



Fleet Readiness Center Southwest Strategic Plan





Innovative, Cost-Wise Readiness Provider, Anytime, Anywhere.

Table of Contents

• Alignment with CNO, NAVAIR, and COMFRC	3
• Organizational Profile	3
• Mission, Vision, Values, Strategic Responsibilities	3
• Strategic Governance	4
• Strategic Communications, Measurement and Feedback	4
• Strategic Objectives	5
• Products and Services	6
• Business Outlook and Workload Analysis	7
• Strategic Challenges	8
• Strengths, Weaknesses, Performance Gaps	8
• Strategy Map, Goals, and Objectives	9
• Command Scorecard Measurements	10
• Glossary	11



Fleet Readiness Center Southwest Strategic Plan

Alignment with CNO, NAVAIR, and COMFRC

Fleet Readiness Center Southwest (FRCSW) Goals and objectives are reviewed and aligned with the Chief of Naval Operations (CNO), Naval Air Systems Command (NAVAIR), and Commander, Fleet Readiness Centers (COMFRC).

Goals and Objectives:

- **CNO Objectives:**

Maintain Warfighter Readiness, Build the Future Force, Develop & Support our People

- **NAVAIR Goals:**

Current Readiness, Future Capabilities, People

- **COMFRC 6.0D Goals:**

Deliver aviation units ready for tasking with right capability at the right time at the right cost; Ensure Naval Aviation program acquisition & life cycle support success through sustainable and viable organic maintenance capability; Develop our people, processes, & facilities to meet 21st century Naval Aviation challenges.

- **FRCSW Goals:**

Sustain & improve current performance and readiness; Grow Enterprise Distributed Maintenance Readiness.

Organizational Profile

With a long standing tradition of innovative and cost effective solutions, FRCSW provides quality aviation maintenance, repair, and overhaul (MRO) readiness support to U.S. and select foreign military customers, and MRO partners.

Blending talented and diverse civilian and military personnel, the latest technologies, streamlined processes, and continuous improvements provides a solid foundation for our “can-do” philosophy.

Our creative approach to providing readiness support through our distributed maintenance capabilities enables fast response, high quality, targeted turnaround time, and cost effective MRO services saving time and money for our customers and the taxpayer.

Mission, Vision, Values, Strategic Responsibilities

Mission:

Deliver responsive maintenance, repair and overhaul products and services in support of Fleet readiness and National Defense objectives.

Vision:

Be the preferred provider of innovative aviation maintenance solutions, committed to customers, partners, workforce, and community.

Values:

Integrity (honesty, accountability, personal responsibility), teamwork (open communications, transparency, information sharing), mutual respect, workplace diversity.

Strategic Responsibility:

Ensure viability, relevance and longevity of the organization.

Strategic Governance

FRCSW is subject to Executive Orders, Navy, and DoD directives, general workplace regulations, as well as all applicable Federal, State and Local laws and rules. We are also subject to reporting requirements of various agencies as instruments of the Federal Government.

Our governing structure consists of a Commanding Officer, an Executive Officer, and senior members of the Executive Steering Committee (ESC) and Command Leadership Team (CLT) providing open and transparent communications.

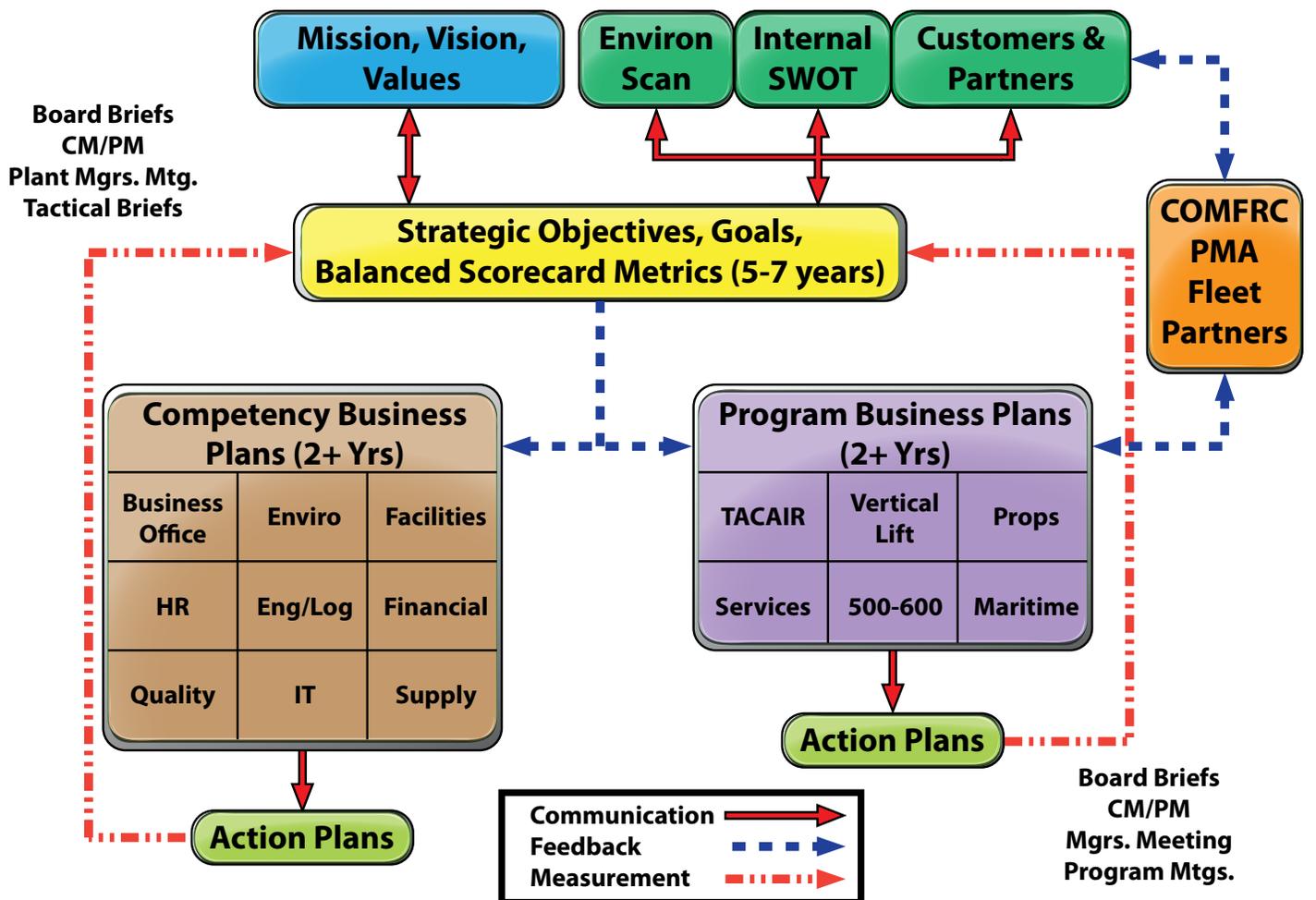
Strategic Communications, Measurement and Feedback

Effective communication is critical to our organization as it facilitates orchestration of our activities, strengthens partnerships, and helps to build positive customer relations. Our systems facilitate achieving our goals and maintaining a high performing organization aligned with customers and stakeholder requirements.

The mission, vision, values are regularly reviewed along with external inputs from customers, partners and frequent scans of our business environment. This information is compared with the Command Scorecard and the two are further aligned as necessary. Changes are communicated to the Competencies and Programs for review and alignment at the execution level.

Weekly at the Command Board Briefs, management uses integrated scorecards to keep everyone informed on progress, problems and opportunities.

FRCSW Communication, Measurement, Feedback System



Strategic Objectives

1) Meet Customer Needs: Quality, Schedule, Cost, and Satisfaction goals.

- a. Continue to reduce critical defects by identifying and eliminating root causes.
- b. Continue to meet or exceed delivery schedule and Flight to Sell requirements.
- c. Synchronize supply and part support through Manufacturing and Defense Logistics Agency (DLA).

2) Maintain and improve Net Operating Results (NOR):

- a. Continue NOR accountability and create competitive and sustainable rates.

3) Ensure Compliance:

- a. Maintain safety, environmental, Naval Aviation Maintenance Program (NAMP), Energy Conservation and Regulatory goals.

4) Improve Workplace Readiness:

- a. Leverage best practices through a comprehensive Continuous Process Improvement (CPI) plan to “find a better way”.
- b. Create a Modernization plan utilizing new technology in Facilities, Equipment and Information Technology (IT)
- c. Target investments for current and future customers with a proactive Capital Improvement Plan (CIP) plan.

5) Improve Workforce Readiness and Flexibility:

- a. Improve workforce availability, capability and flexibility for current and future work, with a succession plan, attrition plan, multi-skill capability plan and mobility plan.

6) Increase FRCSW Workload:

- a. Advance knowledge of FRCSW “best value” quality, capabilities and flexibility.
- b. Proactively develop business by targeting workload on-site and distributive maintenance opportunities.



Product and Services

Work performed on airframe and components can include maintenance, overhaul, repair, (including crash damage), and modifications. We specialize in engine maintenance, overhaul, and repair. We also provide custom manufacturing to customers and partners.

Airframe	TACAIR	PROPS	VERTICAL LIFT	Engines	Public/private partners
Repair & Overhaul	✓	✓	✓	✓	✓
Modifications	✓	✓	✓	✓	✓
Scheduled Maintenance	✓	✓	✓	✓	✓
Distributed Maintenance	✓	✓	✓	✓	✓
Crash Damage Repair	✓	✓	✓	✓	✓
Field Service	✓	✓	✓	✓	✓
Engineering Services	✓	✓	✓	✓	✓
Logistics Services	✓	✓	✓	✓	✓
Responsive Custom Mfg	✓	✓	✓	✓	✓
Components Assy/Repair					
• Avionics	✓	✓	✓	✓	✓
• Hydraulics	✓	✓	✓	✓	✓
• Pneumatics	✓	✓	✓	✓	✓
• Composites	✓	✓	✓	✓	✓
• Instruments	✓	✓	✓	✓	✓
• Electrical	✓	✓	✓	✓	✓
• Landing Gear	✓	✓	✓		✓
• Airframe/Structural	✓	✓	✓		✓

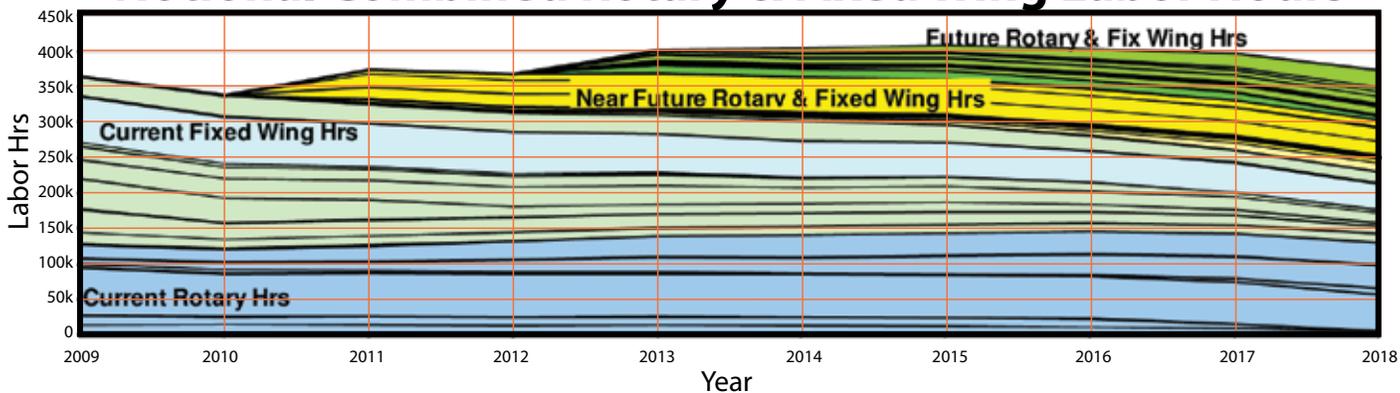


Business Outlook

The following represents potential airframe and component work that is currently on the horizon. Additional business development activities may expand to provide workload opportunities to offset workload shortages 2012-2018.

Airframe and Components	1-3 Years	4-6 Years	7-10+ Years
TACAIR	F/A18 (A-D) F/A18 (E-G) EA-6B S-3B	F/A18 (A-D) F/A18 (E-G) F/A35 (B-C) EA-6B P-8A S-3B Components	F/A18 (A-D) F/A18 (E-G) F/A35 (B-C) EA-6B P-8 ^a BAMS
PROPS	E-2C C-2A C/KC-130F/H/J/R/T	E-2C/D C-2A C/KC-130F/H/J/R/T	E-2C/D C-2A C/KC-130J/T
VERTICAL LIFT	UH-1N/Y AH-1W/Z AV-8B CH-46 CH-53D/E SH-60B/F HH-60H MH-60R/S MV-22A/B MQ-8B	UH-1N/Y AH-1W/Z AV-8B CH-53D/E SH-60B/F HH-60H MH-60R/S MV-22A/B MQ-8B RQ-4	UH-1Y AH-1W/Z AV-8B CH-53D/E/K MH-60R/S MV-22A/B MQ-8B RQ-4 CV-22 (AF)
OTHER	LM2500 VRT MOFAC PRE/PRL	LM2500 VRT MOFAC PRE/PRL	LM2500 VRT MOFAC PRE/PRL

Notional Combined Rotary & Fixed Wing Labor Hours



TMS	AH-1W	CH-53D	CH-53E	CH-53K	HH-60H	MH-60R	MH-60S
NSH-60B	OH-58C	C-2A	E-2C	EA-6B	AV-8B	FA-18A	FA-18B
N FA-18C	FA-18D	N FA-18D	AH-1Z	E-2D	TAV-8B	NAV-8B	MV-22B
FA-18E	FA-18F	EA-18G	MH-53E	BAMSUAS	P-8A	C-130T	KC-130T
KC-130F	KC-130J	KC-130R	F-35C	N C-130H			

Strategic Challenges (and Opportunities)

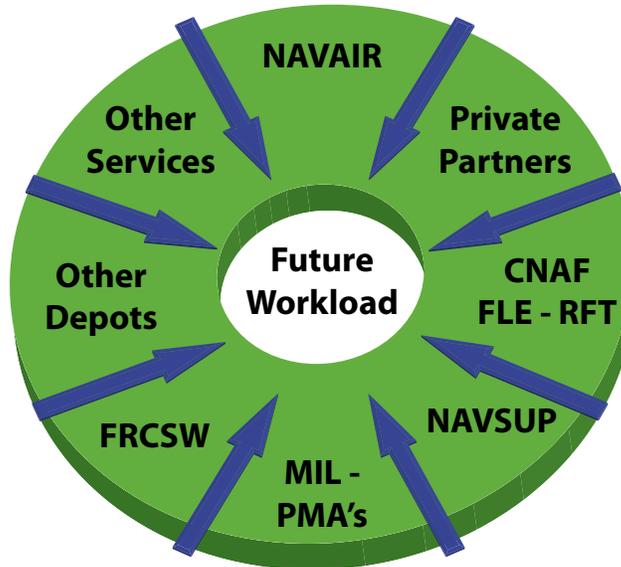
FRCSW acknowledges that the future in Customer and Partner support will be achieved by identifying and coordinating the Enterprise contributors below. Long term viability is dependent on resolving traditional difficulties and exploiting distributed maintenance support.

1) Enterprise Relationships:

Synchronize enterprise stakeholders to maximize readiness. (He who synchronized relationships first, wins more workload.)

2) Budget & Funding:

Changes in new Administrative policy and budget focus, workload reductions, working capital vs. Navy mission funding, increased cost of business.



3) Alignment of Support:

Flexible human capital and infrastructure support, and synchronizing internal and external supply.

4) FRCSW Marketing Capabilities:

Advancing knowledge of and continued confidence in FRCSW innovative, economical readiness solutions for military aviation, enterprise partners and customers.

Strategic Strengths, Weaknesses, and Performance Gaps

Utilizing internal and external feedback on the current perceptions of performance, the following analysis shows performance gaps supporting the challenges and opportunities for improvement.

Perceived External Current Performance 	(SWOT Perceptions)					External Customer Desired Performance 
	Poor	← →			Great	
Drive Costs Down (Rates)						Affordability
Delivery with Effort/Expedite						On Time Delivery
Flexibility at Effort/Cost						Schedule Flexibility
Mindset of Safety First						Aviation Quality/Safety
"Yes We Can" Attitude						Innovative Solutions
Perceived Internal Current Performance	(SWOT Perceptions)					Internal Desired Performance
	Poor	← →			Great	
Rate Methods too Severe						Better Costing & Pricing
Supply Often Delayed						Supply Synchronization
HR Issues (legal, other)						Worker Mobility/Flexibility
Inconsistent Bus Dev						Targeted Bus Dev
Facility/IT Support Delays						Facility/IT Support/Investing





Glossary



AS9100 — Aerospace Industry Quality Management System
AS9110 — Aerospace Industry Quality Management System for MRO
CIP — Capital Improvement Program
CLT — Command Leadership Team
CM's — Competency Managers
CNAF — Commander Naval Air Forces
CNO — Chief of Naval Operations
COMFRC — Commander Fleet Readiness Centers
CPI — Continuous Process Improvement
DLA — Defense Logistics Agency
EO — Executive Order
ESC — Executive Steering Committee
FLE — Flight Line Entitlement
FTE — Full Time Equivalent
ISO14000 — International Standards Organization – Environmental Management Systems
IT — Information Technology
MOFAC — Mobile Facilities
MRO — Maintenance, Repair and Overhaul
NAVAIR — Naval Air Systems Command
NAMP — Naval Aviation Maintenance Program
NCF — Non-conformance
NOR — Net Operating Results
PM's — Program Managers
PMA — Program Management Activity
PRE — Program Related Engineering
PRL — Program Related Logistics
RFT — Ready for Tasking
SLA — Service Level Agreement
SWOT — Strengths, Weakness, Opportunities, Weaknesses
TAT — Turn Around Time
VRT — Voyage Repair Team
WLS — Workload Standard

Fleet Readiness Center Southwest

Box 357058

San Diego, CA 92135-7058

FRCSW_PAO@navy.mil

<http://navair.navy.mil/frcsw>

ESC Approved October 8, 2009
Updated and ESC Approved July 19, 2010 for 2011
CLT Approved September 9, 2010 for 2011
Cleared for External Release