

## NOAA National Marine Fisheries Service Budget Structure and Allocation Review

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### BACKGROUND

National Oceanic and Atmospheric Administration (NOAA), National Marine Fisheries Service (NMFS), is responsible for the management, conservation and protection of living marine resources within the United States' Exclusive Economic Zone (waters three to 200 miles offshore). NMFS assesses and predicts the status of fish stocks, ensures compliance with fisheries regulations, works to reduce wasteful fishing practices, and recovers protected marine species without unnecessarily impeding economic and recreational opportunities. Research/science operations and regulatory/policy activities, conducted principally within the six science centers and their laboratories and field stations along with five regional offices, allow Fisheries to work with communities on fishery management issues.

Fisheries manages its mission portfolio through a decentralized network of Funds Management Centers (FMCs) including 11 Regional Offices and Science Centers; 5 Headquarters offices, and operations support offices. Fisheries Headquarters provides general guidance and support and is the principal liaison with NOAA. FMC's are responsible for day-to-day funds execution in support of their missions.

### PROJECT DESCRIPTION

NOAA's NMFS has contracted with the National Academy of Public Administration (the Academy) to:

- review NOAA Fisheries' Strategic Resource Management process;
- outline cost drivers and the budget environment with a specific focus on fish surveys;
- review the appropriated Program, Project, and Activity architecture;
- review the budget planning and allocation processes and how they meet Regional priorities;
- benchmark NOAA Fisheries' budget structure and allocation process against other similar federal entities; and
- evaluate the budget process and structure for use by Congress, NOAA Fisheries, and constituents.

The Academy has assembled a five-member Panel of Fellows to oversee and guide the work of the study team. Information on the Panel and study team is provided on the next page.

## PANEL

**Steven Redburn (Chair)\*:** Professorial Lecturer in Public Policy and Public Administration, The Trachtenberg School of Public Policy and Public Administration, The George Washington University. Former Study Director, National Academy of Sciences; H. John Heinz III College of Public Policy & Management, Carnegie Mellon University Australia; Project Director and Consultant, National Academy of Public Administration; Chief, Housing Branch, U.S. Office of Management and Budget; Economist, Special Studies, U.S. Office of Management and Budget; Program Analyst, Office of Policy Development and Research, U.S. Department of Housing and Urban Development; Director, Center for Urban Studies, Youngstown State University.

**Sallyanne Harper\*:** Board member, Federal Accounting Standards Advisory Board, former President, Association for Federal Enterprise Risk Management. Former Executive Officer and Vice President, AOC Solutions; Chief Mission Support Officer and Chief Financial Officer, U.S. Government Accountability Office. Former positions with U.S. Environmental Protection Agency: Chief Financial Officer/Acting Assistant Administrator for Administration and Resources Management; Deputy Assistant Administrator for Management and Administration and Deputy Chief Financial Officer; Finance Director; Associate Director, Superfund Procurement Operations. Former Contract Specialist and Contracting Officer in major weapons systems acquisition with Naval Air Systems Command and Naval Regional Contracting Office.

**Susan Jacobs\*:** Former Chief Strategic Planning Officer, Federal Housing Finance Agency; Associate Director, Finance and Administration, Office of Federal Housing Enterprise Oversight; Assistant Commissioner for Budget, Immigration and Naturalization Service, U.S. Department of Justice. Former positions with U.S. Office of Management and Budget: Chief, Veterans Affairs Branch; Economist, Special Studies in Economics and Government. Former Economist, Division of Economic Development and Public Finance, U.S. Department of Housing and Urban Development; Economic Policy Fellow, Brookings Institution; Instructor/Assistant Professor of Economics, Brooklyn College, City University of New York.

**Kathryn Sullivan\*:** Oceanography Officer, United States Navy Reserve; Mission Specialist Astronaut, Lyndon B. Johnson Space Center, National Aeronautics and Space Agency; Chief Scientist, National Oceanic and Atmospheric Administration, U.S. Department of Commerce; President and Chief Executive Officer, Ohio's Center of Science & Industry (COSI); Director, Battelle Center for Science and Technology Policy, Ohio State University; Assistant Secretary for Environmental Observations & Prediction, National Oceanic and Atmospheric Administration, U.S. Department of Commerce; Under Secretary for Oceans and Atmosphere, National Oceanic and Atmospheric Administration, U.S. Department of Commerce; Lindbergh Chair in Aerospace History, Nat'l Air & Space Museum, Smithsonian Institution; Senior Fellow, Potomac Institute for Policy Studies.

**James Taylor\*:** Managing Director, Grant Thornton, LLP. Former Senior Advisor to the Commissioner, Affordable Care Act, Internal Revenue Service, U.S. Department of the Treasury; Chief Financial Officer, U.S. Department of Labor; Deputy Inspector General, U.S. Department of Homeland Security; Deputy Chief Financial Officer, U.S. Department of Commerce; Deputy Chief Financial Officer, Federal Emergency Management Agency.

## PROJECT STAFF

**Brenna Isman**, *Director of Academy Studies*

**Roger Kodat**, *Senior Project Director*

**Daniel Ginsberg**, *Senior Advisor*

**Karen Hardy**, *Senior Advisor*

**Kyle Romano**, *Senior Research Associate*

**Sean Smooke**, *Research Associate*

**\*Academy Fellow**