TABLE OF CONTENTS

I. INTRODUCTION 1

II. SCOPE OF THE U.S. MARITIME TRANSPORTATION SYSTEM 3

III. THE MARITIME ADMINISTRATION 9

IV. LEGISLATIVE MANDATES 11

V. GOVERNMENT REINVENTION 15

VI. THE CHALLENGES AHEAD FOR THE INDUSTRY AND FOR MARAD . . . 17

VII. SUMMARY OF MARAD'S VISION, MISSION, AND STRATEGIC GOALS . 19

VIII. MARAD'S CORE VALUES AND CORPORATE MANAGEMENT GOALS . . 21

IX. THE RELATIONSHIP BETWEEN DOT'S AND MARAD'S STRATEGIC GOALS 25

X. COORDINATION OF CROSS-CUTTING AREAS WITH OTHER AGENCIES 27

XI. MARAD'S PERFORMANCE GOALS 31
- National Security 31
- Shipbuilding 35
- Intermodalism 39
- Trade 43

XII. IMPLEMENTATION OF THE MARAD STRATEGIC PLAN 47

APPENDIX A PERFORMANCE MEASURES AND DATA SOURCES 51