

# *Strategic Plan*

*OUR GUIDE TO THE FUTURE*

1997

***FAA LOGISTICS CENTER***

# *Introduction*

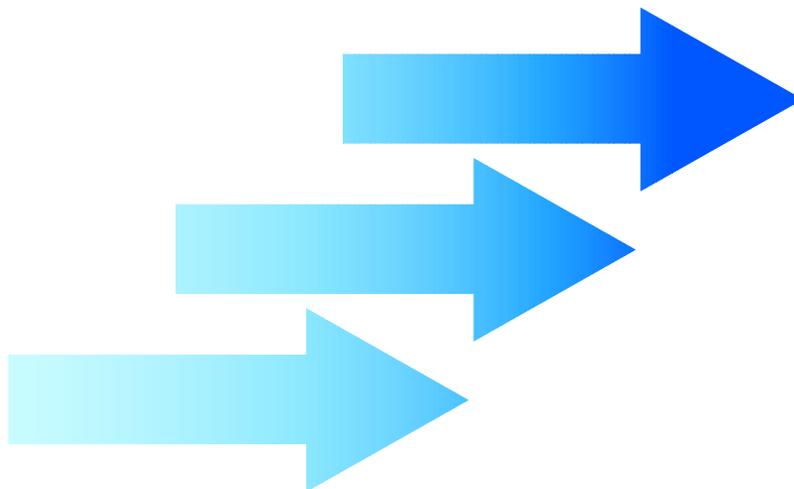
## **Purpose**

The FAA Logistics Center's strategic plan provides a direction for the future based on analysis of factors affecting current Logistics Center business operations.

## **Process**

A group comprised of Logistics Center managers, labor representatives, and employees projected how the Logistics Center will look in the future. The FAA Logistics Center management team analyzed the current environment, external factors that could change that environment, and identified strategies to meet future challenges.

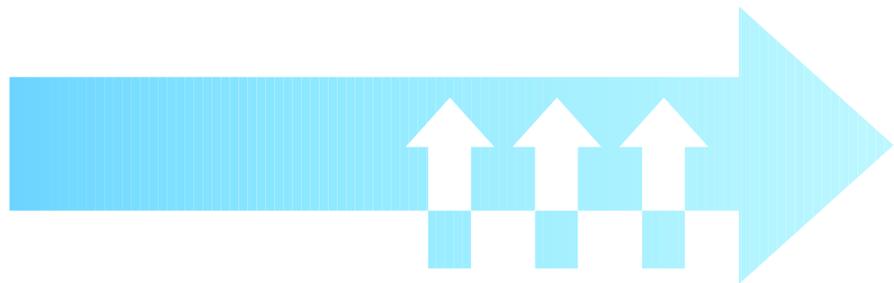
In March 1997, the strategic planning group revised the strategic goals and applied the "Balanced Scorecard Approach" to develop measures and targets for each strategic goal.



# Environmental Assessment

*“The National Performance Review is about change -- historic change -- in the way government works.”* This is the first line of “From Red Tape to Results, Creating a Government that Works Better and Costs Less, Report of the National Performance Review,” published in September 1993. The FAA Logistics Center’s strategic planning group not only sees change in our future, but wants to lead the way in making historic changes in the way we work.

The following factors are some of the most significant changes affecting our future:



## Major Factors Affecting the Future

- Replacement of traditional ground-based systems by Global Positioning System (GPS).
- Increased use of non-developmental items and commercial off-the-shelf (COTS) equipment and systems.
- The National Performance Review — a challenge to create a government that works better and costs less.
- New flexibility in the areas of human resource management and acquisition.
- Increased competition for shrinking budget allocations.

# Vision

*The FAA Logistics Center is a world-class, customer-driven logistics organization whose quality services are in demand throughout the FAA and worldwide.*

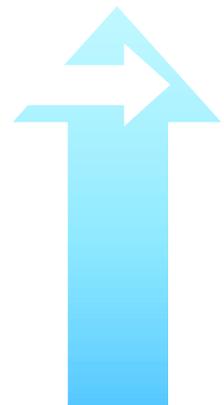
# Mission

*The FAA Logistics Center provides comprehensive logistics support and high quality products, assuring safety of the flying public, and satisfies the needs of the National Airspace System (NAS) and other valued customers.*

## Key Business Processes

Key business processes are those processes cutting across FAA Logistics Center divisional or functional lines. All Logistics Center employees play a role in delivering products or services produced by one or more of these processes.

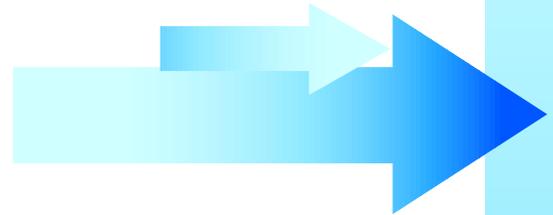
- Contractor Maintenance Logistics Support (CMLS)
- Contractor Depot Logistics Support (CDLS)
- Organic logistics support
- Site depot services
- Acquisition planning
- Refurbishment



# *Organizational Values*

## **We Believe In and Are Committed To...**

- Customer and Employee Satisfaction
- Quality and Teamwork
- Leadership and Communications
- Loyalty, Commitment, and Trust
- Diversity and Corporate Citizenship
- Innovation and Risk-Taking



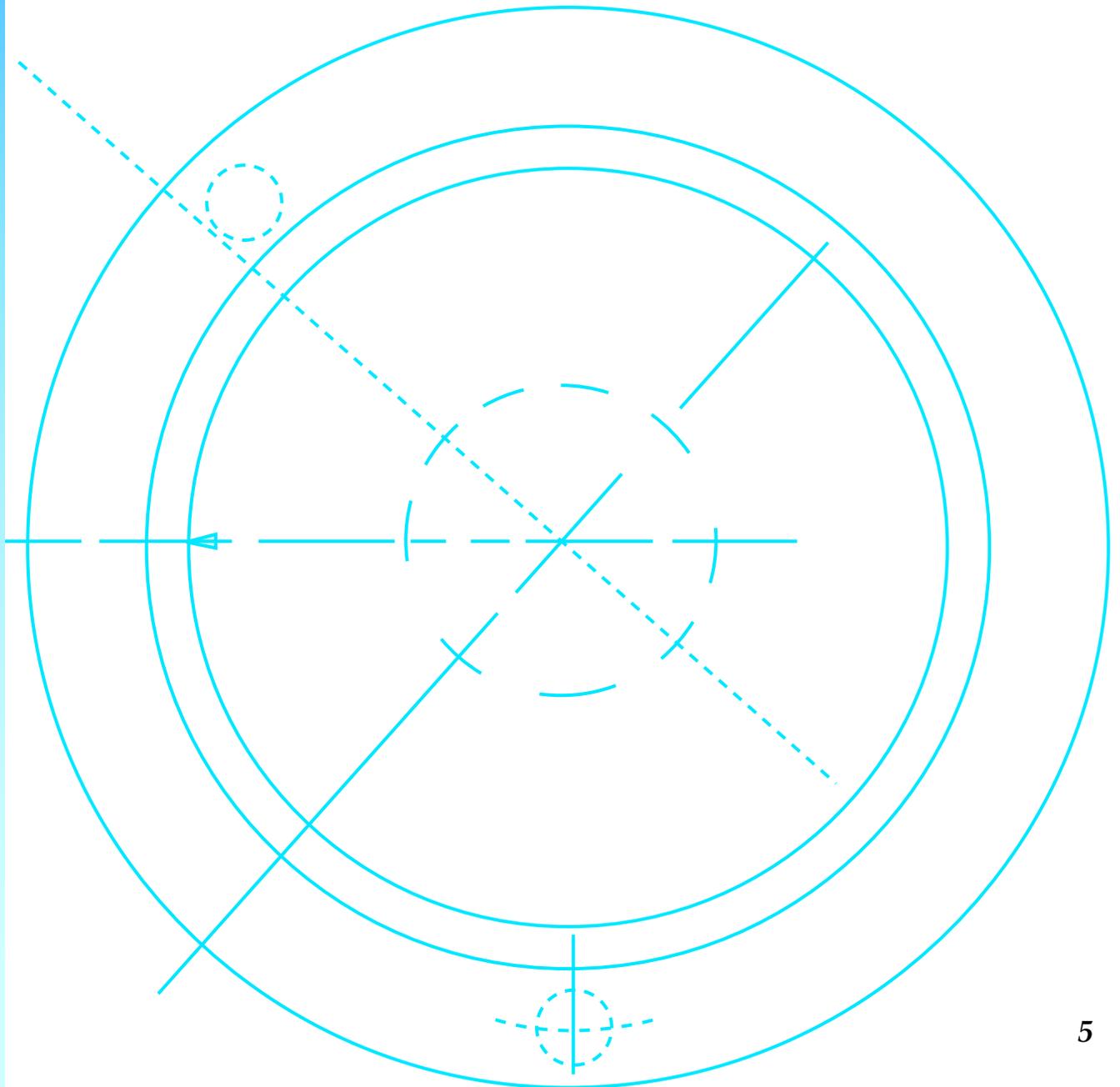
## **Organizational Values Will Be Achieved Because Our Culture Says...**

- Everyone understands the vision and priorities of the organization.
- People enjoy coming to work and take pride in their job.
- Everyone is treated with respect.
- Leaders model the value of employee involvement and customer satisfaction.
- People are committed and loyal to this organization.
- Everyone knows their customers and their needs.
- People have the opportunity to influence how the work is done.
- We know and measure how well we're doing in satisfying customers.
- Ideas are exchanged openly.
- We systematically analyze and improve how the work is done.
- Decisions are usually made by consensus.

# Strategies

*The FAA Logistics Center will employ two broad strategies to achieve our vision:*

- Focus on the customer to become a customer-driven organization.
- Increase and/or sustain business for the FAA Logistics Center.



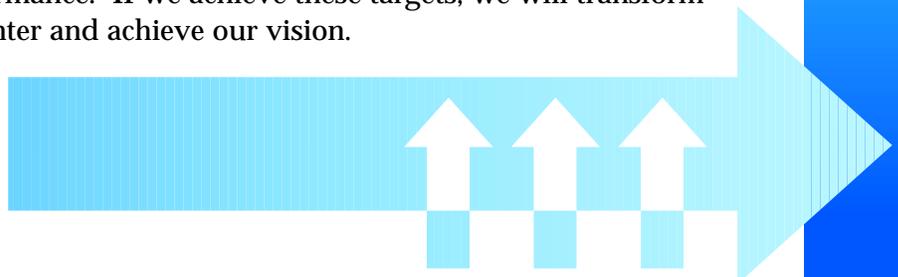
# Strategic Goals, Measures, & Targets

*The FAA Logistics Center's strategic goals, measures and targets were developed using the "Balanced Scorecard Approach." The Balanced Scorecard Approach says the success of an organization is dependent upon balancing various aspects of the organization to achieve overall success. Managers must look at the organization from four basic perspectives:*

- **The Customer Perspective** - What must we do to satisfy, retain, and attract new customers?
- **The Financial Stakeholder Perspective** - What must we do to increase business and ensure financial success?
- **The Internal Business Perspective** - What internal processes must we excel at to satisfy our customers and assure financial success?
- **The Learning and Innovation Perspective** - What must we do to develop employee skills and technology to continue adding value to our customers and improve our capabilities?

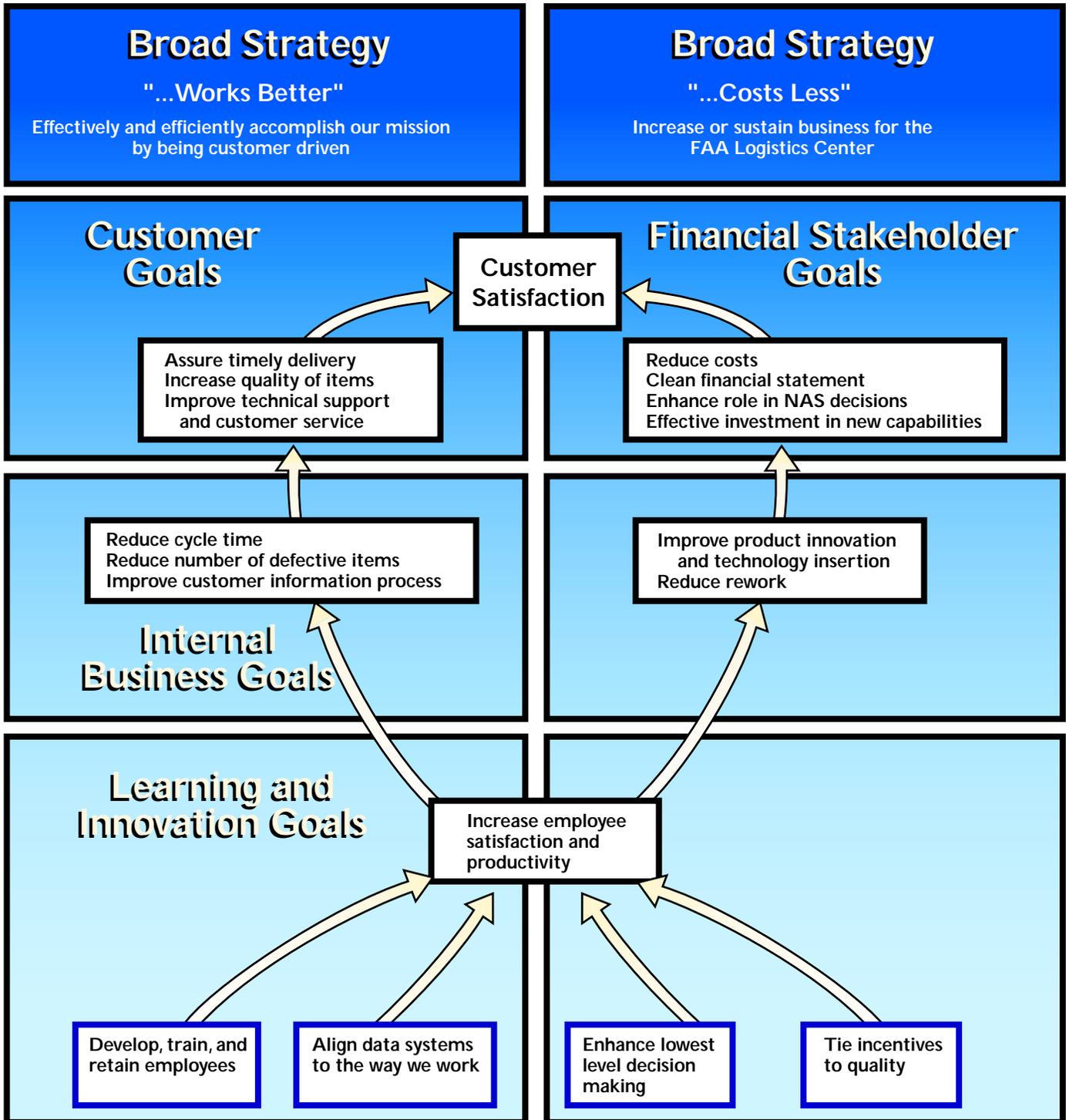
The FAA Logistics Center's **Balanced Scorecard** consists of the following:

- **Strategic goals** translate our broad strategies into actionable goals to achieve our vision of the future.
- **Measures** describe what we will measure to determine whether or not we have met our goals.
- **Targets** for the measures are set 3 to 5 years out and are designed to s-t-r-e-t-c-h our performance. If we achieve these targets, we will transform the FAA Logistics Center and achieve our vision.

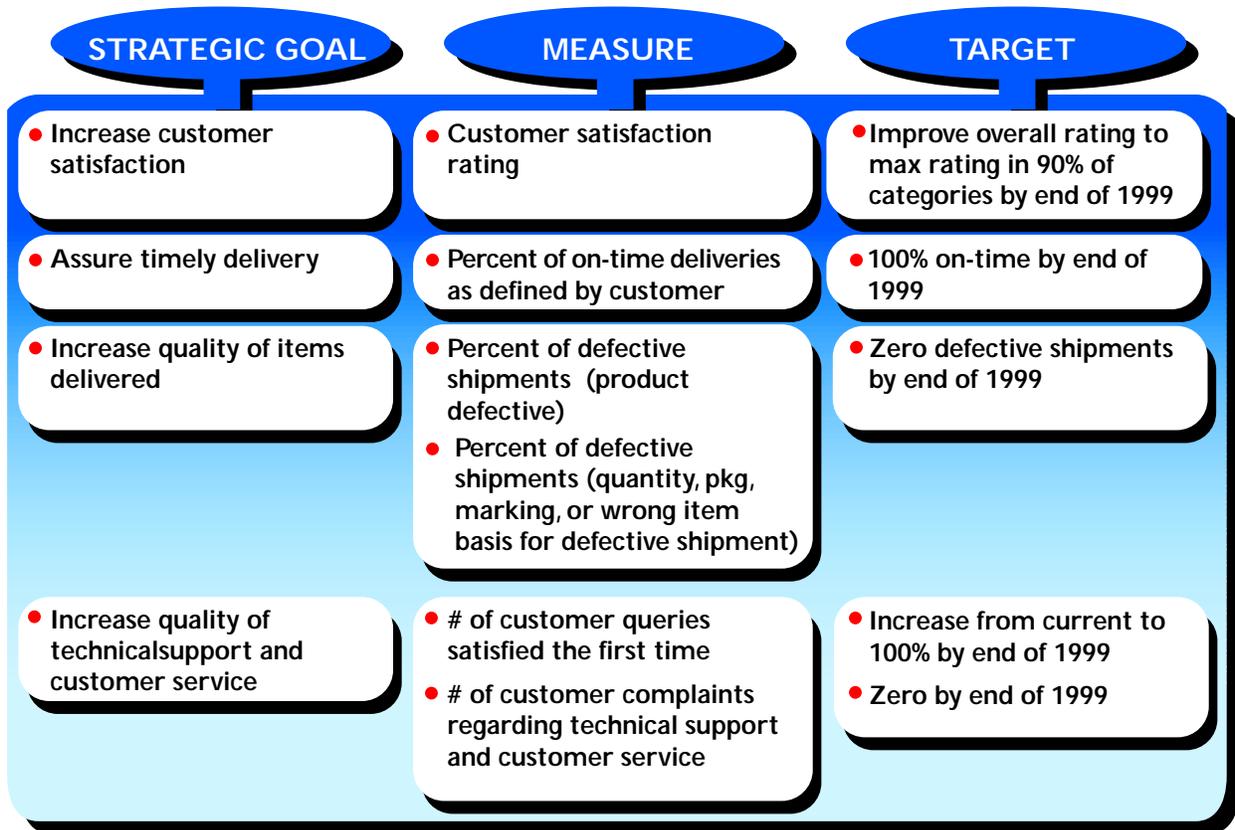


# The FAA Logistics Center's Strategy

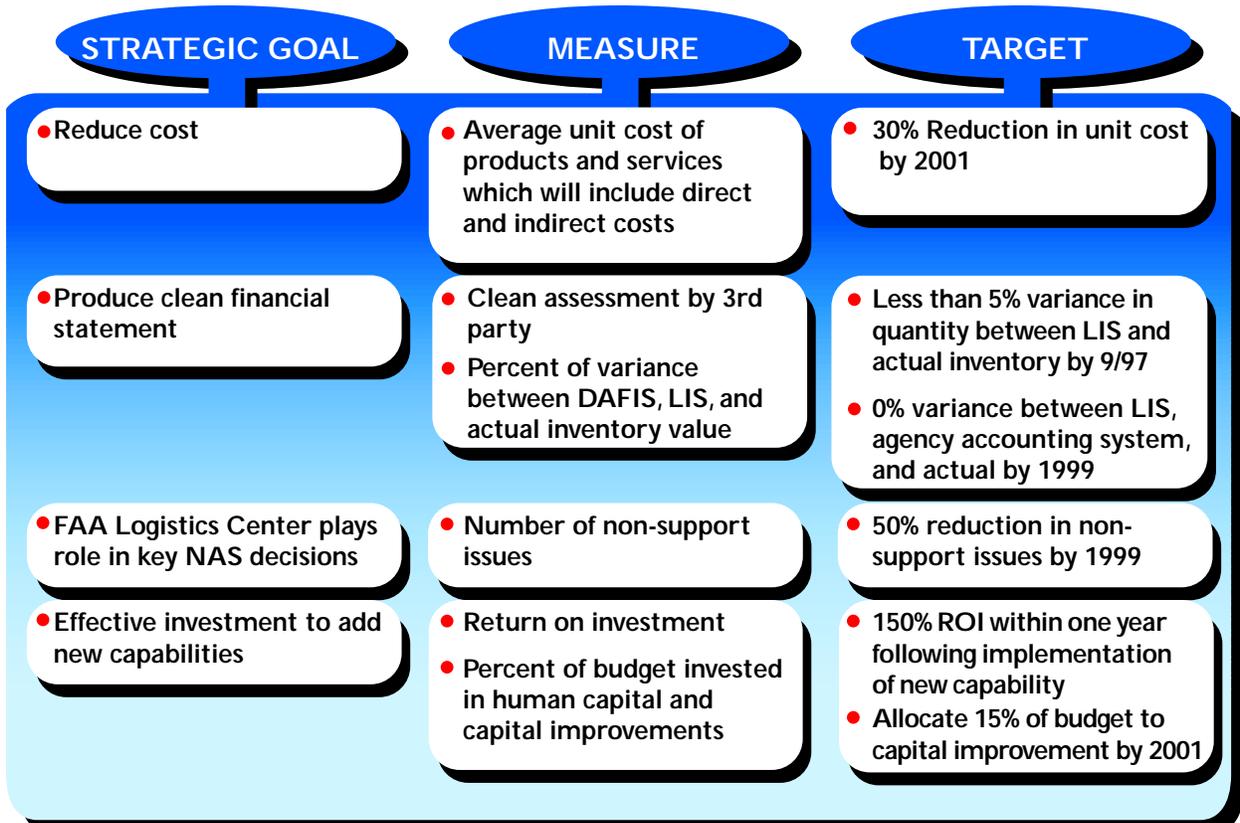
To achieve the FAA Logistics Center's vision, we have two broad strategies. These are to be "customer driven" and to "increase or sustain business for the Logistics Center." These two strategies must be balanced. Our financial stakeholders influence our ability to increase our business. We must balance their requirements with our customers' needs and expectations. The following diagram shows the FAA Logistics Center's strategic goals established to provide this balance.



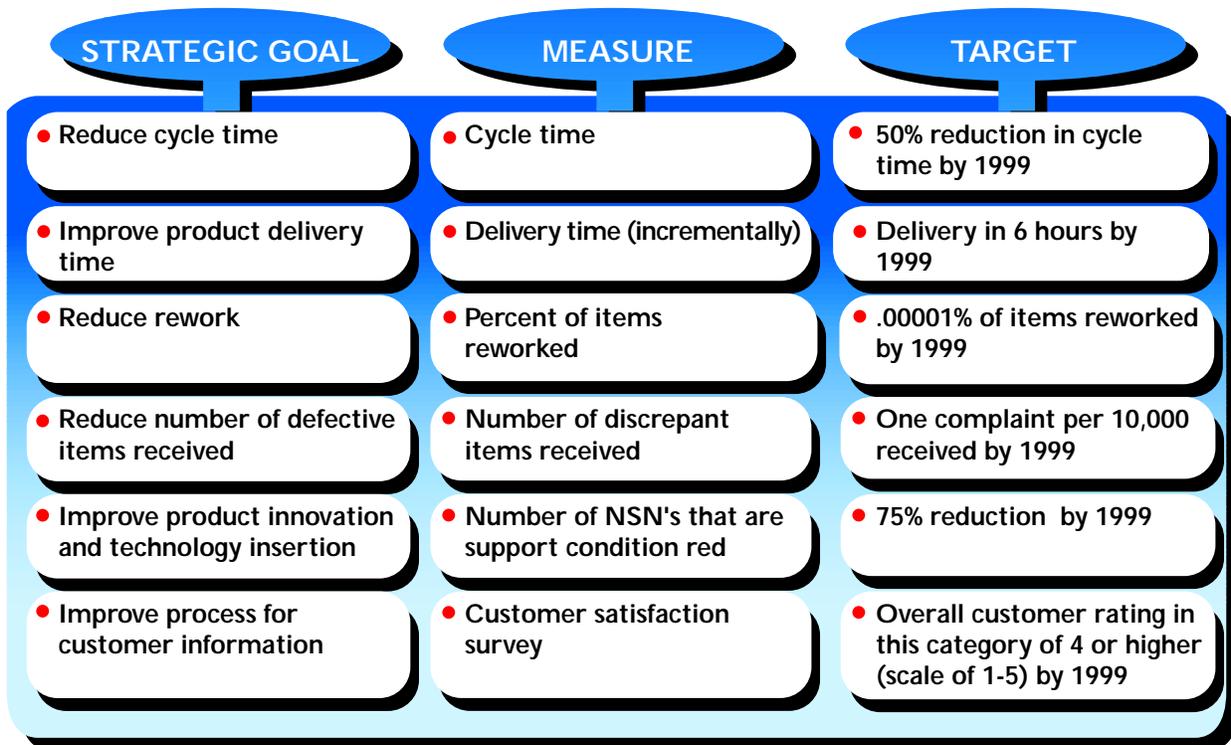
# THE CUSTOMER PERSPECTIVE



# THE FINANCIAL STAKEHOLDER PERSPECTIVE



# THE INTERNAL BUSINESS PERSPECTIVE



# THE LEARNING AND INNOVATION PERSPECTIVE

