

RELEVANCE

Plan goes on shelf

The objectives of the private and public sectors differ and hence their planning and plans will likely differ. The public sector may strive for the greatest public benefit for the least cost, while the private sector wishes to maximize profits. The public sector participants may strive for organizational survival, while the private sector may be geared to growth.

Remarks of George T. Lathrop
Assistant Director
Department of Transportation
City of Charlotte, North Carolina

I was invited to assume a leadership role at the comprehensive transportation agency in Charlotte and was challenged to help focus that group on key activities. Based on that experience, I conclude:

- (1) strategic planning only works if there is a clear and demonstrable commitment to strategic planning by upper management--in my case by service, town council, legislature, etc.
- (2) strategic planning must be willing to view a broad range of scenarios--generally broader than is viewed today.
- (3) the mission statement is the most important part of the whole planning process.
- (4) a lack of information, statistics, and data makes planning difficult. Without it, it is difficult to assess where you are, to make decisions, to monitor actions, etc.

Remarks of Phillip C. Anderson
Colorado Department of Highways

Based on my experience in deriving a mission statement regarding economic development for the Colorado Department of Highways, I offer the following observations:

1. a staff member identified all past policy directives that had been issued.
2. one author developed a draft: build and maintain a system to support economic development where appropriate.
3. the statement was reviewed in comparison to actual experience. Contrasts with perspectives of private development were noted and required significant amounts of energy to resolve.

Plan goes into implementation

The purpose of the plan produced is to educate people and to help them in carrying out its objective. The production of the plan implies a commitment to the plan. It is a communication device which drives the budget, implies teamwork, and gives the entity multiyear consistency.

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4. the group received the support of top management for a revised version.
 5. finally, the group formulated an early warning and issue analysis unit to consider, for example, the impact of various new federalism initiatives.

The value of the process was that it focused on scenario development and on asking the key question; how shall we allocate scarce resources?

DEFENSE NEEDS FOR STRATEGIC TRANSPORTATION
Networks

by Robert Dienes
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In reviewing the agenda for yesterday's program, I noticed that "strategic planning" was a key item. In the present deregulated environment, I have no doubts that strategic planning is essential in the transportation world. More than ever, an acute awareness of shipper needs, traffic patterns, and the like is necessary to achieve our common objective--efficient service for the shipper and profitable operations for the carriers.

I'd like to approach the strategic planning issue from another perspective--defense needs--and our requirements for efficient multimodal strategic transportation networks in the event of mobilization or war. The DOD relies heavily on commercial transportation for peacetime and wartime moves; hence, I believe our strategic planning dovetails well with that being done in the private sector.

We've established six programs (highways, ports, railroads, pipelines, inland waterways, and Continental U.S. Air) each having the same general purpose--identify the defense-important transportation infrastructure; tell the owners and operators about our need; and keep the infrastructure in a condition ready for war.

In managing our transportation programs for national defense, we interface daily with operating directorates within MIMC and with public and private sector transportation agencies, particularly, the modal administrations of the U.S. Department of Transportation. For example, in our highways for national defense program, we interface with the Federal Highway Administration and the American Association of State Highway and Transportation Officials. Likewise, our Inland Waterways Program works with the U.S. Army Corps