

North American Export Committee



Strategic Plan 2012-2015

Approved November 2011

The NAEC is a 501(c)(3) Florida not-for-profit organization governed by its members. Representatives from a variety of organizations comprise the Board of Directors three of them serve as corporate officials for the Organization. The Board sets policies, procedures, directions corporate standards and membership fees.

The NAEC is a virtual Organization with many points of operation. Its primary office is located at:

**North American Export Committee
C/O Miami Dade Police Department
14051 Southwest 79th Street
Miami, FL 33183**

NAEC Strategic Plan

Introduction

The North American Export Committee (NAEC) was created by a group of individuals from organizations concerned with the growing problem of stolen vehicles being exported and imported. Since its founding, the NAEC has held biannual meetings in the United States, Canada and subsequently Mexico to further establish the organization. From these meetings, the NAEC has developed a model export program that encompasses the mission and vision of the organization on how to combat the illegal exportation and importation of stolen vehicles.

Purpose and Scope of Plan

It is very easy to pontificate lofty, high-minded goals without providing concrete objectives. This Plan is a document that the NAEC can truly state, "This is our plan for stopping the illegal exportation and importation of stolen vehicles". It is probably safe to say that no other document or plan exists today that addresses these problems or offers solutions to the problems on an international level.

While the identification of these goals and objectives serves as a model for the NAEC, it is clear that governmental and private entities in the United States, Canada, Mexico, around the globe and the law enforcement response are the keys to the success. The collective participation and willing collaboration to adopt and implement these goals are critical factors in the success or failure of this endeavor.

The NAEC does not endorse, promote or direct the use of any specific products or companies. Comments made in any correspondence are based on individual observations and those observations gathered by various law enforcement entities.

This Plan identifies the strategic goals that provide direction for the future, the objectives associated with the goals that provide a means of measuring success, and the actions necessary in the long-term operational horizon.

Mission and Vision Statements

NAEC Mission

The mission of the NAEC is to bring together those entities on an international level that share a common goal of combating the exportation or importation of stolen and fraudulent vehicles and for the exchange of information to achieve that goal.

NAEC Vision

The NAEC vision and aspiration is to be the premiere organization that coordinates activities and facilitates the exchange of information and ideas/concepts as it relates to the exportation or importation of vehicles.

NAEC Operating Environment and Market Position

The NAEC was created in response to a need in the market place. Marketplace needs were identified through numerous sources, word of mouth, corporate owners personal encounters/experiences, friends and subject matter expert referrals.

The NAEC was founded in 1996 and incorporated in December of 2002 in the state of Florida for the sole purpose of assisting law enforcement, insurance, rental car and vehicle finance companies and the public in protecting its vehicles from being illicitly exported. NAEC's solutions and service assistance is in response to current volatile economic market conditions in a Global environment that breeds an increase in vehicle theft, vehicle fraud and vehicle theft by deception.

The NAEC's intentions are to provide quality service by assisting law enforcement to improve their efforts to combat stolen vehicle exportation, both in the short and long term. In 1995, a committee made up of representatives from both Canada and the United States was formed to explore ways of improving export reporting and interdiction methods. In 2000, interested parties from Mexico became involved in the Committee. The following entities and/or industry representatives now make up the North American Export Committee:

United States

National Insurance Crime Bureau
National Vehicle Service
US State and Local Law Enforcement
US Insurance Industry
US Rental Car Industry
US Vehicle Finance Industry
Intl Assn. Auto Theft Investigators
American Assn. Motor Veh. Administrators
Regional Auto Theft Prevention Authorities
National Salvage Vehicle Reporting Program

Canada

Insurance Bureau of Canada
Canada Provincial and Local LEA
Canadian Insurance Industry
Canadian Rental Car Industry
Canadian Vehicle Finance Industry
Canadian Registrar of Imported Vehicles

Mexico

OCRA
REPUVE

The Committee's primary objective is to develop export and import programs that can be utilized internationally to combat vehicle export/import theft and fraud. The provisions for these programs should include:

- Electronic reporting of all exported vehicles**
- Timely, efficient response of trouble messages**
- Enforcement of Vehicle Export Laws**
- Relevant International Data exchange**
- Monitor and Influence Vehicle Export and Import Laws and Regulations**

NAEC Strengths, Weaknesses, Opportunities & Threats

Strengths

Small Core Group, Flexible and Responsive
Excellent Stakeholder Influence and Liaison
Many Years of Diverse Experience/Expertise
Focused on Entire Vehicle Export Issues
Excellent LE Liaison
Strong North American Representation
Recognized Credibility

Weaknesses

- Lack of Dedicated Oversight
- Lack of Communications (Internally & Externally)
- Lack of Awareness Issues of NAEC
- Lack of Specific Capacity
- Clear Specific Country Strategy and Resources
- Ability to Balance Wants and Needs
- Structure for Issue Awareness
- Representative Organizational Commitment
- Lack of Participation by LE Groups

Opportunities

- Foster an Environment for International Vehicle Data Exchange
- Redefine Export Vehicle Data Collection
- Pursue Funding for Vehicle Export Interdiction
- Develop Best Practices for Vehicle Export Data Collection and Interdiction Programs
- Redefine/Reinvent NAEC
- Incorporate Import Issues as a Core Objective
- Shape Policy in Direction of NAEC Mission
- Develop Best Practices for International Vehicle Export Location, Return/Recovery and/or Disposal
- Position NAEC as a Coordinator for Resources to Assist Customs in Implementing
- Facilitating and Maintaining Vehicle Export Interdiction
- Develop Policy Position Statements and Letters
- Become an Authoritative Source of Case Study and Policy Education for Agencies and Legislative Bodies
- Weak Global Economy Reduces LE Efforts to Combat Vehicle Theft and Fraud

Threats

- Customs Mission Focus is on Inbound
- Lack of Dedicated Committee Funding
- Government Funding Cut-Backs for Vehicle Theft and Vehicle Export Interdiction Efforts
- Global Economy
- Committee Membership Support
- Stakeholder Conflict
- Limited Capacity by Committee Members

Strategic Goals

Five strategic goals, not listed in order of priority have been identified that if accomplished, will advance NAEC in the desired direction:

Strengthen the committee membership to ensure comprehensive representation of key stakeholders.

Encourage and assist with the development of International Data Exchange method that will positively impact vehicle theft and fraud.

Coordinate the efforts between multiple jurisdictions/levels to combat the illegal exportation and importation of vehicles.

Maintain, enhance, and develop concepts and processes to reduce the illegal exportation and importation of vehicles.

Influence policies that affect the exportation and importation of vehicles.

These Strategic Goals and their associated objectives are outlined in detail as follows:

Strategic Goal 1: Strengthen the committee membership to ensure comprehensive representation of key stakeholders.

Objective 1: Re-establish a relationship with Customs Agencies throughout North America – The absence of Customs participation in the three countries is apparent. It is imperative to our mission that Customs in North America is engaged in the outbound shipment of vehicles. We must utilize our relationship with the Federal Authorities to gain interest from Customs officials in the US, Canada and Mexico.

Objective 2: Establish international strategic partnership – We must enter into new strategic relationships and/or expand current relationships to include law enforcement, governmental agencies worldwide, and Interpol. NAEC needs to re-establish relationships with other organizations such as rental car associations and financial institutions. We also need to identify other stakeholder organizations that are relevant and determine an outreach strategy.

Objective 3: Enhance member participation - Explore and identify strategies to enhance member meeting participation via remote means.

Strategic Goal 2: Encourage and assist with the development of International Data Exchange methods and data standards that will positively impact vehicle theft and fraud.

Objective 4: Encourage public data sources to share vehicle data - At every opportunity we must seek out those public and private data sources that can assist with the Committee's mission and encourage them to contribute to our efforts by sharing their data for the greater good.

Objective 5: Identify relevant vehicle data sources that are available – We should host a meeting of public and private data sources and determine if they are willing, if allowable to share their data with others to combat vehicle theft and to assist with the Committee's mission.

Objective 6: Encourage the development of necessary systems, connectivity and procedures within individual countries to combat the illegal importation and exportation of vehicles

Strategic Goal 3: Coordinate the efforts between multiple jurisdictions/levels to combat the illegal exportation and importation of vehicles.

Objective 7: Encourage U.S. and Canadian authorities - NAEC will lobby U.S. and Canadian authorities to agree to share stolen vehicle data with Interpol's ASF-SMV.

Objective 8: Partner with IATTI – We need to partner with IATTI to bring about an agreed upon workable system with DOJ (FBI/RCMP).

Strategic Goal 4: Maintain, enhance, and develop concepts and processes to reduce the illegal exportation and importation of vehicles.

Objective 9: Develop and/or refresh ATIP plan – NAEC should revisit the ATIP MOU to establish a comprehensive program that includes best practices, policies and a “model MOU” to create a workable program.

Objective 10: Develop a strategy for outreach and support – We will develop a strategy to gain support for the ATIP program.

Objective 11: Implementation of strategy – Once the outreach/support strategy has been developed; we will take steps to execute the strategy

Objective 12: Prepare a “white paper” that documents the NAEC solution for reducing the illegal importation and exportation of vehicles. NAEC would clearly outline its vision for reducing the illegal exportation/importation of vehicles; this should include data exchange, methods, best practices, policy positions, ATIP etc.

Strategic Goal 5: Influence policies that affect the exportation and importation of vehicles.

Objective 13: Develop position papers and support documentation – We need to highlight issues relating to the illegal importation and exportation of vehicles to educate the public and policy makers as to the issues and approaches to the problem.

Objective 14: Provide specific policy recommendations – NAEC should provide policy recommendations to initiate policy solutions and impact the outcome of policy debates initiated by others when they surface.

Objective 15: Utilize media – NAEC committee members will utilize all available media platforms to promote NAEC’s mission and vision.

Operational Plan

To move forward in the direction outlined by the strategic goals, the NAEC must execute short-term actions in the 1-3 year timeline. The roadmap for these actions is the NAEC Operational Plan that will be reviewed and updated on an on going basis.

Operational Plan 2012-2015

With the strategic goals providing a roadmap to the future, and the strategic objectives providing a method to measure progress in the process, we have developed an operational plan that is proactive, ambitious and flexible. This plan combines short-term activities with long-term changes in the way we conduct our business. On a periodic basis, the plan will be reviewed, not less than annually, to ensure that it is up to date and continues to reflect the strategic roadmap for NAEC.

All Goals and Tactics:

The Board or Strategic Planning Committee will annually review and approve performance goals. This annual review will include quarterly updates.

Strategic Goal 1: Strengthen the committee membership to ensure comprehensive representation of key stakeholders.

- a. Establish a stakeholders sub-committee (1st Qt 2012)
- b. Develop a list of targeted stakeholders to serve (3rd Qt 2012)
- c. Select and solicit stakeholders (1st Qt 2013)
- d. Conduct new Member orientation (3rd Qt 2013)
- e. Develop and Implement new Member Retention Program (4th Qt 2013)
- f. Monitor input and participation of all Members (ongoing)

Strategic Goal 2: Encourage and assist with the development of International Data Exchange method that will positively impact vehicle theft and fraud.

- a. Identify and prioritize key data exchanges opportunities that will positively impact (1st Qtr 2012)
- b. Develop outreach/communication strategy to engage data owners (2nd Qtr – 3rd Qtr 2012)
- c. Initiate outreach to top two - three data exchange opportunities (3rd Qtr 2012 – 1st Qtr 2013)
- d. Assess status and adjust strategy as needed (ongoing)

Strategic Goal 3: Coordinate the efforts between multiple jurisdictions/levels to combat the illegal exportation and importation of vehicles.

- a. Identify the specific areas inside the Canadian, Mexican and U.S. Governments and Interpol, in charge of Stolen Vehicle Data. (3rd Qt. 2012)
- b. Facilitate contact between these 4 parties and Interpol so they can exchange points of view on the benefits of sharing data. (1st QT. 2013)
- c. Encourage all parties to design and implement a pilot program that will show the relevance of sharing data. (1st Qt. 2014)
- d. Facilitate the implementation of a permanent program to share data between the 4 parties. (1st. Qt. 2015)
- e. Identify areas of cooperation between the 2 parties. (3rd Qt. 2012)
- f. Identify points of contact in RCMP, REPUVE and FBI. (1st. Qt. 2013)
- g. Facilitate contact between the 3 parties to discuss the possibility of designing a common system including data from the 3 countries. (1st. Qt. 2014)
- h. Facilitate the implementation of a new program linking data from the 3 parties. (1st. Qt. 2014)
- i. Identify points of contact in CBP regarding their new Export Reporting Process. (1st. Qt. 2013)
- j. Facilitate and support CBP in the implementation of their new program. (1st. Qt. 2014)
- k. Facilitate contact between CBP and Canadian and Mexican entities to share data to be included and used on their new program. (1st. Qt. 2015)

Strategic Goal 4: Maintain, enhance, and develop concepts and processes to reduce the illegal exportation and importation of vehicles.

- a. Create a working group of appropriate stakeholders to create draft framework identifying issues and index of desired position papers and support documentation. (1st Qt 2012)
- b. Begin drafting of management overview of issues for systematizing and organizing position papers with administrative policy implementers and operating management. (1st Q 2012)
- c. Prepare single page examples for talking points when meeting with legislative staffers, legislators and high level policy makers. (2nd QT 2012)
- d. Begin drafting of position papers and supporting documentation. (2nd Qt 2012)
- e. Identify key contacts and begin effort to educate those key contacts using developed materials. (4th Qt 2012)
- f. Develop mechanism for keeping materials up to date as policy initiatives, rules updates and research evolves. (3rd Qt 2012)
- g. Identify applicable agencies and current rules and statutes that need to be upgraded or better supported. (1st Q1 2012)
- h. Draft bullet points for issues and recommended improvements. (2nd Qt 2012)
- i. Work with agencies to get their feedback and buy-in for the proposed improvements. (3rd Qt 2012)
- j. Reach out to key staffers and legislators, and key agency personnel to advance improvements in rules, regulations and statutes. Develop 'champions' to help move the improvements forward. Work closely on a continuing basis to make those improvements become a reality. (4th Qt 2012)
- k. Identify a group of key NAEC resources to be able to interact with media platforms. This may require coordination with other parties who may have better resources for dealing with media, and with whom NAEC's expertise and credibility can be best leveraged when dealing with media. (2nd Qt 2012)
- l. Reach out to Federal, State and International parties as appropriate to constantly develop credible examples of publically distributable examples to further the message and objectives. (2nd Qt 2012)

Strategic Goal 5: Influence policies that affect the exportation and importation of vehicles.

- a. Create a working group of subject matter experts in the area of vehicle exportation/importation issues. (2nd QT 2012)
- b. Gather appropriate information and documentation to support a Fact Paper on issues related to vehicle export and import issues. (4th QT 2012)
- c. Draft a single document that can be used to educate the public and influence/educate policy makers. (2nd QT 2013)

- d. Identify issues that should be brought to the attention of Regulators and Policy Makers. **(3rd QT 2013)**
- e. Develop concise possible solutions to these issues in the areas of Rules, Regulations or Laws that can be presented to Decision Makers. **(on going)**
- f. Monitor for potential regulations and laws that can negatively impact the exportation and importation of vehicles creating an environment for criminal activities. **(on going)** these issues. **(3rd QT 2012)**
- h. Identify all forms of Media outlets that can be utilized to communicate the NAEC message to all appropriate audiences. **(2nd QT 2012)**
- i. Develop personal relationships with appropriate media outlet personnel. **(1st QT 2013)**
- j. Create individual audience focused materials/programs/messages that can be utilized to assist NAEC in delivering its messages. **(4th QT 2012)**
- k. Proactively seek opportunities to promote the NAEC Mission and time appropriate messages. **(on going)**

Acronym Index

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| ATIP | Auto Theft Interdiction Program |
| ASF-SMW | Automated Search Facility Stolen Vehicle Data Base (Interpol) |
| CBP | US Customs and Border Protection |
| CBSA | Canada Border Services Association |
| DOJ | Department of Justice |
| IAATI | International Association of Auto Theft Investigators |
| FBI | Federal Bureau of Investigations |
| LEA | Law Enforcement Agencies |
| MOU | Memorandum of Understanding |
| NAEC | North American Export Committee |
| OCRA | Oficina Coordinadora de Riesgos Asegurados, S. C. (Mexico) |
| RCMP | Royal Canadian Mounted Police |
| REPUVE | Registro Publico Vehicular (Mexico) |