelling exhibits for public events that tell the story of the Marine Transportation System and its benefits.
 - 3.2 Develop a stronger web presence by keeping the Maritime Administration web site thoroughly up-to-date at all times and packed with relevant, objective and thoughtful material.
 - 3.3 Partner with other Federal agencies involved in marine transportation to increase public awareness.
4. Improved alignment of the Maritime Administration's programs with public and industry needs
 - 4.1 Ensure that Maritime Administration programs remain focused on public and industry Marine Transportation System needs (e.g., through listening sessions and/or focus groups).
 - 4.2 Work with public and private stakeholders to examine and encourage the use of every available alternative to address the high level of transportation congestion.

Intermodal Leadership

Strategic Goal: Enhance the U.S. intermodal transportation system.

The American marine transportation industry is part of a highly sophisticated, global, intermodal transportation network that is absolutely vital to the nation's economy and continued prosperity. The Nation faces profound changes in marine transportation not seen since the revolution in containerized shipping that launched the intermodal era in the 1960s. With change comes an extraordinary opportunity to keep this great engine of economic growth producing at peak performance for this and future generations of Americans. Accomplishing this task will require vision, determination, hard work, unprecedented engagement and cooperation across all modes of transportation.

The growth in foreign trade and domestic freight movements threatens to overwhelm the current intermodal transportation system. The inland freight distribution system suffers from a lack of capacity--whether it is not enough drivers for trucks carrying containers on gridlocked highways or a rail system that struggles to keep up with freight demand. Although ports and their intermodal connections are continually making improvements, any benefits can be offset by the rapid pace of growth in shipments and the relatively slow process of financing and constructing infrastructure.



It is imperative to develop better and smarter approaches to moving cargo and people through the entire intermodal system and to their eventual destinations. That means we have to look at the entire system, not just the immediate vicinity of a port. Piece-meal or isolated fixes merely encourage “stove-piping” and only transfer the problem from one part of the intermodal system to another.

Outcomes and Strategies

- I. Improved intermodal freight velocity and passenger movement
 - I.1 Focus more effort and attention on the development of a seamless transportation system that serves the Nation's gateways, waterways and ports.
 - I.2 Advocate adoption of best practices in order to ensure the implementation of methods and technologies that will address the challenges and opportunities of today and tomorrow.
 - I.3 Examine the potential impacts on the U.S. transportation system of Arctic transportation, the Panama Canal expansion project, and all water routes from Asia through the Suez Canal.

2. Reduced intermodal congestion through expansion of system capacity

- 2.1 Develop and seek to implement a National Port Gateway and Freight Corridor Strategy.
- 2.2 Build a consensus and a commitment by all stakeholders to make meaningful progress in improving the U.S. Marine Transportation System.
- 2.3 Collaborate with the public and private sectors to frame public policy on the future of the Nation's Marine Transportation System.
- 2.4 Advocate for increased use of the Nation's marine highways to expand system capacity.

3. Decreased intermodal delay and cost

- 3.1 Work to bring the Department's experience and expertise to bear on providing practical, cost-efficient solutions to reduce transportation system congestion.
- 3.2 Advocate best practices to get the most out of the existing system.

4. Accelerated and expanded adoption of national and international standards impacting intermodal operations

- 4.1 Participate in international organizations at the Ministerial and working levels to resolve issues related to intermodal transportation.
- 4.2 Play a key role in developing International Maritime Organization rules and International Organization for Standardization standards for the maritime industry.
- 4.3 Increase the agency's role in other multinational bodies that impact marine transportation.

5. Acceptance of waterborne approaches and solutions to intermodal challenges

- 5.1 Advocate a significant role for water transportation in the next transportation authorization bill.
- 5.2 Foster the use of effective transportation planning that accommodates all transportation requirements, including freight movement.
- 5.3 Educate on the advantages of waterborne freight and passenger movements.



Organization

Strategic Goal: Maximize the potential of each employee to achieve the Agency's mission.

The Maritime Administration is the advocate for the maritime industry within the U.S. Government. Beyond that, the Agency brings to the table considerable technical and professional experience in vessel design, construction, maintenance and repair, port operations, vessel operations and the financial acumen needed to foster and sustain industry investment capabilities and limitations.

Unlike other government agencies dealing in the maritime field, the Maritime Administration is not an enforcement or regulatory agency. Rather, it can work in concert with industry in developing best practices and voluntary measures to enhance the operation and viability of the U.S. Marine Transportation System. In recognition of its unique role with industry, and to revitalize its position as industry facilitator, the Maritime Administration recently engaged in a realignment of resources to:



- focus more effort and attention on the development of a seamless transportation system serving the Nation's gateways, waterways and ports;
- enhance the Agency's current U.S. industry support and workforce development activities;
- effectively manage maritime assets in support of the Department of Defense; prepare for maritime emergencies; and implement best practices in the disposition of obsolete ships in the National Defense Reserve Fleet; and
- address growing regulatory and compliance challenges facing the maritime community in such areas as environment, security and safety.

This realignment is, in reality, the embodiment of, and tangible commitment to achieving the Maritime Administration's "Vision for the 21st Century." The Maritime Administration intends to regularly assess its effectiveness as a leader and advocate for industry. Our focus must always be on the execution of our mission and the building of a consensus and commitment by the maritime community to make meaningful progress in improving the U.S. Marine Transportation System.

Outcomes and Strategies

1. Continuity of leadership

- 1.1 Invest in employee leadership training.
- 1.2 Establish formal and informal mentoring arrangements.
- 1.3 Create succession opportunities.
- 1.4 Foster external educational opportunities.

2. Agile workforce

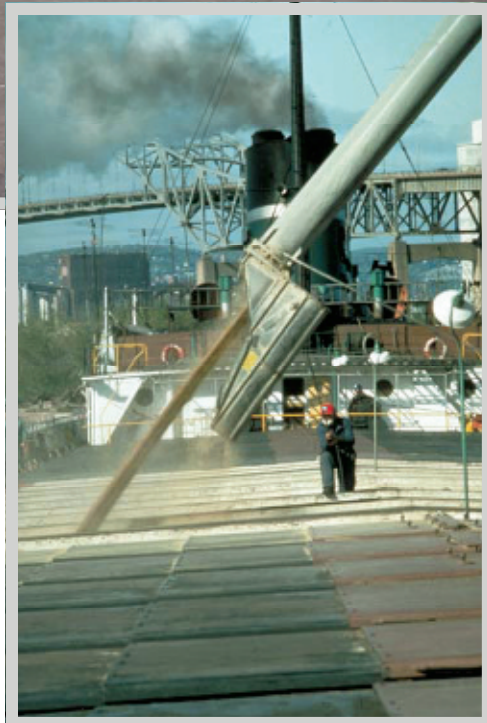
- 2.1 Provide cross-training and education opportunities.
- 2.2 Promote rotational assignments.
- 2.3 Increase the use of cross-functional teams.

3. Employer of Choice

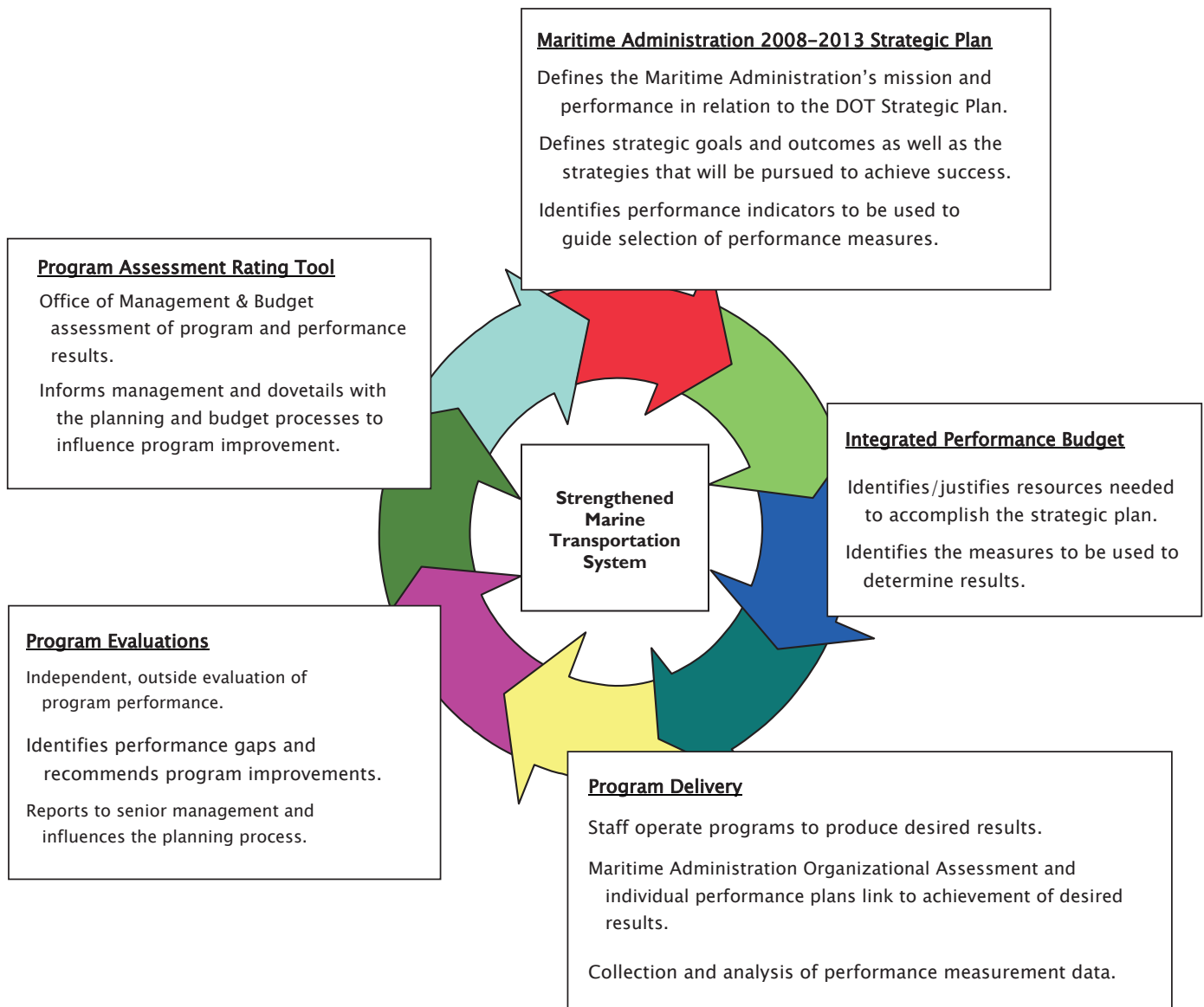
- 3.1 Encourage managers to delegate authority and responsibility for the accomplishment of program tasks to capable staff members.
- 3.2 Incentivize employees to support achievement of the Maritime Administration's strategies by tying individual performance plans to these strategies.

4. Effectiveness of operations

- 4.1 Pursue improvements to internal communications so that agency component offices can increase cooperative activities.
- 4.2 Improve staff understanding of the link between their individual efforts and the accomplishment of the agency's strategic goals.
- 4.3 Foster greater emphasis upon achievement of the agency's annual and long term performance targets.



The Maritime Administration Operating Model



Performance Indicators

The Maritime Administration has identified a number of key performance indicators for each of the outcomes under our strategic goals. The indicators themselves are not measures, nor do they represent what we propose to measure. They simply provide a starting point where, with further thought and discussion, the Maritime Administration believes we may discover solid measurables that will allow us to accurately gauge our goal/outcome achievements. We will work with our industry and government partners to develop non-ambiguous performance measures in each of these areas, if appropriate measures do not already exist. The Maritime Administration already has a portfolio of 35 measures that it uses to gauge program performance.

Policies and Programs — Improve maritime policies and programs to enrich and secure the Nation.

Outcome 1. Increased environmentally sustainable transportation system capacity and operations

Performance Indicators: Safe disposal of ships; environmentally sustainable projects and standards

Outcome 2. Improved emergency system response and defense mobilization

Performance Indicator: Shipping and port availability

Outcome 3. Reduced impediments to U.S. domestic and international trades

Performance Indicator: Flow of commerce

Outcome 4. Expanded maritime jobs and workforce

Performance Indicators: Education/training of mariners; retention of mariners; voluntary energy sector flag and manning agreements

Investment — Expand reliable private and public funding mechanisms to support the growth of the Marine Transportation System.

Outcome 1. Increased private sector funding/investment in the Marine Transportation System

Performance Indicator: Port development

Outcome 2. Target public sector dollars towards projects of national significance

Performance Indicator: Nationally significant marine transportation projects

Outcome 3. Increased resources to fulfill Agency mission

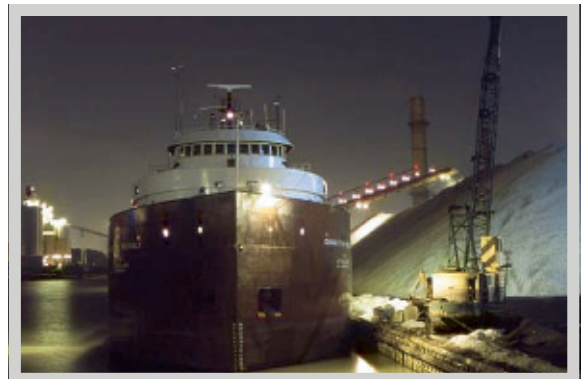
Performance Indicator: Industry expertise and knowledge within the Maritime Administration

Outcome 4. Increased investment in research and technology

Performance Indicators: Cooperative research; solutions engineering

Outcome 5. Increased cooperation with partner agencies

Performance Indicator: Sealift asset management



Outreach and Collaboration — Revitalize the Maritime Administration and its partnerships with private and public stakeholders.

- Outcome 1. Increased engagement with the Maritime Administration’s key programs by target audiences
Performance Indicator: Collaborative problem solving
- Outcome 2. Increased public support for agency efforts
Performance Indicators: New ideas and industry partnerships (advisory); legislative engagement
- Outcome 3. Increased public awareness of the benefits of the Marine Transportation System
Performance Indicator: Public awareness and inquiries
- Outcome 4. Improved alignment of the Maritime Administration’s programs with public and industry needs
Performance Indicator: Community feedback (local, regional and state)

Intermodal Leadership — Enhance the U.S. intermodal transportation system.

- Outcome 1. Improved intermodal freight velocity and passenger movement
Performance Indicators: Port throughput; freight movement best practices
- Outcome 2. Reduced intermodal congestion through expansion of system capacity
Performance Indicator: Collaborative public policy
- Outcome 3. Decreased intermodal delay and cost
Performance Indicator: Intermodal solutions
- Outcome 4. Accelerated and expanded adoption of national and international standards impacting intermodal operations
Performance Indicator: Global intermodal standards discussions
- Outcome 5. Acceptance of waterborne approaches and solutions to intermodal challenges
Performance Indicator: Intermodal connection focus in DOT authorization

Organization — Expand the collaborative environment to maximize the potential of each employee to achieve the Agency’s mission.

- Outcome 1. Continuity of leadership
Performance Indicator: Succession planning
- Outcome 2. Agile workforce
Performance Indicators: Workforce development; workforce utilization
- Outcome 3. Employer of choice
Performance Indicators: Recruitment and retention of employees; diverse workforce
- Outcome 4. Effectiveness of operations
Performance Indicators: Consistencies between performance of the Maritime Administration’s divisions and its strategic plan; internal communications improved; planned milestones met; performance improvements completed; understanding of roles and responsibilities improved

Performance Measurement

The Maritime Administration integrates 35 specific performance measures in its budget submission each year to demonstrate the connection between our funding requests and our performance. These measures have annual targets and are linked logically to our strategic goals and those of the Department. Two examples are highlighted below:

Maritime Administration Strategic Goal:

Policies and Programs — Improve maritime policies and programs to enrich and secure the Nation.

Outcome 1. Increased environmentally sustainable transportation system capacity and operations

Performance Indicator: Safe disposal of ships

Performance Measure: Number of obsolete vessels disposed of [i.e. disposal actions completed] from the National Defense Reserve Fleet sites.

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Target:	3	3	4	4	15	15	15	16	15
Actual:	4	9	3	6	13	20	20		

The Maritime Administration’s efforts to safely dispose of federally-owned, merchant-type ships in an environmentally sustainable manner directly links to the Department’s Environmental Stewardship strategic goal to “Promote transportation solutions that enhance communities and protect the natural and built environment” and the desired outcome to “reduce pollution and other adverse environmental effects from transportation and transportation facilities.”

Maritime Administration Strategic Goal:

Outreach and Collaboration — Revitalize the Maritime Administration and its partnerships with private and public stakeholders.

Outcome 4. Improved alignment of the Maritime Administration’s programs with public and industry needs

Performance Indicator: Community feedback (local, regional & state)

Performance Measure: Number of localities reached through Maritime Administration outreach efforts who subsequently take concrete steps towards expanding the use of the marine highway. (new)

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Target:	N/A	3	3
Actual:	0		



Program Evaluations

The Maritime Administration's efforts to promote awareness of the benefits of the Marine Transportation System directly links to the Department's Reduced Congestion strategic goal to "reduce congestion and other impediments to using the Nation's transportation system" and the desired outcome to "reduce impediments to the efficient movement of freight over the transportation network, especially at key freight gateways."

For more information about the Maritime Administration budget and our performance measures, please go to our website at www.marad.dot.gov and click on the button labeled "About MARAD."

Program Evaluations

In accordance with the Government Performance and Results Act, the Maritime Administration seeks to determine the effectiveness of its programs and continually improve program delivery. In order to obtain the highest quality independent evaluations, the Maritime Administration plans to contract with professional evaluation firms to conduct impact and/or outcome evaluations for each of its major programs according to the following schedule.

Planned Program Evaluation Schedule [subject to availability of funds]

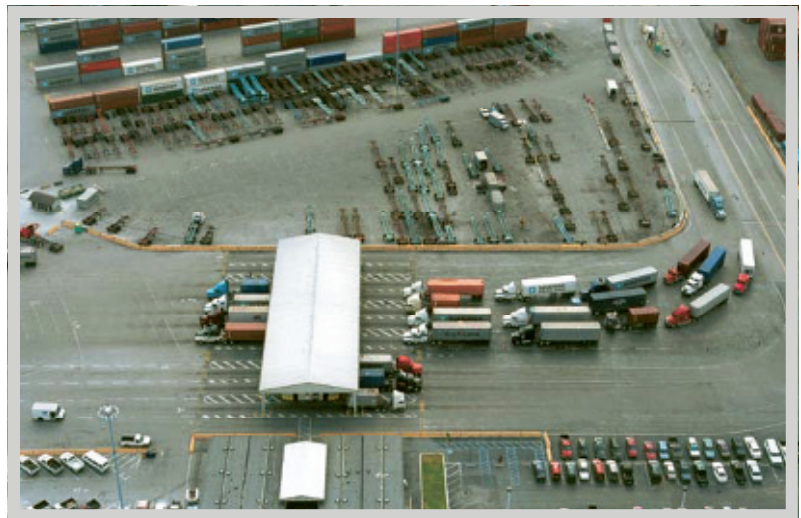
	<u>Fiscal Year</u>
Maritime Security Program	2008
Mariner Education and Training Programs	2009
Ship Disposal	2010
Ocean Freight Differential	2011
Maritime Guaranteed Loan Program (Title XI)	2012

The Way Ahead

The Maritime Administration understands the full scope of the global marine transportation industry and speaks its language. It can advocate best practices to ensure the implementation of methods and technologies that will address today's and tomorrow's challenges and opportunities. In fact, this is already happening today.

Moreover, the Agency's recent realignment to better address current Marine Transportation System issues will not be a one time event. Rather, it will be an iterative process by which the Maritime Administration regularly assesses its effectiveness as a leader and as an advocate for industry. The strategic position it now enjoys should never be taken for granted. Instead, every conscious effort should be made to strengthen its critical role in facilitating a safe, environmentally friendly and competitive U.S. maritime industry.

To that end, existing industry partnerships will be revitalized and strong new ones formed that will support, not inhibit, a robust maritime industry. With its industry partners, the Maritime Administration must participate in and encourage the innovative research and development that will show the way to new approaches and new opportunities for industry growth without in any way compromising its obligations to provide a safe, secure and environmentally responsible Marine Transportation System.



The Maritime Administration will lead the advancement of the United States' 21st century Marine Transportation System. Our vision is that the system will:

- Support the growing importance of international trade to the continued prosperity of the United States by easing congestion throughout the intermodal transportation network-- from door to door
- Enhance America's leadership and prominence in the international marine transportation community while continuing to promote a strong domestic merchant marine, a highly skilled workforce and making better use of the Nation's marine highways
- Promote U.S. shipbuilding and repair facilities
- Stimulate competition, innovation and efficiency and involve the private sector more fully in the financing, development and management of transportation infrastructure

- Meet national security transportation needs no matter where in the world a conflict may arise
- Help overcome impediments to maritime system growth while addressing the concerns over safety, security and the environment

The inevitable creation of this 21st century Marine Transportation System will come about more effectively as a result of this Agency's efforts. These efforts will not be focused solely on the development or application of new technology, building bigger ports or smarter rails and highways. The focus will be, as is more appropriate, the execution of the Agency's mission and the building of a consensus and commitment to make meaningful progress in improving the U.S. Marine Transportation System. This will result in a seamless and reliable network of transportation services.

All parties, including federal, state and local governments, shippers, operators and ultimately, consumers must recognize that such a system is critical to the economic future of the United States and their future well-being. The Maritime Administration serves to foster this greater understanding.

As it has done for more than 50 years, the Maritime Administration will bring together the public and private sectors in a spirit of collaboration and agreement and provide the leadership necessary to frame public policy on the future of the Nation's Marine Transportation System.



Photo Credits

Cover	boatnerd.com
Inside Front Cover	Aker Philadelphia Shipyard
Page ii *	earthsys.ag.ohio-state.edu, Southern Union company, boatnerd.com, White House web site
Page 2	Fidelio Limited Partnership
Page 5	LCA Ships
Page 6	Alaska Tanker Company
Page 8	Maersk
Page 10	boatnerd.com
Page 12	Tidewater
Page 14	Charles Csavossy, Port of Los Angeles/Long Beach
Page 15	Bouchard Transportation Co., Inc.
Page 16	Overseas Shipholding Group, Inc.
Page 18 **	Central Gulf Lines, Inc., boatnerd.com, Patriot Titan LLC,
Page 20	boatnerd.com
Page 22	Canal Barge Co., Inc. web site
Page 24	Charles Csavossy, Port of Los Angeles/Long Beach
Page 25	Maritime Administration, Susan Clark
Inside Back Cover	boatnerd.com

* Clockwise from upper right

** Top to bottom





U.S. DEPARTMENT OF TRANSPORTATION

Maritime Administration
1200 New Jersey Avenue, SE
Washington, DC 20590

www.marad.dot.gov
