

Resume for Curtis L. (Curt) Marshall

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PROFESSIONAL EXPERIENCE

VICE PRESIDENT: Strategic Planning, Federal Programs; Telophase. June 2012-July 2016 – Provided strategic planning, performance measurement, and continuous process improvement subject matter expertise to corporate leadership, and advised on business and proposal development.

DIRECTOR: Center for Accountability and Performance, American Society of Public Administration. June 2011-Present – Provide volunteer support to the 9-Member Board of Directors; Oversee 3 annual awards for leaders in the field of performance management. Support CAP case studies in the areas of performance management, strategic planning, and evaluation, and provide recognition to graduate students.

DIRECTOR: Strategic Planning; Office of Policy and Planning; Department of Veterans Affairs. June 1999-May 2011 – Designed, led, and managed the processes for the development of the last five VA-wide strategic plans – the *VA Strategic Plan for FY 2001-2006*, the *VA Strategic Plan for FY 2003-2008*, the *VA Strategic Plan for FY 2006-2011*, the *VA Strategic Plan for FY 2010-2014*, and the *VA Strategic Plan for FY 2011-2015*. Completed these plans in a timely manner, and they were recognized as among the top 3-4 strategic plans of the 24 CFO Act federal agencies, based on recognized best practices throughout the federal government, and pursuant to the criteria of the Government Performance and Results Act (GPRA) of 1993 and the GPRA Modernization Act of 2010. These plans established the strategic direction and vision for VA – the second largest agency in the federal government – now over 320,000 employees.

Development of the VA Strategic Framework and Governance Process: Led the staff effort with the Assistant Secretary for Policy and Planning and the Deputy Secretary in developing the VA Strategic Framework and Governance Process in 2001, and provided staff support of the VA Governance Process, including the Strategic Management Council, chaired by the Deputy Secretary, and the VA Executive Board, chaired by the Secretary for almost 10 years. Also led the development and coordination of the VA 2008-2009 Presidential Transition Briefing Materials for the Transition Team in the September 2008-January 2009 timeframe, as well as earlier Presidential Transition processes. Also assisted Secretary Shinseki in establishing 16 Major Initiatives as part of the most recent strategic planning effort, which has led to substantial transforming changes in VA and its organizational culture.

CHIEF and DIRECTOR, STRATEGIC PLANNING: Systems and Policies Division, Office of Budget, U.S. Department of Commerce and NOAA Office of Policy and Strategic Planning. January 1998-June 1999 – Led the development of the FY 2000 Commerce Annual Performance Plan (APP). Led all briefings for the Deputy Secretary's APP Team. Facilitated all Commerce Bureaus' strategic planning efforts and assisted them in developing their performance information. Developed a proposal for a performance reporting process and designed the performance reporting process to be part of the integrated policy, planning, and budget process. Participated as the NOAA Representative on National Performance Review's (NPR) Performance Measurement Benchmarking Study, which was published in June 1997. Led the benchmarking site visits for the City of Scottsdale, AZ, and Pratt and Whitney. Also participated in the site visits for Honeywell Air Transport, and Xerox.

COORDINATOR, Government Performance and Results Act (GPRA): NPR. July 1997-January 1998 – Worked directly with the Deputy Director of NPR to lead the coordination of all NPR GPRA activities. Consulted with the leadership of OMB and GAO on GPRA implementation issues. Provided strategic planning and performance measurement advice to Vice President Gore and federal agencies, and maintained interagency networks related to GPRA implementation. Provided talking points for the Vice President in response to Majority Leader Arme'y's critique of federal agency strategic planning efforts.

DEPUTY DIRECTOR, AND ACTING DIRECTOR: NOAA Office of Policy and Strategic Planning.

October 1990-July 1997 – Led the process for developing recommendations on key fisheries policy issues. Worked with the Team Lead for Build Sustainable Fisheries (BSF) to develop the BSF section of the NOAA Strategic Plan. Also served as liaison to the Advance Short-Term Forecasting Services Strategic Planning Team. Completed Case Study of the National Weather Service/NOAA Strategic Planning and Performance Measurement Efforts as part of a set of case studies undertaken jointly by NAPA, the American Society of Public Administration, and OMB. The NOAA Strategic Plan was recognized as one of the ten *Exemplar* strategic plans by OMB. Worked closely with the Director and the DUS to develop the NOAA Strategic Plan and the NOAA Annual Operating Plan, and to establish agendas for the Monthly Operating Reviews and the Senior Manager's Meetings. Conducted program evaluation and developed NOAA's Fleet Replacement and Modernization Plan, including cost analysis of financing alternatives with the NOAA Chief Economist.

SENIOR POLICY ANALYST: Policy and Coordination Office; NMFS. August 1989-October 1990 –

Conducted an extensive program evaluation of the NMFS nationwide *fisheries observer programs* and made recommendations to the Assistant Administrator during critical period of budgetary decision-making. Selected by the Assistant Administrator for detail as Fisheries Program Analyst in the Office of the NOAA Comptroller. Worked closely with the Assistant Administrator to substantially increase the NMFS budget during this period.

STAFF DIRECTOR: Subcommittee on Oceanography; Committee on Merchant Marine and Fisheries (now Committee on Resources); U.S. House of Representatives. February 1987-March 1989 – Served

as Subcommittee Staff Director to Chairman Mike Lowry (D-WA) on matters before the Subcommittee and worked with the Chairman to develop his legislative agenda. Directed the Subcommittee staff on all research, policy analysis, legislative, and investigative matters. Organized legislative and oversight hearings in the areas of ocean and coastal research, conduct of NOAA programs, services, and budgets, coastal pollution, ocean dumping, National Marine Sanctuaries, and extension of the Territorial Sea. Advised the Chairman on all fisheries matters pending before the Full Committee, including the drafting of legislation for **improved fishing vessel safety** and legislation to prevent the *reflagging* of foreign fish processing vessels (and thereby contributing to U.S. overcapacity), both of which were enacted into law. Participated in fisheries negotiations in Moscow about Bering Sea Pollock stocks at the request of the Deputy Assistant Secretary for Oceans and Fisheries Affairs of the Department of State.

STAFF DIRECTOR: Subcommittee on OCS/Panama Canal; Committee on Merchant Marine and Fisheries; U.S. House of Representatives. March 1985- January 1987 – Served in similar capacity to the

position above for Chairman Lowry except covering different subject matter related to the Subcommittee's jurisdiction, including oversight and investigation of the Department of the Interior's administration of the Outer Continental Shelf Lands Act and its development of the 5-Year OCS Leasing Program. Directed the Subcommittee staff, arranged extensive field hearings, advised the Chairman on all fisheries matters, and assisted the Chairman in developing legislation as part of the FY 1985 Budget Reconciliation Act, which settled a longstanding dispute over \$8 billion in OCS revenues and led to its distribution to the federal government and 7 coastal states.

PROFESSIONAL STAFF MEMBER: Committee on Merchant Marine and Fisheries; U.S. House of Representatives. April 1984-February 1985 – Served as key staff person to the late Representative Joel

Pritchard (R-WA), the Ranking Minority Member of the Full Committee. Developed legislation to implement the Pacific Salmon Treaty, a new bilateral agreement, negotiated between the U.S. and Canada in 1984-1985 by Ambassador (and former Congressman) Edward Derwinski. This implementing legislation was enacted into law and has provided the basis for annual Pacific salmon allocations between Canada, Alaska, Washington, Oregon, and California, as well as treaty tribes for over two decades. Arranged oversight and investigative hearings on the status of marine science research in the U.S. and on the status of NOAA's research fleet.

FISH AND WILDLIFE PROGRAM MANAGER: Northwest Power Planning Council;

Portland, OR. January 1982-May 1984 – Directed the development and early stages of implementation of the first *Columbia River Basin Fish and Wildlife Program* developed pursuant to the so-called *Northwest Power Act*. Advised *eight* Council Members from the States of Washington, Oregon, Montana, and Idaho on fish and wildlife issues before the Council as part of its development of a Regional Energy Plan for the Pacific Northwest. Directed Council Fish and Wildlife Staff in the development and successful Council adoption of the program by the legislatively mandated deadline. No lawsuits were filed against the Council's program in spite of intensive interests at stake between electric utilities, fish and wildlife agencies, tribes, environmental groups, and other federal and state agencies.

PROFESSIONAL STAFF: Minority; Committee on Merchant Marine and Fisheries; U.S. House of Representatives. May 1981-January 1982 – Advised the Minority Staff Director and all Minority Members on matters related to the Subcommittee on Oceanography. Served as Congressional Advisor to the U.S. Delegation at the U.N. Conference on the Law of the Sea in Geneva, Switzerland, which was led by Ambassador-At-Large, Elliot Richardson. From March 1977-May 1981, I served on the Professional Staff of the Subcommittee on Oceanography and advised Congressman Joel Pritchard (R-WA) regarding all matters before the Subcommittee as well as all matters before the Full Committee.

RESEARCH ASSISTANT: Institute for Marine Studies; University of Washington.

January 1976-March 1977 – Conducted research, prepared lectures and exams, and served as Teaching Assistant for Donald L. McKernan, the Director of the Institute. Provided technical expertise for the production of two film documentaries for the PBS Network affiliate in Seattle, which examined the value of fisheries resources to the culture and the heritage of the Pacific Northwest. Conducted research for my Masters thesis, which was later published in the *International Ocean Development and Law Journal*.

EDUCATION

Graduate

University of Washington (1974-77)
Seattle, Washington
Institute for Marine Studies
Graduate School of Public Affairs
(Emphasis in Fisheries Management
and Resource Economics)

University of Wisconsin-Milwaukee (1973)
Graduate-Level Coursework in Oceanography, Fisheries
Biology, Ichthyology, and Resource Economics

Federal Executive (2007-2008)
Institute
Charlottesville, VA

Undergraduate

University of Wisconsin-Madison
Madison, Wisconsin (1968-71)
(Emphasis in Public Administration,
Natural Resources and Economics)
(B.A. 1971)

General Motors Institute (now Kettering) (1967-68)
Flint, Michigan
Sponsored by Pontiac Motor Division