

NDTA 10-YEAR STRATEGIC PLAN

EXECUTIVE SUMMARY



**National Defense
Transportation Association**

ABOUT NDTA

NDTA is a non-political and non-profit educational association of government, military, and industry professionals dedicated to fostering a strong and efficient global transportation and distribution system in support of national security. NDTA serves as a vital link among the armed forces, government and industry on current matters of transportation, travel, distribution, logistics and security. NDTA's status as a tax exempt organization, fully recognized federally by the Internal Revenue Service, allows for knowledge sharing in a non-partisan, fair, and objective environment among all branches of the military, federal government and transportation related industries. Its 7800 members throughout the world are able to discuss critical transportation issues openly in a professional atmosphere consistent with the principles of government ethics and without commercial trade constraints and the results shared with various interested parties.



INTRODUCTION

This Strategic Plan provides a "blueprint" for the association to establish the priorities and direction for its contributions to the Global Transportation and Distribution System. The Plan sets out the long-term focus, the management goals and planned accomplishments, and provides an opportunity to bring together military, government and industry stakeholders to embrace and work toward a shared vision.

The NDTA Strategic Plan is the association's approach to align efforts and resources and to measure progress toward accomplishing specific objectives that lead to achieving the vision over the next decade. The NDTA role in facilitating the accomplishment of these goals is one element in the full Global Transportation picture. Our individual members, the defense and government community, and industry stakeholders play vital, but different roles. This plan supports the individual goals of our members and supporting industries within the National Economic and Security framework. By setting targets to measure progress toward these goals and objectives, the NDTA will monitor, evaluate and change programs to improve effectiveness. The metrics used in support of this plan will evolve and change as we learn the best ways to measure the results of planned tasks.

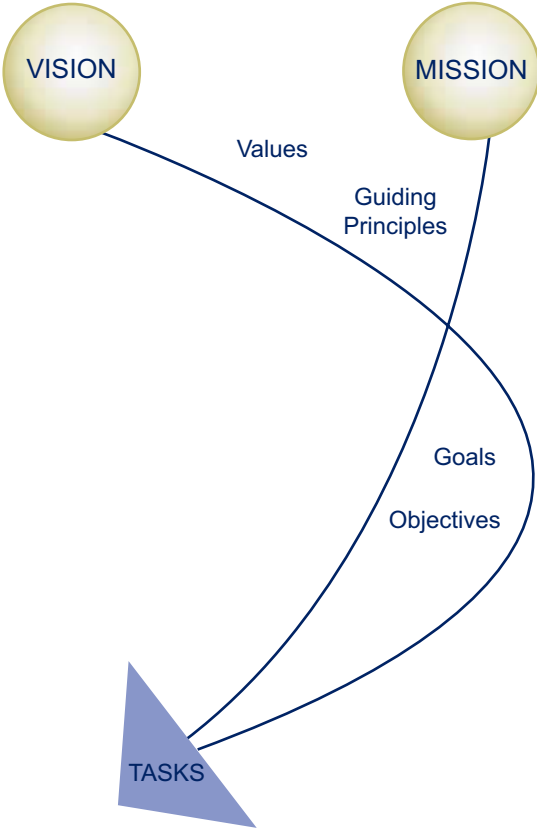
Neither our vision nor mission can be achieved by NDTA management alone. It will require the combined efforts of all of our members throughout the world, who are the primary advocates for the implementation of this plan.

Gathering input from our members has been, and continues to be, an essential element of our NDTA strategic planning process. Guidance was solicited from our committee chairs, government liaisons, chapters and individual members. We also held a session with representatives from the military, government, and industry seeking further input on our vision, mission and goals. NDTA is committed to excellence in service to our members and partners and will use our programs, as well as the implementation of the Strategic Plan, to continue to promote and improve the Global Transportation and Distribution System.

Maintaining and strengthening the transportation system is a cooperative enterprise. This strategic plan will contribute to improving the efficiency and effectiveness of our combined efforts by clearly articulating where we want to go as an association and providing a framework for measuring our success in getting there. We look forward to working with all of you to achieve our vision by maximizing our contributions to the national security and economic growth of the United States.

PHILOSOPHY

While national and global events influence and help shape our future, a sequential cascading process is the framework upon which the Strategic Plan is built. Our vision, mission, values and guiding principles provide the basis for our planning efforts. These are linked in sequence to our goals, objectives and specific tasks to be achieved. Collectively, they form the structure and are the basis for the NDTA Strategic Plan. Understanding this sequential flow is key to grasping the specific elements of the plan.



NDTA VISION

The primary challenge to any organization is how it confronts its own future and deals with the reality of continual change. Change without some organizational structure or focus disrupts an organization's effectiveness and destroys its unity of purpose. Change focused into a powerful vision of the future strengthens and renews the organization. The purpose of NDTA's vision is to serve as our azimuth (direction). It sets forth where we want to go.

VISION

To be the world's leading professional association for individuals working in the global transportation/distribution system and related industries so we may maximize our contribution to the national security and economic growth of the United States.

Creating a shared vision for the association is an intellectual challenge, but the much more difficult task is turning the vision into organizational reality. Understanding the philosophy and the sequential thought process for implementation of the strategic plan will help achieve realistic results.



NDTA MISSION

The mission statement is a useful focal point for the association. It is a clear statement of purpose – a reason for being – what the organization wants to accomplish. The NDTA mission is:

To foster a strong and efficient global transportation and distribution system to support the economy and national security of the United States by:

Advancing the knowledge and science of transportation/distribution within government and industry.

Facilitating the sharing of knowledge between government and transportation/distribution related industries.

Educating members on the important issues affecting the global transportation/distribution system.



NDTA VALUES

Values form the foundation for all that we do in our organization and for our Nation. Our values are our spirit. They are what we believe, what we stand for, and our moral and ethical fiber. The men and women who make up our membership around the globe are dedicated to improving our association today and into the future. Our commitment and competency are reflected in our core values:

Integrity: We conduct our business in an open, honest, ethical manner. Exhibit the courage to speak out and express our opinions. Do what is morally and ethically right. Comply with the intent and the “letter” of policies and laws.

Teamwork: We maximize our collective talents through teams and partnerships based on mutual trust, fairness, respect, cooperation and communication. We promote and recognize creativity and innovation.

Service: We pursue excellence in all of our endeavors. We anticipate and respond to member and partner needs by providing quality products and services. We take pride in our work and commitment to quality.

Action: We will listen well, consider the ideas of others, seek counsel and then act decisively. Relentlessly press for action to resolve an issue or to reach a solution.

Diversity: We value our members, employees, and supporters, their capabilities and differences, plus the unique contributions that each brings to our organization.



GUIDING PRINCIPLES

These guiding principles provide the framework within which we operate while performing our daily tasks. They will be part of each member's professional "tool kit" in the constant pursuit of excellence.

Focus on topics/issues that contribute to ensuring an economically strong and secure Nation: NDTA programs and activities will be designed to enhance our nation's economic strength and security.

Champion NDTA initiatives, plans and programs: Members of NDTA will be effective advocates of programs and activities to achieve our goals.

Build and strengthen partnerships: NDTA will be an advocate and convene sessions to promote national and international government and private sector perspectives on global transportation/distribution topics.

Leverage technology and innovation: NDTA will support and promote the application of advance technology to ensure the most efficient and effective global transportation and distribution system.

Foster the sharing of knowledge among all members: NDTA will facilitate the sharing of knowledge between and within government and industry on transportation and distribution issues or topics.



GOALS

Goals are a concise, achievable statement, useful for identifying and focusing on specific tasks necessary to perform the association's mission and to achieve its strategic planning vision. The supporting objectives are the mechanisms to achieve the goals. They identify key areas to continually focus our planning efforts on, to maximize support to our members and through them the Global Transportation System and National Security. While not reflected in this strategic plan summary, due to level of detail, each objective is supported by many specific tasks.

Achievement of each task collectively results in the accomplishment of an objective, in support of a goal, leading to completing the mission.

In theory, completing tasks, objectives, goals, and the mission, leads to achieving our vision. However, as noted earlier in this plan, change is continual. Thus this strategic plan is a living document meant to reflect changing realities. As such it will be reviewed at least annually, and will be updated as appropriate. Following are goals and objectives for the current strategic planning period.

1. Foster safety, improvements, and change in the transportation, travel, distribution, logistics and security processes or systems.

Objective: Develop and publish the association's position on national policy issues.

Objective: Implement an association structure to facilitate the sharing of knowledge and take action to address issues of national significance.

2. Create and foster strategic communications among military, government, academia, labor and the private sector to enhance the primary missions of DoD, DoT, and the Department of Homeland Security.

Objective: Create and manage private sector advisory groups to provide the business communities' views on transportation, travel, distribution and supply chain security.

Objective: Engage companies around the nation with the ability to contribute to transportation, travel, distribution and security of the supply chain.

Objective: Become the nexus between the private sector, research labs, academia and the federal government for innovation and technology to improve transportation, travel, distribution and supply chain security.

3. Create value for our members

Objective: Develop the next generation of transportation and distribution professionals.

Objective: Implement programs/events to enhance public/private partnerships.

Objective: Revitalize and expand individual member programs.

Objective: Develop academic/internet certificate programs for the transportation professional.

Objective: Implement programs/events that create an opportunity for our members to gain an enhanced perspective on current and relevant issues.

Objective: Create networking opportunities among our various constituencies.

Objective: Recognize achievements of our members through awards, publications and speaking opportunities.

4. Strengthen and expand the association

Objective: Initiate new programs and revise existing ones to strengthen the association.

Objective: Increase association membership.

Objective: “Reach out” to those considering transportation/military careers; e.g., ROTC and other transportation-related academic programs in order to contribute to their professional development.

Objective: Create meaningful national defense community relationships that allow for NDTA to become the catalyst for change and improvement in defense transportation, travel, distribution, and security related issues.

5. Ensure a motivated and trained staff with excellent equipment and facilities.

Objective: Develop and implement a working “quality of life” staff improvement program.

Objective: Prepare and implement an equipment and facilities improvement plan.

CLOSING THOUGHTS

We need to plan and work now on ways to make our global transportation system better tomorrow and in the years ahead. Each member has a stake in our vision and this strategic plan. Together, committed to excellence, we can accomplish our goals and objectives and achieve our vision.

Today America has the best Defense Transportation System in the world. No other country can project forces and sustain campaign operations on par with the United States. Neither does any other country have the capability to develop and sustain multi-modal global supply chains in support of a mega economy.

Our nation’s military success is the direct result of our ability to integrate a global commercial transportation and distribution system with the strategic transportation capability from the Department of Defense. This public- private relationship is the envy of the world and is enhanced by organizations like NDTA that promote government/industry cooperation and partnerships. NDTA is one association that provides the tie that binds government and industry together in pursuit of common interests.

However, our world is changing and the demands of the future require us to carefully plan how we effectively support our forces in deployment, sustainment, and redeployment. We must create a focus (culture) on continual improvements or change as we transform our global transportation system to best support our Nation.

As we look into the future and plan for challenges, safety and security will be primary areas of concern. NDTA must continue to work with our

members to seek ways to improve the transportation and distribution system and to better secure the global supply chain. We view security as consisting of four distinct parts:

Physical Security: Securing the physical "facility" through the use of fences/physical barriers, enhanced lighting, video, sensors, and other advanced technologies. This may also include screening passengers, screening cargo and physical inspections.

Personnel Security: Conducting personnel background checks, obtaining security clearances, where appropriate, implementation of a Transportation Workers Identification Credential (TWIC) and using biometric identification and other technologies where appropriate.

Information Technology Security: Using the entire range of available capabilities from password protection through encryption.

Supply Chain Security: Augmenting the above three areas by improving the safety and security of freight while it moves between and through the transportation nodes. Apply tracking and tracing technologies to achieve in-transit visibility of the mode of conveyance and the freight, apply tamper resistant electronic seals, use sensors to detect and report intrusions or tampering with the shipments while en-route or at a transshipment node, and advance reporting of freight movements to expedite processing through the transportation system.

Emphasis must continue in these areas, plus on public private cooperation and partnerships. We must also focus on process improvements, and working to transform our organization to meet tomorrow's requirements. Working together we are confident we can ensure a better more secure global transportation system.



National Defense Transportation Association