

Boeing Leadership Association of Southern California

New Horizons

May – August 2014

Awards Nights

In May, our General Membership Meeting was focused on awards with the presentation of the 2014 Scholarship Winners as well as the National Management Association (NMA) Awards.

Past President Daniel Kaz opened the evening by introducing Tim Engel, VP of Information and Records and Scholarship Committee Chair. Tim gave an introduction regarding the long BLASC history of supporting Boeing's heritage of leadership through providing scholarships totaling over \$400,000 over the past 20 years.

This year there were 16 recipients of scholarships with a total of \$32,000 in awards. Presentations included short biographies about the scholars while proud parents were able to see their children receive certificates and checks which will go a long way in helping with tuition, books, and supplies for college. Scholarship winners included Usman Alam, Hannah



Bogich, Victoria Bustos, Jacqueline Doan, Lauren Koscal, Michael Larson, Emily Littleworth, Ciara Nagao, Elaine Thai, Caroline Trinh, Trinh Truong, Jeffrey Weis, Susan Xing, Paul Zambrano, and Bradley Croes. Pictured left is the top scholarship winner, Brennan Chang. He was presented with The Mossman Award by Diana Mossman.

NMA Awards were presented by Daniel Kaz (Past President) and Steve Stakley (SCAC President).

The Manager of the Year award was presented to Ellen Tarantino. Ellen is director of Supplier Management for Information Solutions, a division of Boeing Network and Space Systems. Ellen gave an inspiring speech about the source of her leadership. She took us back to her family's farm in Michigan and spoke fondly of milking cows, tending crops, and when she wasn't busy on the farm, she was completing homework. Ellen shared her heart with us and the audience was enriched with her guidance.



The Leader of the year winner was Denee Martel. Denee was BALC President in 2012, Past President in 2013, and played

a key role in the blending of the two chapters BLBLA and BALC into BLASC.

Denee has a positive and professional attitude, quick wit and great sense of humor – all very necessary to be a successful leader in today's fast paced business environment.

The Volunteer of the year went to Victor Koman. Victor was acknowledged as having extraordinary talent and being the ultimate volunteer. A few of Victor's efforts include being the booster manager, photographer, webmaster and managing information and records. Victor was also recognized a few years ago as the NMA National Member of the Year.



The Distinguished BLASC Member of the year award went to Judie Vullo. Judie has contributed at many levels of BLASC leadership. In 2013, she was VP of Professional Development and orchestrated over 100 opportunities for employees. Judie also published many of our newsletters in the past. The Innovation award was presented by Steve Stakley. The Innovation Award is given to members who find new ways to fix problems, improve management and leadership, as well as morale. This award also went to Judie Vullo!

Judie humbly accepted both awards and was quick to give credit to the various members of the BLASC board as well as past leaders of BALC.

The Keynote speaker was Dr. Johanna Hollowich. Johanna is the founder and president of Potencium Limited, an international consulting company with clients throughout Asia/Pacific, Europe and the Americas.

Johanna and her team took the audience into the workplace through a series of skits performed by two local actors. The skits were created to highlight a problem aerospace workers often have – working with difficult people. It was acknowledged by Johanna that very often we know that the engineering, design and

manufacturing of aircrafts, missiles, and satellites can be pretty straightforward. But the hard part can be the people part of the equation.



As an example, one skit showed an employee who was completely overbearing. He was unhappy and frustrated and he just wanted to bully his way through a business conversation. The tactic to “bring him back to reality” was to repeat his name to get his attention and then try to get him to focus by asking for specifics about what he wanted. This helped to clear his head and get him off an emotional level and back to the business at hand.



The skits were a great way to show us how to deal with different types of people in different situations. It was a great evening filled with laughter and learning.

Written by Tim Engel

Top Leadership Night

June's Top Leadership Night dinner featured an executive panel on the current and future state of sites & programs within SoCal. Our panelists included Peggy Morse, VP Directed Energy & Strategic Systems, BDS; Dan Hart, VP Government Space System, S&IS; Tom Croslin, VP Engineering SoCal Design Center, BCA; Naveed Hussain, Director Boeing Research & Technology, EO&T; Kelly Schlegel, Deputy Program Manager FAB-T, BDS; and Marta Schaper, Director SoCal Supply Chain Support, GS&S, BDS. Rick Baily, VP Engineering Mission Assurance & Product Support, BDS, served as our moderator for the evening.



From L to R - Marta Schaper, Peggy Morse, Tom Croslin, Dan Hart, Kelly Schlegel and Naveed Hussain

Rick Baily started the panel off with asking each panelist to give a short recap of their programs, their current climate or situation, and the key changes that they expect to see over the next few years.

Naveed Hussain described the many capabilities of the BR&T team, and added that not all breakthroughs had to be large. As Hussain put it, "We put a man on the moon before we put wheels on a suitcase." The future of BR&T SoCal is realigning their products with needs of their SoCal Boeing customers. He also described the future vision for BR&T, which pairs level 1s and 2s with level 5s and 6s mentors, while levels 3 and 4 would go to the business units to learn to apply the technology. He stressed that it is important to remember we're competing with not just Lockheed Martin and Northrup Grumman, but also Google and Amazon, and still this year Boeing ranked #1 in college grads for places they want to work.

Kelly Schlegel started by defining a terminal in simple terms: anything that communicates and sends a command.

Currently, her organization is looking for cheaper ways to build, and install terminals. She was asked what can we do to keep business in Southern California and she explained that first and foremost, we have to execute to keep the trust. But it

is also important to determine the difference between what the customer says they want, and what they really need. In the latest bid that was lost to Raytheon, if the team had been asking how to make the products more scalable, they would have been in a better position to compete.

Dan Hart detailed what is the business of S&IS: designing, building and operating unmanned spacecraft. A few years ago, S&IS started to investigate smaller powered vehicles, which resulted in a large resurgence in the commercial business, moving Boeing to the #1 commercial space system provider in the world. He explained testing is a fundamental part of everything S&IS does because you have to get it right. In the past year, many changes have occurred to consolidate testing. He stated S&IS is probably a quarter of the way through the journey, and there is still work to do to fully leverage that.

Tom Croslin described the brief history of the four new design centers, one of which is in Southern California. This addition will bring 1600 new jobs to Southern California. Over 30 million dollars has been invested in the Seal Beach site, to turn it into a showcase for Boeing's customers. An operation center is being built, and this 24/7/365 facility will be the customer focal point for BCA in SoCal. He was asked a tough question from a member of the audience "Why do the openings at the BCA design center almost always require commercial experience?" Tom explained that originally they were looking for specific 737 structures experience. But now more and more are being opened up for diverse backgrounds, and there are hundreds open right now.

Peggy Morse's organization is a new one as well, with two separate groups merging to become one in January of this year. Their team is very geographically diverse and is currently in the middle of recompeting for much of their recurring business. Her challenges are bringing a big team together and using the capabilities of all sites. The future looks bright, but will require working together with a lot of other sites, being really resilient, thinking outside the box, and determining ways to bring costs down.

Marta Schaper is currently overseeing the SoCal Supply Chain Support, for the Global Sustainment and Support group - specifically for C-17 program. They're on contract for Supply Chain sustainment and support through 2017, and will continue to reside in Huntington Beach for the near future. Because they previously shared resources with C-17 production, they anticipate major impacts while working through the transition as production ends. Her group also recently had the opportunity to support the 767 tanker as well, and they look forward to sharing resources with the new 767 design excellence group moving to Southern California. She stated that their future is bright but they need to continue to execute, and also broaden their organization.

BLASC truly appreciates our executive panel taking the time to talk about Boeing's current capabilities and our bright future. We were all filled with a sense of pride in the great work that we're doing and took away some ideas on how we can improve and continue to grow here in Southern California.

Written by Kari Harrison

BTEC 21: Building a Bigger, Better Boeing

The Boeing Leadership Association of Southern California (BLASC) of NMA initiated a new program in 2011 to help transfer technical leadership to junior employees. Through this program,

BLASC sponsors junior engineers to attend the Boeing Technical Excellence Conference (BTEC). This is a Boeing only conference designed to share technical knowledge and innovation across the Enterprise. This article describes the experience of Renee Holt who currently works on the SMS Guidance program in Huntington Beach as a Mechanical Design and Analysis engineer and Kevin Jenkins who currently works on the UCLASS program in St. Louis as a Flight Controls engineer.



The 21st Boeing Technical Excellence Conference (BTEC) held in St. Charles, MO set a clear vision for Boeing's future while increasing the global sharing of ideas across the enterprise. This was great news for the two of us as early-career engineers hoping to learn all we could about the future of the company and the industry. In addition to

hearing about future technology plans and business strategies, we learned about technological advances currently used within Boeing that were not well-known in our work areas.

The opening session was comprised of several engaging keynote speakers providing us a sense of the focus areas our leadership has for the enterprise and the strategy we're adopting to position the company correctly. Dave Sharp, the BTEC conference chair, welcomed us with "bring something to give along with something to take" supporting the mission to solve problems and provide solutions. After the welcome address, Rick Baily's straightforward and honest session on repositioning to find a sweet spot with the right mix of vertical and horizontal integration was a real eye-opener and exposed to us some of the complexities of our market and the challenges we face.

The first evening at BTEC presented a Global Technology showcase displaying information on what the company is doing all over the world. Another evening reception included a women's panel focusing on key differences perceived by gender stereotypes and ways for career success. Some key points were "confidence is a key attribute to success" and "having passion can overcome the challenges you face." The technical presentations, which were the backbone of the conference, showed us the forefront of technical achievement and innovation within the company. "Cloudy with a chance of Engineers" was a session on workforce planning tools with a focus on the vertical and horizontal workforce needs and associated challenges. We both went home with a stack of new business cards, each a prospect for technology reuse within our business areas. Just as important, we got to see what Boeing employees all over the world are working on, from biofuels to virtual reality to workplace safety, and how all of it can impact the future of the world.

One new development this year, that will hopefully grow to become a fixture of future conferences, was the "Rapid Commercialization" session on the last day that sought to draw a connection between the technologies presented during the week, and opportunities for their integration into the Boeing business. Only one of us was able to attend this pilot program, but it drew attention to the business aspect of technology development that is critical to the success of new ideas.

BTEC concluded with awards of achievement for the outstanding technical leaders who presented and demonstrated their work during the conference. We had the opportunity to cast our votes for best presentations and poster demonstrations. In addition to the awards, we had speaker sessions with several top company executives.

Jim O'Neil spoke about how hands-on training is becoming the new trend around the world. He provided an example of how kids playing video games do not read the manuals first; they just play to learn. He shared how Boeing is strategically positioning its technology in alignment with our Chairman and CEO Jim McNerney's vision of innovation.

John Tracy's closing remarks gave us a great perspective on how much Boeing has accomplished over its history, and how much it means to have been an industry leader for almost 100 years. Dr. Tracy provided quantitative information on the history of companies on the Dow Jones Industrial Average (DJIA) and how some companies that were on the DJIA when Boeing was added to it in 1987 are no longer there. The DJIA not only measures investments but also relevance, leadership, and change. John challenged us to continue to innovate and improve our products and the way we make them. We need to limit risks while increasing the pace of innovation, and to stay safe at work while leading the way on schedule, cost, and quality.

BTEC gave us some great ideas to take back to our workplace, and the impetus and inspiration to really make them happen. We both feel honored to have been selected to attend, and even more honored to be part of the company that produced the technology we saw this week.

Overall, attending BTEC provided an impact on our future and encouraged us to build our own legacy within the Company. It is easy to see how BTEC has become a fixture of Boeing's technical culture over the last 21 years and the immense value it presents to the enterprise and its attendees.

Written by Renee Holt and Kevin Jenkins



Scholarship Golf Tournament

An early sunrise greeted participants at the annual Boeing Leadership Association of Southern California (BLASC) Scholarship Golf Tournament on May 3rd. Catherine Lamas, Diana Johnson, Marie Von Zabern, Frank Croes and his wife Kim were there bright and early setting up and preparing for the day. Registration was a smooth and efficient process, with intense bidding on the many opportunity drawing prizes.

Executive participants included Jim Michel, Director of Material Management, BCA Long Beach and Fred Perez, VP of Retail Delivery, Financial Partners Credit Union. Early arrivers were rewarded with an abundance of balls at the driving range. The clubhouse was open early and offered breakfast to the golfers.

After a synopsis of the rules by the course marshall and welcoming remarks from the BLASC President, the golfers proceeded out to their assigned start holes. The "best ball" format kept play moving briskly, with some foursomes recording a bogie-free round. Marie caught each foursome's picture as they came around from hole 18 to hole 1.

Once each team played 18 holes and turned in their scorecards, they were refreshed with a generous luncheon buffet. Frank entered the scores from each team into the Peoria calculation, which handicapped each foursome based on six secret holes.



Raw score winners



Peoria winners

Raw score winners, with an 11 under par were Ed Segura, Bob Segura, Hugo Hernandez and Brandon Botelho. Peoria winners, with a low score of 61 were Chip Mc Farland, Bob O'Connor, Jim Fullaway and Greg Lang. All proceeds from the golf tournament went to the BLASC scholarship fund; the real winners were the 16 highly deserving students, who received a total of \$32,000 in scholarships.

A perfect day for golf was enjoyed by managers, co-workers, family and friends. Great appreciation goes to Catherine Lamas and her committee, to Eagle Glen Golf Course, and to Roger Dunn for their discount cards. Anticipation of the 2015 Tournament is already building!

Written by Glenn Button

LEADERSHIP DEVELOPMENT CONFERENCE

In May, several of your BLASC Leadership team traveled to Houston, Texas to attend the National Management Association (NMA) Leadership Development Conference -West (LDC-West). The conference had a very full schedule from Thursday afternoon to Saturday evening. Between workshops, networking, the Speech Contest and several training sessions, your BLASC Leadership team was kept busy. Here are some of the highlights from the conference.

Welcome Mixer



Getting to know all 55 plus attendees was going to be a difficult mission, but the conference welcome mixer gave us all a good beginning. With some heavy hors d'oeuvres, the attendees started networking outside in the “unusually pleasant” Houston weather. This beautiful weather stayed with us the entire weekend, which everyone enjoyed when we were given some time off. NMA Chairman Kiran Dambala, PMP, CM took center stage and introduced all of the NMA National officers and directors in the audience. The ice was broken and we were ready for the next event – the Opening Reception. It was a great event to start the conference off.

LDC Kickoff!

Presidents/Vice Presidents Workshop

For the first session of the conference, Steve Bailey, CM and NMA President, focused on leadership and team building. With today’s dynamic business environment, leadership responsibilities may be imposed suddenly. NMA chapters, such as BLASC, are excellent laboratories for developing and exercising our leadership skills without risking any impact to our sponsoring companies. Steve recommended Marcus Buckingham’s book “Stand Out” and its assessment as a great learning tool. With the customers of our Association spanning Boomers, Millennials and new hires, we must always be looking for new, better and different ways to communicate. A large part of leading well is honoring those on your team as individuals and as contributors. Focusing on the senior officers, Steve challenged us to always promote the Return on Investment that our Association offers to our Executives and to our members.



Kicking Professional Development to the Next Level

Professional Development Workshop

The Professional Development session was presented by Lisa Hart, NMA Secretary. She went over the various personal and professional development opportunities for its members. Among these opportunities, participants gain new skills, invest in their own careers, and build new relationships. NMA offers exciting classes such as Foundations of Management and the Certified Manager Program. These valuable skills can help catapult ones career to the next level. There is also a Chapter Rewards program in which a \$2/member dues rebate can be applied toward the purchase of NMA educational materials and conferences. Moreover, when NMA members complete these training programs, they are able to receive recognition awards.

It’s All about the Numbers!

Secretary/Treasurer Workshop

Nancy Bennett, the National Vice Chair from BCBSM Leadership Development Association, conducted the secretary/treasurer workshop. To start off, she went through the roles of the secretary, which includes the administrative record keeping of the chapter, and also facilitating communication between chapter members, other chapters, and NMA. It was brought up that these items are particularly important in California, where chapters could potentially be audited by the state to retain their nonprofit status.

On the treasurer side, Nancy said that a finance background would be particularly helpful, as they would already be familiar with corporate policy and could prevent possible internal audits. The importance of keeping good financial records and being transparent about those records was stressed heavily. Most chapters had gone through voluntary audits at some point, and suggested this as a good standard practice.

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SUMMER EVENING CONCERT & WINE TASTING

On Thursday, August 21st, BLASC hosted a summer dinner event at the Old Ranch Country Club in Seal Beach. The theme for the evening centered on wine tasting and booster recognition. During the event the audience was serenaded by the sounds of The Blenders, one of Orange County's finest bands. The Blenders provided a mix of blues, rock, jazz and folk music. The evening was topped off with a performance by the Bombshell fire dancers.



The evening began with a sampling of wines provide by the Old Ranch Country Club. The wines ranged in flavor from the crisp and sweet moscato to the oak and berry infused cabernets. There was a taste to suit the most discriminating palates of those in attendance. The invocation was done by Tim Engel and then it was time to eat. A buffet dinner was served which included beef, fish and chicken with an array of side dishes. The venue has a beautiful patio area that overlooks the golf course and it was a great area to

host this summer event with the setting sun as the backdrop.

During the course of our dinner BLASC took time to recognize and celebrate the accomplishments of the boosters. They received certificates of appreciation and were entered into a special raffle. Kim Talor and Mark Goldhamer received special recognition for their extraordinary work and leadership within the booster team and Don Rising received recognition for his tireless support and efforts behind the scenes. Thank you to all of the boosters for the work you do!

Written by Catherine Lamas



Check out what's coming up next!

Tuesday, September 16 – Membership Drive at Baja Sharkeez in Manhattan Beach at 5:00 PM. Free apps and drink! New Member Fee waived! RSVP by 9/12 to Andy Wang

September GMM – Tuesday, 30th at Long Beach Marriot with Craig Weber, Engineering Leadership Program (ELP) Facilitator

October GMM – Thursday, 23rd at Old Ranch Country Club in Seal Beach with Will Roberts, modern day cowboy

We need YOU!

Are you proficient in ColdFusion? Do you have experience or want to gain experience being a webmaster? Are you creative and looking for an outlet? BLASC is looking for a new webmaster to help makeover and maintain our website, www.blasc.us. If you are interested, please contact Kehinde Aribigbola for more information.

Award-Winning Teams are Good Public Servants

Community/Youth Services

The Community and Youth Services workshop was presented by our very own Joe Morano, CM. As with the other sessions, the first part was a slide show, then the room broke up into smaller groups for discussions. The slide show presentation covered types of community activities in which a chapter can become involved in as well as a detailed description of the NMA Leadership Speech Contest. Joe showed three questions for the smaller groups to discuss and offer ideas and solutions.

Understanding the NMA “Draft”!

Membership Recruiting



The last workshop on Friday was presented by Janine Swoboda from Lockheed Martin, Ft. Worth, Texas. This session focused on growing and maintaining membership. Janine discussed the importance of setting measurable goals, maintaining two-way communication with members, promoting member participation, and reaching out to all potential members. We also had an opportunity to break out into groups to share ideas on the types of events that have worked to recruit new members and how to retain current members.

How to Fill the Stadiums!

Programs

Sarah Hudgeons, of Lockheed Martin, in Ft. Worth, Texas facilitated the first session on Saturday morning. Sarah discussed the challenge to remain innovative and to bring new ideas and events to our meetings and for our members to participate in. She talked about the need to keep thinking of ways to “spice it up” and to keep it fun. She also discussed the need to market the meeting or event, to use our members’ time well, and to sell the “product” to generate interest. Sarah focused on three steps to effective programs: 1) planning ahead 2) setting the content and 3) staging the meeting. For our exercise, we broke out into groups and planned an event. We chose a location, the type of event, and created a check list to capture the tasks and assignments needed to hold a successful event.

Celebrating the Win!

Recognition and Awards

The workshop on Recognition and Awards was hosted by Sue Kappeler, CM, Vice President of Integration and Operations for NMA. The presentation went through three different forms of awards, Individual Recognition Awards, Chapter Recognition Awards, and Council Recognition Awards. For individual awards, there are National Level, Council Level, and Chapter Level awards. Chapter Recognition Awards are in the categories of Professional Development, Community Service, Growth and Publications. Avis French will be the first person to win an Outstanding Individual Award.

In our breakout group discussions, we talked about other, less formal ways to recognize chapter members. Some of the ideas discussed were member appreciation luncheons, “Member of the Month” certificates, recruiter rewards for bringing in new members and funny awards, or having a New Member Spotlight in each newsletter.

Post-Game Highlights!

Open forum with National officers

The question and answer session was held on the last day of the conference, right after a satisfying lunch.

Everyone was refreshed and ready to ask our NMA national officers some questions. The panel discussion was hosted by Steve Bailey, CM, NMA President. Tara Stearman from Fort Worth, TX asked the officers how NMA has helped their career. Candi Creel shared that she became a member of NMA 12 years ago while working at

Goodrich and that it's been a great opportunity to meet new people. Michael Williams, the newest National Director for NMA asked a very interesting question. He wanted to know what the number one thing was that kept the directors awake at night regarding NMA. Steve Bailey, quickly answered "Members!" Currently, membership is dwindling, but looking at the future, he feels confident NMA is on the pathway for gaining new members. There have been three new chapters in 2014 and hopefully more to come!

NMA Speech Contest

The Speech Contest session was hosted by Peter Burns, PMP, CM, of the Alcatel-Lucent Leadership Association. Seven talented teenagers from various leadership chapters were selected to deliver inspiring speeches on leadership. Several contestants explained leadership through interesting comparisons with nature such as a sequoia tree, impala, elephant, and a flea. Other contestants drew from the lives of historical heroes, Winston Churchill and Nelson Mandela, and how they instituted change and espoused leadership values. Perhaps, a landmark quote that summarized the whole evening would be "The point of leadership is not to be swayed by incumbency, but it is to share consensus." These poignant vignettes on leadership proved to be striking examples of the potential of today's youth.



NMA Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.

NMA Code of Ethics

- ▶ I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- ▶ I will assume that all individuals want to do their best.
- ▶ I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- ▶ I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- ▶ I will keep informed on the latest developments in techniques, equipment, and processes.
- ▶ I will recommend or initiate methods to increase productivity and efficiency.

- ▶ I will support efforts to strengthen the management profession through training and education.
- ▶ I will help my associates reach personal and professional fulfillment.
- ▶ I will earn and carefully guard my reputation for good moral character and good citizenship.
- ▶ I will promote the principles of our Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- ▶ I will recognize that leadership is a call to service.

NMA... THE Leadership Development Organization

NMA Developing the LEADER in You!

NMA Vision Statement

NMA is a worldwide partnership of people and businesses, inspiring outstanding leadership, and cultivating highly productive workplaces.



NMA Mission Statement

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of members and contribute to the effectiveness of sponsoring organizations.

GENERAL OBJECTIVES

- 1 **MEMBERSHIP SCOPE:** To offer benefits and services attractive to all levels of employees from sponsoring organizations, while respecting the autonomy of each chapter's membership eligibility standards.
- 2 **CHAPTER CONCEPT:** To promote dynamic and positive NMA chapter operations through a broad range of chapter assistance programs to include officer training, chapter-focused communications, an effective program of recognition and awards, and expanded promotional efforts/communications with executive management.
- 3 **DEVELOPMENT:** To provide quality and cost-effective management and leadership development materials, both on a proprietary basis as well as by arrangement with other organizations.
- 4 **IMAGE:** To increase Association stature, visibility, and credibility by building a mutually beneficial relationship with a major educational institution to research organizational and human behavioral issues, management and leadership processes, and the latest development techniques/delivery systems.
- 5 **ENDOWMENT PROGRAM:** To conduct an ongoing fund-raising program to finance the objectives of the NMA Educational Foundation.
- 6 **GLOBALIZATION:** To support members and sponsoring organizations in the global economy and develop international chapters as warranted without detracting from the services/benefits to existing chapters.
- 7 **FINANCIAL INTEGRITY:** To allocate resources to programs and activities supportive of the NMA Mission Statement and General Objectives; conduct rigorous financial evaluations of all existing/potential programs on an annual basis; and, consistent with needs, accelerate non-dues income with special emphasis on open market sales of training materials.
- 8 **ORGANIZATION PROCESS:** To streamline voluntary and staff organization structures so that they best fulfill the NMA Mission Statement and General Objectives.

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