BUREAU OF THE PUBLIC DEBT

FRANCHISING

STRATEGIC BUSINESS PLAN

Fiscal Years 2008 – 2012
Version 1.2

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MESSAGE FROM THE COMMISSIONER

Spring 2008

The Bureau of the Public Debt plays a critical role within the federal government as a shared service provider. We are pleased to present our Franchising Strategic Plan for the fiscal years 2008 through 2012 which provides the direction for our franchising program, our operational plans and projects, and our commitment to a values-based relationship with our customers.

The federal government is operating more efficiently and cost effectively because of the efforts of shared service providers and because of the continuing maturity of the service provider model. As one of the few government providers selected by the Office of Management and Budget, Public Debt has continued to strengthen its business base by leveraging technology, increasing our professional expertise, diligently attending to processing details, and strengthening relationships with our customers.

We plan to grow our business operations through careful investment in both staff resources and technology. The addition of new customers or expansion into additional markets will require thorough analysis to ensure that we remain aligned with government affiliates and external stakeholders, while continuing to provide the high quality service our current customers expect. Ultimately, our franchising success depends on healthy and trusting relationships with all of our partners. In developing this strategic business plan, we have placed a strong emphasis on making sure that our strategic directions are consistent with and in the best interest of Public Debt, Treasury, and all of our customers who have demonstrated their confidence in us by giving us the opportunity to serve them.

Within Public Debt, a values-based approach to business is fundamental. Our franchising leadership is committed to extending this approach to all of our franchising business lines and to all of our customers. As we continue to provide excellent customer service and value, we will foster an environment where our organizational values—integrity, inclusion, information, informality, and individual respect—are not only expected but are second nature.

With this plan, we firmly position ourselves and our franchising business organizations for the years ahead. We look forward to exceeding our customers' expectations and are excited about the strategic direction that we have outlined.

Van Zeck
Commissioner of the Public Debt

EXECUTIVE SUMMARY

Introduction

<u>Purpose</u>

The pages that follow represent the strategic goals and objectives for the Bureau of the Public Debt's Franchising Line of Business for the period FY 2008 through FY 2012. This five-year strategic plan documents and presents our focus and priorities that will guide us in the years to come. It defines our vision not only for ourselves, but also for our employees, senior management, our business partners, existing customers and potential customers in the future.

This Executive Summary will address the process for our plan's development, our history and background, and finally some of the challenges we are facing along the way. Subsequent sections, Corporate Goals and Objectives and Service Line Goals and Objectives, will provide a roadmap of where we hope to go and how we will get there.

<u>Our Process</u>

This plan is the result of a six-month development process which involved representatives from all across the Bureau of the Public Debt's franchising organizations, working collaboratively to define our goals and formulate a plan to meet them. Our process included considerable customer and market analysis, along with self-evaluation in the form of:

1. Evaluating the market's needs and expectations against current services offered
2. A self-evaluation of our current service offerings including a careful look at our strengths, weaknesses, and capacity
3. A market analysis of the competitors in the marketplace for similar services
4. A comparative analysis of our competitors and our strengths and weakness in each service line
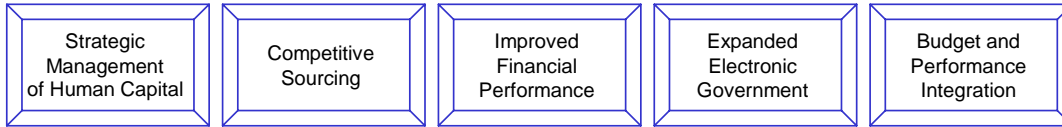
See Appendix 1 for a more expanded reference to the full development steps and their associated detailed tasks and decision points.

The diagram that follows not only depicts the vision and values of the Bureau of the Public Debt and our Franchising Line of Business, but also represents the associations with both Treasury and the President's Management Agenda.

BPD Franchising - Strategic Alignment

President's Management Agenda

Government-wide Initiatives

Strategic Management of Human Capital	Competitive Sourcing	Improved Financial Performance	Expanded Electronic Government	Budget and Performance Integration

Treasury

Vision: Set the global standard for financial and economic leadership.

Mission Statement: Serve the American people and strengthen national security by managing the U.S. Government's finances effectively, promoting economic growth and stability, and ensuring the safety, soundness and security of U.S. and international financial systems.

Strategic Goals

Goal 1: Effectively Managed U.S. Government Finances
Goal 2: U.S. and World Economies Perform at Full Economic Potential
Goal 3: Prevented Terrorism and Promoted the Nation's Security Through Strengthened International Financial Systems
Goal 4: Management and Organizational Excellence

Corporate Values

Accountability, Excellence, Integrity, Objectivity, Community, and Service

Bureau of the Public Debt

Vision: We aspire to be an organization leading the way for responsible, effective government through commitment to service, efficient operations, openness to change, and values- based behavior.

Mission Statement: To borrow the money needed to operate the federal government, account for the resulting debt, and provide reimbursable support services to federal agencies.

Strategic Goals

Goal 1: Effectively finance government operations
Goal 2: Effectively account for the debt of the federal government
Goal 3: Provide highly competitive shared services to federal agencies

Corporate Values

Information, Informality, Integrity, Inclusion, and Individual Respect

BPD Franchising

Vision: (We) will provide high-quality services to customers, support the standards of good government, and maintain a rewarding and values-based work environment.

Strategic Goals

Goal 1: Achieve Operational Sustainability and Ongoing Improvements
Goal 2: Champion Good Government Principles and Practices
Goal 3: Optimize Organizational Structure and Human Resources Performance
Goal 4: Deliver Valuable and Cost Effective Solutions for Customers

Our History

In conjunction with the Department of Treasury's decision to take part in a 1996 franchising pilot program, Public Debt also chose to make entry into the franchising business world in early 1997. In large part this decision was the result of several factors.

- The first of which was that as a premier employer in the Parkersburg, West Virginia area we had always been able to attract and retain high quality personnel. History gave us no reason to believe that this could not be sustained, as more personnel would be necessary to support our franchising business. We also believed that the quality and stability of resources already in-house as well as those we could attract would provide us with a strong foundation for providing exceptional customer support.

- We recognized that overhead costs in our region were substantially lower than those experienced in the Washington D.C. region. This competitive cost advantage would not only be realized when competing with other service providers, but would prove useful and beneficial when prospective customers, most within the District, compared their current costs against our own.

- We also had in place administrative systems and operational expertise to provide services via the Internet. This permitted us to minimize start up costs and accelerate our offering of services to customers without major system overhauls and extensive employee hiring and training.

- Finally, as we were already servicing Public Debt offices in Washington, we believed we had an effective remote support model that provided us with applicable and valuable experience that could be realized by other federal customers.

All of which provided us a competitive advantage that in turn presented to us an opportunity to aid in improving government effectiveness. Through the delivery of responsive and cost effective administrative services to federal customers, we could free them to focus on their core mission.

The Bureau of the Public Debt established a franchising operation in Parkersburg, West Virginia that is now marketed under the Administrative Resource Center (ARC). This franchising line of business operates under the authority provided to the Treasury Franchise Fund. The Franchising Line of Business, while initially comprised of only the Administrative Resource Center, has now evolved to encompass two additional organizations, the Office of Information Technology and the Government Agency Investment accounting function within the Office of Public Debt Accounting.

With a staff of over 700 full time employees our franchise operation provides a range of administrative and information technology services to include:
- Accounting
- Procurement
- Travel
- Human Resources
- Information Technology

Our Service Lines

Accounting

Our Accounting Services business line offers a complete range of financial services to a wide variety of federal agencies. We provide total accounting support including transaction processing, system setup and support, and comprehensive reporting.

ARC Accounting Services' staff includes a large number of professional accountants with diverse backgrounds in public accounting, manufacturing accounting, auditing, financial management systems, and governmental accounting. The staff includes several Certified Public Accountants (CPA), as well as experts in the fields of federal reporting, accounts payable, accounts receivable, payroll accounting, budget, report-writing, investments, and system administration.

Our accounting services include but are not limited to:
- Processing accounting transactions for single, multi, and no-year appropriated funds, as well as revolving and trust funds
- Preparing financial statements and various other financial management reports
- Providing financial audit support
- Processing investment transactions and related accounting and reporting

Our accounting service line has been designated a Financial Management Line of Business (FMLoB) "Center of Excellence" by the OMB as part of the FMLoB initiative.

Travel

Travel Services offers travel support either as a part of our overall accounting services or as a standalone service. Our staff consists of accountants, systems specialists and customer service representatives who have years of government travel experience. Using state-of-the-art, web-based systems, Travel Services provides federal financial managers the opportunity to meet their travel processing needs without purchasing, installing, and/or maintaining expensive software.

Though not limited to the following, the range of travel-related services includes:
- Travel Document Processing
- Travel Management Center
- Charge Card Program Administration
- Employee Relocation

Procurement

Our Procurement Services, staffed with contract specialists and contracting officers, provides acquisition support in the form of the award and administration of large dollar complex contracts and/or simplified acquisition support. Our experienced and well-trained staff is customer focused and our state-of-the-art web-based procurement system, PRISM, is fully integrated with the accounting system to facilitate effective processing.

Human Resources
We provide federal customers with Human Resources (HR) services that includes, but are not limited to:
- Payroll and Personnel Action Processing and Recordkeeping
- Pay and Leave Administration
- Position Classification
- Staff Acquisition
- Labor and Employee Relations
- Employee Benefits and Awards
- Workers Compensation
- Personnel Security

Our staff of over 200 HR practitioners and support staff, comprised primarily of Human Resources Specialists, Human Resources Assistants, and Personnel Security Specialists, consists of various occupational groups with varied skill sets geared to meeting the needs of our customers. This expertise allows us to provide a level of service that can be customized to meet an organization's unique needs.

With our Treasury partner, the HR Connect Program Office, we are one of five OPM Human Resources Line of Business (HRLoB) recognized shared service centers for providing HR services across the federal government.

Information Technology
The business of today's government is driven by efficient, effective and timely access to information. Information Technology services allow agencies to focus on their core businesses with the confidence that experienced professionals are managing the underlying technologies.

We operate two limited-access, climate controlled data centers totaling 19,000 square feet of raised floor. Both data centers feature gigabit switched Ethernet backbones with high-bandwidth fiber and copper connections between them for both high speed and high reliability. Our Network Operations Center (NOC) continually monitors the health of applications, network availability, and connectivity to business partners.

We operate a diverse server environment, hosting 250 commercial off-the-shelf (COTS) and custom applications. Our web hosting architecture provides high availability and load-balancing for critical web applications.   We also host enterprise directory services and provide robust public key infrastructure (PKI) services to multiple cabinet-level agencies, having received PKI Shared Service Provider (SSP) designation from Treasury.

The diverse background of our IT staff along with their experience in a broad range of technologies allow us to offer high levels of service, while being flexible and responsive to customers' business needs. IT specialties include:

- Application Development
- Website Development
- Hosting
- Internet

- Network
- Security

Whether providing routine IT functions or developing creative solutions to complex technology needs, our knowledgeable, professional staff has earned an excellent reputation in the federal arena.

Co-existence of Appropriations and Franchising

The decision-making and financial business models of appropriations and franchising are significantly different and in some key elements diametrically opposed. This is not a question of one being right and one being wrong; the models are each right for the business they support. Public Debt has established an Executive Cost Committee to ensure that both the appropriated and franchising programs are able to flourish consistent with their business models and that the processes implemented will be transparent, consistently applied, and in accord with prescribed accounting principles.

FedSource

During Fiscal Year 2006, several issues were identified that caused the Treasury Department to evaluate whether to continue the interagency acquisition (franchise) business offered by FedSource. A decision was made to exit the business line and in April, 2007, management responsibility for the FedSource operation was moved to Public Debt. We are currently transitioning out of the business and closing out of the FedSource operation. No new FedSource orders were issued after the end of FY '07, but there is a significant backlog of open orders dating back several years. Final administration of the acquisition files and closure of the remaining physical locations will occur during FY '08 and '09.

Risk of Negative Publicity

By its nature, providing services to other organizations puts the service provider in the spotlight. For ARC, this has most often been very positive publicity – organizations receiving clean audit opinions after years of difficulty, outstanding support to customers in the face of natural disasters, as was the case during Hurricane Katrina, and profuse thanks for improved service at a cost savings. Although the occasions have been few, we have also been swept along in news media reports of inappropriate actions by customer organizations for which we have no responsibility or ability to impact. We should understand and acknowledge this environment and do our best to mitigate risks appropriately.

CGAC – Common Government-wide Accounting Classification

As a shared service provider under the FMLoB, we are among the first impacted by newly established government-wide requirements like CGAC. While we support this standardization effort and will need to quickly comply with its requirements, the uncertainty about implementation methods and the costs associated with immediate compliance are unknowns that add to our financial risks. Given the cost and effort required to fully implement CGAC, which must be coordinated with the central government systems, we expect that the full effort may require a number of years. Representing our customers' best interests and managing the unknowns of this and similar projects while maintaining excellence of operations is a significant challenge that must be carefully managed.

CORPORATE GOALS AND OBJECTIVES

In Summary

Below is a snapshot of our corporate-level goals for the period 2008 through 2012. Each of these strategic goals is within the respective definition of Bureau of the Public Debt and U.S. Treasury's core missions and goals. Each is also supported by objectives that provide structure and specificity to how we will ultimately reach these goals. Specific strategic means and timeframes for both the corporate level and service lines goals as well as performance measurement information are provided in the pages that follow.

Goal 1 – Achieve Operational Sustainability and Ongoing Improvements

> Objective 1 – Develop a Single Operational View of the Business
>
> Objective 2 – Stabilize and Manage the Operational Cost Base
>
> Objective 3 – Implement Performance Measures for Key Processes and Activities
>
> Objective 4 – Govern and Control All Major Business Processes and Activities

Goal 2 – Champion Good Government Principles and Practices

> Objective 1 – Maintain and Create Valuable Partnerships and Relationships
>
> Objective 2 – Maintain and Enhance Overall Compliance and Accountability
>
> Objective 3 – Promote Standardization of Business Practices, Processes and Documentation
>
> Objective 4 – Seek and Implement Value-Added Services, Products, Markets, and Integration

Goal 3 – Optimize Organizational Structure and Human Resources Performance

> Objective 1 – Recruit and Retain High Performance Workforce
>
> Objective 2 – Promote a Challenging and Rewarding Workplace
>
> Objective 3 – Enhance Internal Communications and Overall Business Awareness
>
> Objective 4 – Understand Resource Capacity and Key Skills Inventory

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

> Objective 1 – Offer Competitively Priced Quality Products and Services
>
> Objective 2 – Maintain and Enhance Systems and Services Stability
>
> Objective 3 – Implement Centralized and Proactive Communication

GOAL 1 – ACHIEVE OPERATIONAL SUSTAINABILITY AND ONGOING IMPROVEMENTS

As a Franchising Line of Business we have identified our own internal operations as one of the key areas we need to address in this five-year period. Our management and employees place a heavy importance on operational excellence and this extends to the manner in which work is planned and conducted, operations are managed, financial management responsibilities are performed, and how measurements and controls are applied.

To achieve operational sustainability and improvements, we need a more a singular franchising focus across our entire organization, leveraging best practices for the benefit of all. To this end, we will develop and implement a governance process to ensure beneficial consistency across all franchising organizations and promote a more disciplined risk management. We also intend to apply considerable effort toward stabilizing our costs and implementing meaningful performance measures for key activities.

Performance Measurements

- Receipt of clean audit report for franchising
- Percentage of customers satisfied with their pricing transparency and overall price understanding
- Establishment of cost per unit (transaction/service output)
- Defined and implemented meaningful performance benchmarks in all service lines

Objectives

Objective 1 – Develop a Single Operational View of the Business

Over time franchising has evolved to include multiple Public Debt organizations with some similar tasks, functions and organizations existing independently. As such, we have made a commitment to consolidate common functions across our service organizations to eliminate duplication of effort and gain efficiency to the benefit of ourselves as well as our customers. This single view approach focuses on particular functional operations that are common to each of our franchising organizations. Specifically, marketing and interagency contracting, project management, and help desk support. To that end, BPD has named all of its services and products to reside under the "BPD Franchising" umbrella organization.

Strategic Means and Timeframes
- Centralize Public Debt Franchising financial management, performance and marketing activities (FY08)
- Develop and implement a unified customer communication plan (FY08)
- Standardize Public Debt Franchising contracting, marketing, and promotional documents and processes (FY08 - FY10)
- Review and improve internal management of customer relationships (FY10 - FY12)

<u>Objective 2 – Stabilize and Manage the Operational Cost Base</u>

Not surprisingly service costs are always a sensitive and important subject both with our customers and internally. An extremely high priority for us is operational cost management. We are well aware that this area requires improvement and stabilizing our cost base and passing that stability on to our customers is our predominant goal. This improvement will come in the form of steady and predictable service pricing. Along the same lines, other areas of focus include price planning, financial analysis, and financial reporting.

Strategic Means and Timeframes
- Perform a comprehensive review of Public Debt Franchising costs and implement recommendations for cost reduction or containment (FY08 - FY09)
- Implement processes to accurately plan, manage, and project future costs (FY08)
- Implement regular financial reporting to evaluate performance and ensure accountability (FY08 - FY09)
- Develop a comprehensive and transparent pricing methodology that ensures full cost recovery and a reasonable operating reserve (FY09)
- Develop comprehensive service catalog that includes service level descriptions and performance metrics (FY10 - FY12)

<u>Objective 3 – Implement Performance Measures for Key Processes and Activities</u>

Government-wide performance measurement has become a hot topic of discussion of late and appears especially prevalent in the franchising arena. Certainly as we have grown as a service provider, we have seen an increased need to have meaningful ways to measure our own performance. We also appreciate the same for our customers who must be able to evaluate the level of services they are receiving. As such, we recognize the continued value for additional, meaningful, and measurable ways to manage the overall performance of our major processes and activities.

Meeting this objective extends in two directions, the first of which being internal performance measures or those we ourselves establish to gauge our own performance. The second being identifying and placing into practice external performance measures or more specifically, those developed and required by other than ourselves.

Strategic Means and Timeframes
- Develop and implement financial management performance metrics (FY08 - FY09)
- Review existing service line performance metrics and identify improvements or new metrics to better evaluate performance (FY08 - FY12)
- Continue to manage and adapt to new line of business metrics and other external quality of service standards (FY08 - FY12)

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<u>Objective 4 – Govern and Control All Major Business Processes and Activities</u>

In order to create a more cohesive franchising program as well as to support our goal of a more singular view of franchising for our customers and internally to Public Debt, all franchising lines of business will operate under common guidance and with the oversight of a central governance body. In general, the governance process will establish broad-based parameters for operation, including business and customer risk, financial reporting standards, and price setting approaches. Accordingly, we will be further developing this central governance process as well as various means and measures to improve monitoring and control of our operations, with special attention to our financial management operations.

Strategic Means and Timeframes
- Define and implement financial management control and monitoring processes (FY08 – FY12)
- Develop and implement a franchise governance process (FY08)
- Develop and implement a customer selection and evaluation process (FY08 – FY12)
- Develop and implement a franchise enterprise risk management process (FY08 – FY12)
- Develop standard document set that covers full life cycle of franchising, including marketing, service implementation, and customer support (FY08)

For an expanded visual representation of this goal and its associated objectives and specific means, see Appendix 2.

GOAL 2 – CHAMPION GOOD GOVERNMENT PRINCIPLES AND PRACTICES

While all in the public sector would agree that we must always focus our efforts on the concepts of "Good Government" it is never more essential than in the shared service world. As it would be easy to get caught up in the competitive nature of franchising and lose site of the principles of doing what is right for not only our customers but for all government as well as the American taxpayers; we are committed to the concept of "Good Government". We are committed to planning, operating and leading with this as a core value. Beyond being principally driven by the Shared Service Provider (SSP) model that promotes leveraging industry best practices, to continue our success as a provider we must promote these practices across the spectrum of current and potential customers. Doing so not only ensures that customers receive quality services, but that ultimately we are serving the best interest of all.

Performance Measurements

- Maintenance of LoB's Shared Service Provider accreditation for all applicable service lines
- Establishment and maintenance of a documented, standardized customer implementation approach for all service lines
- Establishment and maintenance of a documented governance management plan to include customer and product/market selection frameworks
- Successful compliance reviews covering federally recognized mandates, laws, and regulations

Objectives

Objective 1 – Maintain and Create Valuable Partnerships and Relationships

To ensure that we are serving our customers along with promoting continuous service improvement, we must leverage our ongoing partnerships with OMB, the various LoBs, others in Public Debt, Treasury's Departmental Offices (DO), and even our competing service providers. Looking for opportunities to partner with others that share the same definition of the merits and principles of good government can ultimately lead only to outstanding service delivery to our customers.

Strategic Means and Timeframes
- Continue full support of user groups and other forums for communication and collaboration (FY08 - FY12)
- Establish new partnerships within the industry to enhance services provided to customers (FY08 - FY12)
- Establish and maintain a dedicated LoB coordination role to enhance relationship with the various LoB organizations (FY08 - FY12)

Objective 2 – Maintain and Enhance Overall Compliance and Accountability

Compliance and accountability are paramount to not only meeting our strategic goals but the goals of customers as well. We readily recognize the importance of each to the success of our franchising businesses. Whether for the sake of good government or for the purposes of operating an enterprise business with customers, we know that there must be adequately defined controls for systems, processes, and personnel that can be readily and efficiently monitored for both compliance and correction. While we have maintained an exceptional record of this in the past, neither our success nor the importance of such controls will allow us to be comfortable with the status quo. While in many ways a continuation of business as usual, we will be diligent in our review of controls against both legal mandates as well as those of industry best practices.

Strategic Means and Timeframes
- Monitor service lines to ensure that controls, processes, and procedures are in place to maintain unqualified audit opinions (FY08 - FY12)
- Monitor service lines to ensures that controls, processes, and procedures are in place to maintain our strong compliance record (FY08 - FY12)

Objective 3 – Promote Standardization of Business Practices, Processes, and Documentation

As a shared service provider competing not only to satisfy current customers, but for new customers, delivering high quality services for the least cost must be in our sights. As such, we must focus our vision in the area of further standardization which includes looking to the utilization of best practices, the development of standardized documentation, and the employment of a common project management approach to create greater efficiencies that we can then pass on to our customers in the form of cost savings.

Strategic Means and Timeframes
- Standardize internal business processes (FY08 – FY10)
- Provide guidance and training across organization on standardized internal processes (FY08 - FY12)

Objective 4 – Seek and Implement Value-Added Services, Products, Markets, and Integration

Another facet of our "Good Government" goals reaches beyond our offering of the best and most valuable services possible. Servicing customers and offering services that are in line with our values, standards and strengths is also very significant both from a risk standpoint as well as a viability perspective. So as we consider our current and future customers' needs, we also must extend our focus to how we choose new customers, how we support existing customers, and finally how we deal with the issues of expansion of our core product and service offerings.

Strategic Means and Timeframes
- Monitor the needs of the market and offer viable value-added services (FY10 - FY12)

- Identify and implement customers that are consistent with the defined target markets for each service line that essentially aligns customer needs to our capabilities (FY08 - FY12)[1]

For an expanded visual representation of this goal and its associated objectives and specific means, see Appendix 2.

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[1] The defined target markets for each of the BPD Franchise lines of business will be fully articulated in their respective sections found later in this strategic plan.

At the very core of Public Debt is the belief that our people are non-negotiable components to the ultimate success or failure of our business. Providing service to our customers is in large part only viable because of the people we are able to attract, hire and retain. Along with a high quality work ethic, the skills and customer service values inherent in our staff, contribute significantly to both the quality and cost effectiveness of our service offerings. As such preserving this resource is paramount to our continued success as a franchising entity.

Performance Measurements

- Percentage of the total employee turnover for the franchise business by year
- Percentage of the total employees that are satisfied by year by service line
- Percentage of the total employees that are specifically satisfied with internal communications by year by service line
- Percentage of the total employees with documented training plans by year by service line
- Percentage of the total employees with the generally accepted and recognized certification or accreditation in their respective fields where applicable

Objectives

Objective 1 – Recruit and Retain High Performance Workforce

To continue to provide the level of service to our customers that both they and we expect, expending effort on our employee recruiting and retention efforts must be a priority. While this has been an ongoing priority for all managers, we are now initiating a more holistic viewpoint of employee management in general. We will be executing plans to address this important objective through review of award and motivation systems, individual development and career growth planning, workplace diversity, and organizational management.

Strategic Means and Timeframes
- Support recruitment opportunities (FY08 – FY12)
- Develop meaningful training plans for all employees to provide career direction (FY10 - FY12)
- Develop a strategy to hire and develop employees for customer expansions (FY10 – FY12)

Objective 2 – Promote a Challenging and Rewarding Workplace

We believe that to retain quality employees, maintaining a workplace that is both challenging and rewarding is critical. Correspondingly, a challenging workplace is an environment where employees are regularly asked to perform at their highest level and

are provided opportunities to expand and grow in their knowledge and skills. We will extend effort to ensure that such a workplace exists for all employees.

Strategic Means and Timeframes
- Identify and implement cross-training opportunities to strengthen the work force and allow for improved knowledge transfer (FY08 - FY12)

Objective 3 – Enhance Internal Communications and Overall Business Awareness

While in any organization communication is key, in the growing and complex franchise environment this is even more vital. We therefore will add emphasis to the values of information sharing and inclusion that will ensure proactive, responsive communication across all facets of our work environment. To that end, a review of cross-business communication and collaboration will regularly take place and we also ensure that appropriate means and methods are established to satisfy any identified needs.

Strategic Means and Timeframes
- Evaluate, plan, and rollout a knowledge transfer process for all major business functions (FY08 – FY12)
- Conduct all hands "town hall" meetings (FY08 – FY12)
- Regularly present survey results and other key customer feedback to employees and applicable corrective actions (FY08 – FY12)
- Rollout customer communications approach and associated customer correspondence to all employees (FY08 – FY12)

Objective 4 – Understand Resource Capacity and Key Skills Inventory

To improve our service offerings in the future, we intend on concentrating our management and supervisors' attention and efforts on workforce planning. In conducting this type of planning, we expect to improve our understanding of our resource capacity and skills inventory. This ongoing effort will allow us to not only understand our current condition, but also to plan for the future, adapt to changes in demand and grow more effectively.

Strategic Means and Timeframes
- Perform position management and organizational structure evaluation (FY08 – FY10)
- Implement organizational changes resulting in more efficient and cost effective servicing for customers (FY08 - FY10)

For an expanded visual representation of this goal and its associated objectives and specific means, see Appendix 2.

GOAL 4 – DELIVER VALUABLE AND COST EFFECTIVE SOLUTIONS FOR CUSTOMERS

In a competitive environment where your success is measured by your ability to provide value added services in a cost effective manner, continuous improvement is a non-negotiable component. Improving the services and products we offer and provide to both current and future customers is not only good business, but a necessity in a competitive environment. While we must maintain awareness of the values of "good government" as well as the shared services model, demonstrating a cognizance of customer needs and concerns is also paramount to our business success. As such we will seek to gain greater efficiency while maintaining the quality of our services, incorporating best practices into our business model, as well as increasing the level of proactive customer communication as a part of our normal operations.

Performance Measurements

- Percentage of satisfied customers
- Customer retention rate
- Mean time to respond and resolve customer issues coming through the franchising help desk
- Receipt of clean audit results that include no material findings or internal control weaknesses related to our financial systems and processes

Objectives

Objective 1 – Offer Competitively Priced Quality Products and Services

A key customer objective is the overall value proposition – getting services and products at a competitive price. We take this seriously both because it's just the right way to conduct business, but also because we are operating in a competitive environment that provides customers with other alternatives. That said, we will continue to strive to offer competitively priced and high quality products that are rich with functionality, customer service, and support. In doing so, we acknowledge the need to provide solid and stable applications in order to gain and retain customers over time. Lastly, we understand that our customers expect us "to take care of business" regarding the universe of mandates and compliance measures on their behalf.

Strategic Means and Timeframes
- Ensure that resources, including personnel, system and processes, are efficiently operating to meet SLA metrics and service deliverables (FY08 - FY12)
- Provide timely execution of customer agreements (FY08 - FY12)
- Take steps necessary to strengthen customer relationships (FY08 - FY12)

Objective 2 – Maintain and Enhance Systems and Services Stability

One of our objectives over the next five years involves the review of our systems and their surrounding support processes for efficiency in design and servicing. It is imperative that we provide useful standard operating procedures for common functions that will lead to repeatability, reduced costs and low operational risks. We will also continue to strive for a highly supportive and easy to use help desk function. As part of the ongoing expansion of the application architecture, there are objectives related to providing effective quality assurance measures and integration testing so as to decrease the chances of production failures as well as lower operational risks for our customers. Lastly, we will continue to build upon our existing user documentation and procedures in both content as well as their delivery.

Strategic Means and Timeframes
- Evaluate ongoing system enhancements / capabilities to improve functionality (FY08 - FY12)
- Improve functionality of systems in areas of reporting and workflow to improve service offering to current and prospective customers (FY08 - FY12)
- Evaluate opportunities and means for providing greater systems stability and scalability (FY08 - FY12)
- Identify and improve on general responsiveness to customers (FY08 - FY12)

Objective 3 – Implement Centralized and Proactive Customer Communications

We realize that our growth in some respects has challenged our past approach to customer communications and we take that challenge very seriously. We recognize not only the importance of quality communication to our customers, but for ourselves. As such, customer communications will be treated as a strategic objective for all franchising. We will institute new measures to provide more proactive and centralized communications with our customers while continuing to perform the personalized services that the customers have grown to expect. We'll also continue to conduct formal user groups meetings and expand upon these where beneficial. Improved change management and communications around system and process changes have been identified as key points to fulfilling this objective. Lastly, we will continue to strengthen the already established practices and services related to problem resolution.

Strategic Means and Timeframes
- Standardize customer communication channels (FY08)
- Identify ways to improve and implement a better customer feedback process (FY08 – FY09)
- Provide annual report (FY08 – FY12)

For an expanded visual representation of this goal and its associated objectives and specific means, see Appendix 2.

LINES OF BUSINESS STRATEGIES AND MEANS

Franchising offers a wide variety of professional, technical, and administrative services to external government agencies through our five distinct service lines that include Accounting, Procurement, Travel, Human Resources, and Information Technology.

In the following sections, service line specific information is provided that details the target market, opportunities for the future and strategic direction for each of the five service lines that exist today. While each will be actively supporting the corporate goals described earlier in this document, each service line also have identified specific initiatives and projects that they will undertake during this period in support of the globally defined goals described in Section 2, Corporate Goals and Objectives.

See Appendix 3 for a consolidated view of each service line's goals, objectives and specific means.

ACCOUNTING SERVICES

Target Market

Our Accounting Services provides service to a diverse group of federal customers: Treasury bureaus, independent agencies, government corporations, boards and commissions, inspector general organizations, and agencies with investment authority. We specialize in offering full accounting operations services, which includes a variety of services from application maintenance and help desk services to transaction processing and financial reporting. We do provide platform accounting services, which includes application hosting, maintenance, help desk, and limited accounting operations services, to medium-size bureaus or agencies[2] that have their own accounting staff available to process transactions and perform account maintenance and reporting.

However, for the period of this plan we intend upon focusing on expanding full accounting service to customers that meet our target profile of small to medium-size components of executive department agencies. We intend to gradually build our client base in a manner that will ensure current customer needs are met. As business processes and systems mature over time, it is possible that our target market may also change.

Opportunities

With the strong staffing advantage we experience in our region, we have an opportunity to develop a highly qualified financial management workforce that can carry out the mission and vision of the FMLoB as a SSP in the years to come. We believe that our experience in performing accounting operations for a wide variety of agencies and fund types, positions us to have knowledgeable personnel who can not only help develop financial management standards but also implement them among federal agencies through our SSP responsibility.

Because the FMLoB and Budget Formulation and Execution Line of Business (BFELoB) policies are new and developing, we have the opportunity to influence the related government-wide policies. In doing so, we hope to increase the effectiveness in improving financial management in the federal government as a federal SSP.

Opportunities also exist to help agencies by providing additional financial management services to current customers, and we will be evaluating these business opportunities during the next five years.

With our experience in investment accounting we are uniquely positioned to provide services to agencies with investment requirements. We have developed a seamless link between our administrative and investment accounting processes that provides a complete solution to customers.

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[2] A small customer is defined by a FTE headcount up to 1300 employees whereby a medium size customer is within the range of 1300 to 8000 employees.

Additionally, since we offer different services, there are opportunities to provide accounting services to customers that are currently using other Public Debt franchising services, such as procurement and human resource services, as many agencies find it efficient to have a single service provider provide their administrative needs. We hope to capitalize on this opportunity.

Goals at a Glance

Summary of Accounting Services specific goals, strategic means and timeframes:

	2007	2008	2009	2010	2011	2012	2013
Accounting Services		■■■■■■■■■■■■■■■■■■■■■■■■					
Goal 2 - Champion Good Government Principles and Practices		■■■■■■■■■■■■■■■■■■■■■■■■					
Participate in FMLOB task groups to influence resulting government-wide standards		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
Improve centralized policy and procedure development/maintenance process		▬▬▬▬▬▬▬					
Secure full-service customers for migration to Oracle Federal Financials to further government-wide efforts to standardize and leverage existing financial management system investments				▬▬▬▬▬▬▬▬			
Meet Federal Shared Service Provider requirements		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
Goal 3 – Optimize Organizational Structure and Human Resources Performance				■■■■■■■■■			
Improve internal training program to educate accounting personnel				▬▬▬▬▬▬▬▬			
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers		■■■■■■■■■■■■■■■■■■■■■					
Develop plan for making systems CGAC compliant and meet relevant project milestones		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
Improve system performance and capacity for growth of Oracle Federal Financials		▬▬▬▬					
Convert Investment Accounting applications to InvestOne Enterprise; standardize processes and reduce the number of systems.		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
Improve functionality of systems in areas of reporting and workflow to improve service offering to current and prospective customers				▬▬▬▬▬▬▬▬			

Strategic Direction

Goal 2 - Champion Good Government Principles and Practices

Strategic Means and Timeframes
- Participate in FMLoB task groups to influence resulting government-wide standards (FY08 - FY12)

   The FMLoB establishes task groups for various standardization projects. It is important for us to participate and influence government-wide standards because we will be expected to implement and support the FMLoB standards as a federal SSP. Through our experience, we have developed standards that can be leveraged and technical expertise that would be beneficial in furthering the FMLoB efforts. We are committed to actively participating in FMLoB task groups to influence the resulting government-wide standards for the benefit of all.

- Improve centralized policy and procedure development/maintenance process (FY08 - FY10)

   We have created a centralized policy and procedure function within the Accounting Services to standardize business practices across all customers and document business processes for training and contingency purposes. Concentrated efforts will be made during the next few years to identify and document both customized and standardized procedures used to support our customers. Multiple work teams are already reviewing customer processes and

developing standards for a number of key procedures. Resulting policy and procedures are published on our internal and external web sites and will serve as training material for educating employees and customers.

- Secure full-service customers for migration to Oracle Federal Financials to further government-wide efforts to standardize and leverage existing financial management system investments (FY10 - FY12)

  To support the FMLoB mission, we are committed to offering our financial management platform to other agencies as a franchise service. The addition of agencies onto our platform will help create economies of scale and encourage cost sharing among current customers. We will prudently seek full-service accounting customers for migration beginning in FY10.

- Meet Federal Shared Service Provider requirements (FY08 - FY12)

  As a federal SSP under the FMLoB, we are committed to the vision and goals for the financial management line of business. The vision of the FMLoB is to improve the cost, quality, and performance management systems by leveraging shared services solutions and implementing government-wide reforms that foster efficiencies in federal financial operations. We will continue to offer federal agencies a federalized financial management system that will provide timely and accurate data available for decision-making, facilitate strong internal controls, reduce costs through shared systems, and standardize systems, business processes, and data elements.

Goal 3 – Optimize Organizational Structure and Human Resources Performance

Strategic Means and Timeframes
- Improve internal training program to educate accounting personnel (FY10 - FY12)

  We will further develop our internal training program to educate accounting personnel and provide a culture of continual learning. The training program will incorporate training materials developed through standardization projects and will consist of a comprehensive curriculum that will prepare accountants to perform accounting services in a variety of capacities to support growth of Accounting Services in the future.

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

Strategic Means and Timeframes
- Develop plan for making systems CGAC compliant and meet relevant project milestones (FY08 - FY12)

  The most significant outcome of the FMLoB to date is the creation of the Common Government-wide Accounting Classification Structure (CGAC). It provides a standard classification system for recording financial transactions to

encourage standardization, improve understandability through a universal language, and simplify the configuration of financial management systems. As a federal SSP, it is important to make our systems CGAC compliant to further the government-wide efforts to improve financial management. Because of the cost and effort to fully implement CGAC, which must be coordinated with the central government systems, it is anticipated that the effort will span a number of years. We will develop a plan for making systems CGAC compliant and meet relevant project milestones during this planning period.

- Improve system performance and capacity for growth of Oracle Federal Financials (FY08 - FY09)

  We will evaluate various alternatives for improving the stability and scalability of our Oracle Federal Financials platform. This is necessary to ensure we can provide competitive services to customers as well as positioning us for future growth opportunities. Among potential alternatives is the use of commercial hosting partners. Use of such partners is increasingly becoming a best practice in the government as agencies seek to improve service and lower costs for managing applications.

- Convert Investment Accounting applications to InvestOne Enterprise; standardize processes and reduce the number of systems (FY08 - FY12)

  We will convert our Investment Accounting applications to InvestOne Enterprise to consolidate investment functions onto a single platform. The migration will provide efficiencies and standardization within the investment accounting process. The current environment consists of eighteen (18) processes, which will consolidate into six (6) standard processes.

  We also intend to migrate our general ledger for investment activities to Oracle Federal Financials. During the next five years, some smaller components will migrate to Oracle Federal Financials and plans for a complete migration will become better defined.

- Improve functionality of systems in areas of reporting and workflow to improve service offering to current and prospective customers (FY10 - FY12)

  Two areas of functionality improvement we intend to make to our systems are improved reporting capabilities and automation of certain manual processes. We will evaluate available functionality during system upgrades as well as consider best-practice government-wide solutions that may address these concerns.

PROCUREMENT SERVICES

Target Market

We currently provide procurement services to several Treasury bureaus, in addition to a number of independent agencies. With the strong ties between procurement and accounting functions, we commonly provide both services to customers. We specialize in providing a range of acquisition support for both simplified acquisitions and large contracts as well as providing a cradle to grave service beginning with acquisition planning and running though contract award and administration and ending with contract close out. We also offer platform procurement services for agencies that have their own acquisition staff which includes hosting, maintenance, and help desk support for the PRISM application.

While our top priority for this planning period for Procurement Services is to focus on meeting our current customer's needs, we will continue to look at opportunities for growth. The target market for growth during this time frame will be on Treasury Bureaus and small to medium sized independent agencies with growth being gradual and measured. We'll be focusing on ensuring that resources are available to provide quality service to both current customers and potential ones prior to entering into any new agreements.

Opportunities

Our service model creates opportunities for agencies to choose to let us handle all of their acquisition needs or use us to supplement their own acquisition personnel, which allows them to concentrate on their mission critical needs. With the potential human capital crisis of acquisition professionals due to pending retirements, we are able to offer customers a stable, certified acquisition workforce. We are committed to investing in the training necessary for a quality federal acquisition workforce. Individual development plans are created and maintained for each acquisition professional focusing on ensuring the required classroom training and on the job experience for FAC-C certification is provided.

Opportunities also exist to continue to link Procurement Services with our Accounting Services offering. Procurement and accounting are very dependent on each other to accomplish their missions and we offer an integrated solution between our financial management system and our procurement writing system. Agencies will find that having a single service provider for these services will increase efficiencies and effectiveness.

Goals at a Glance

Summary view of Procurement Services goals, strategic means and timeframes:

	2007	2008	2009	2010	2011	2012	2013
Procurement Services							
Goal 2 - Champion Good Government Principles and Practices							
Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury							
Provide customers with standardized guides and templates for communicating requirements and work statements							
Develop customer migration guidance for Procurement Services							
Goal 3 – Optimize Organizational Structure and Human Resources Performance							
Increase number of warranted contracting officers by providing work experience and scheduling classes to meet requirements of FAC-C certification							
Explore different recruiting avenues for finding experienced contracting officers which may include the Treasury's Office of the Procurement Executive							
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers							
Provide COTR training for customers based on their unique purchase requirements							
At least annually have in-person meetings with each customer to assess relationship. In addition have at a minimum quarterly status meetings through conference calls on pendi actions							
Perform spend-analysis across customer base to determine shared requirements. Wher practical group customer requirements into a single contract vehicle to lower administrative costs							
Explore utilizing the contracts generated from our spend analysis study for agencies not in our current customer base							
Explore options including PRISM to provide customers with real-time, on-line status of th pending procurement actions							

Strategic Direction

Goal 2 - Champion Good Government Principles and Practices

Strategic Means and Timeframes

- Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury (FY09)

  The SmartPay 1 contract ends in November 2008. Treasury will be selecting the vendor for the SmartPay 2 contract in FY 2008. We will play a key role in the selection process through our active participation on the selection team that will be responsible for representing our customers' needs. Once the vendor is selected, we will lead the transition process, which will include issuing new purchase cards and providing essential training to users.

- Provide customers with standardized guides and templates for communicating requirements and work statements (FY09 - FY11)

  We currently receive requirements and work statements in many different forms from our customers. Our customers are often unsure of what information is needed to make a strong requirements document or performance work statement. Over the next few years, we plan to make a concentrated effort to standardize this process. Standardized templates will facilitate the sharing of information by our customers and will reduce the amount of confusion on what is required. Our expectation is that the templates will vary depending on the type of service or good being procured.

- Develop customer migration guidance for Procurement Services (FY08)

  We are developing a document set to facilitate customer implementation projects. The document set will contain templates and instructions for the repeatable processes that we use when migrating a customer from their current procurement writing system to our PRISM application.

Goal 3 – Optimize Organizational Structure and Human Resources Performance

Strategic Means and Timeframes
- Increase number of warranted contracting officers by providing work experience and scheduling classes to meet requirements of FAC-C certification (FY08 - FY12)

  We are committed to creating a workforce of first class acquisition professionals. To accomplish this we plan to invest resources in classroom training and providing employees with on the job experience necessary to be certified under the FAC-C program. The ultimate goal is to create a stable, experienced staff of contracting officers and contract specialists to meet our customers' needs.

- Explore different recruiting avenues for finding experienced contracting officers which may include the Treasury's Office of the Procurement Executive (FY08 - FY12)

  While we maintain a competitive advantage in hiring the best and brightest candidates for our area, the region does not contain many avenues for finding experienced federal acquisition personnel. To supplement our staff, we will look to recruit individuals with experience who may wish to relocate to a small town environment. We will network with other contracting offices through conferences and other forums to identify possible candidates. We will also use Treasury's Office of the Procurement Executive to identify potential candidates.

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

Strategic Means and Timeframes
- Provide COTR training for customers based on their unique purchase requirements (FY08 - FY12)

  We are committed to helping educate our customers on procurement rules and regulations. COTRs play a very important role in the process but often they are unaware of their responsibilities or do not receive the training required to carry out these duties. We plan to provide customized training to our customers' COTRs though agency specific examples to help clarify their roles. This training will become even more significant with OMB's new certification requirements for COTRs.

- Conduct in-person meetings with each customer to assess the relationship at least annually. In addition have at a minimum quarterly status meetings through conference calls on pending actions (FY08 - FY12)

  Consistent and timely communication with customers is vital during the acquisition process. Creating strong relationships with our customers helps minimize communication issues and facilitates this process. We plan to accomplish this through increased face-to-face meetings and regularly scheduled conference calls to discuss the status of acquisitions and resolve any issues in a timely manner.

- Perform spend-analysis across customer base to determine shared requirements. Where practical, group customer requirements into a single contract vehicle to lower administrative costs (FY09 - FY10)

  Our customer base has increased substantially over the past few years and many of our customers purchase goods and services with similar requirements. In the coming years, we plan to perform a spend analysis to identify these items and then determine if we can create contractual vehicles that can be shared across our customer base to help reduce cost and increase quality.

- Explore utilizing the contracts generated from our spend analysis study for agencies not in our current customer base (FY12)

  After successfully creating shared contracts for our customers, we plan to explore whether these contracts could be used by other government agencies in support of "good government" principles. Prior to this occurring, we will study the contractual risk involved in these relationships to ensure we can mitigate the risk level to an acceptable level. We will also evaluate the potential benefits to ensure they exceed any of the inherent risk that remains.

- Explore options including PRISM to provide customers with real-time, on-line status of their pending procurement actions (FY10 - FY12)

  Our current acquisition updates occur through e-mail, phone calls and/or spreadsheets. To improve the timeliness and convenience of these communications for our customers, we will explore options for customers to receive this data at their convenience from an automated tool. This will remove our customers' dependency on our personnel for this information and expedite this process. Customers will not only have a more efficient self-service avenue for obtaining information but our personnel will continue to stand ready to answer any questions or help them as needed.

TRAVEL SERVICES

Target Market

Our Travel Services provides services to Treasury and many other government agencies. We specialize in offering full temporary duty (TDY) and end to end relocation services that includes a wide variety of services ranging from application maintenance, help desk and counseling services, transaction and tax processing, policy and regulatory guidance, travel card administration, and travel and tax reporting. While not our preferred target market, we also offer a hybrid TDY service arrangement, which includes limited system maintenance and help desk services to agencies that have their own travel staff available to perform system maintenance and internal help desk support.

For the next five years, we will continue to focus on providing travel services to government agencies seeking a SSP solution and intend to sensibly build our client base in a manner that will ensure current customer needs are met. In addition, we will perform a due diligence process on potential customers to help ensure expectations are met.

Opportunities

With the strong staffing advantage, we have an opportunity to develop a highly qualified workforce that can carry out the mission and vision as a SSP in the years to come. Our experience in performing travel services for a wide variety of agencies positions us to have knowledgeable personnel who cannot only help develop federal travel standards but also implement them among federal agencies through our SSP responsibility. We are involved on numerous fronts to improve government-wide travel policy and regulations.

Opportunities also exist to help agencies by providing additional travel services to our current customers, and evaluating these business opportunities during the next five years will be a focal point of this business line.

In order to broaden our offering, we will consider supporting agencies using multiple E-Gov Travel Systems. These opportunities will be evaluated on a case-by-case base. Additionally, with the offering of other administrative services come opportunities to provide travel services to customers currently using these other services. We believe new business opportunities exist as many agencies find it efficient to have a single service provider supporting all their administrative needs.

Goals at a Glance

Summary of Travel goals, strategic means and timeframes:

	2007	2008	2009	2010	2011	2012	2013
Travel Services							
Goal 2 - Champion Good Government Principles and Practices							
Pursue relocation resource center best practices recognition (through ERSC) for credibility and marketing purposes							
Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury							
Goal 3 – Optimize Organizational Structure and Human Resources Performance							
Obtain travel related certifications for appropriate personnel to enhance knowledge and understanding of government travel to the highest professional standards and best practices							
Further develop travel personnel by making available travel certification programs to further their education of government travel and best practices throughout the travel industry							
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers							
Award new Blanket Purchase Agreement for relocation home sale services covering expanded scope of services							
Streamline payment process of fees to Northrop Grumman to reduce traveler reconciliation issues							
Develop moveLINQ to Oracle interface to increase efficiency							
Convert to Employee Identification Numbers (EIN) in GovTrip to minimize the risk of identity theft							

Strategic Direction

Goal 2 - Champion Good Government Principles and Practices

Strategic Means and Timeframes

- Pursue relocation resource center best practices recognition (through ERSC) for credibility and marketing purposes (FY09)

    GSA established the Executive Relocation Steering Committee (ERSC) comprised of federal agency members to formulate an action plan on recommendations from the Government-wide Relocation Advisory Board (GRAB). ERSC grouped GRAB's recommendations and ultimately formed three workgroups to address like recommendations. We participate in two of those workgroups including the Resource Center workgroup. Although the ultimate outcome from this workgroup has not been finalized, we anticipate and will pursue whatever relocation resource center best practices recognition is established. We believe the recognition will enhance our position to attract potential new relocation customers.

- Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury (FY09)

    SmartPay 2 will begin on November 30, 2008 for all government card programs (i.e., fleet, purchase, and travel). We formed a SmartPay 2 Project Team to define, gather, and document the requirements and transition needs for our customers. We have taken an active role in evaluating the vendors for selection and once the vendor is selected, we will ensure a smooth and timely transition to the awarded vendor for each of our customers.

Goal 3 – Optimize Organizational Structure and Human Resources Performance

Strategic Means and Timeframes
- Obtain travel related certifications for appropriate personnel to enhance knowledge and understanding of government travel to the highest professional standards and best practices (FY08 - FY12)

- Further develop travel personnel by making available travel certification programs to further their education of government travel and best practices throughout the travel industry (FY08 - FY12)

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

Strategic Means and Timeframes
- Award new Blanket Purchase Agreement for relocation home sale services covering expanded scope of services (FY08)

  Recently awarding a new BPA covering additional real estate services available under GSA's Schedule 48, we have already added services such as Buyer Value Option (BVO) and move management. We made this strategic decision in response to current customer agency needs and an assessment of services that may assist us in implementing larger customers.

- Streamline payment process of fees to Northrop Grumman to reduce traveler reconciliation issues (FY08 - FY09)

  We are developing requirements for a system enhancement that will facilitate the payment of processing fees directly to the vendor. This new process will eliminate the fees being reimbursed to the traveler therefore reducing reconciliation issues.

- Develop moveLINQ to Oracle interface to increase efficiency (FY08)

  We made the strategic decision to implement moveLINQ, a COTS relocation cost management product developed by mLINQS, LLC, in 2005. This decision was made in response to proposed regulations and to process relocations in an effective and efficient manner. We are now in the process of automating the interface from moveLINQ to our core financial system, Oracle Federal Financials. With the completion and implementation of the obligation interface, we intend to implement the voucher interface in FY 08. The efficiency of services to both current and future customers will be increased with the interfaces.

- Convert to Employee Identification Numbers (EIN) in GovTrip to minimize the risk of identity theft (FY08)

  We will take the necessary steps to eliminate the use of Social Security Numbers (SSN) by the GovTrip application. An employee identification number (EIN) will

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be developed and used in place of the SSN to interface travel financial information to the Oracle accounting system.

HUMAN RESOURCES SERVICES

Target Market

The Human Resource Services (HR) provides HR-related services to the majority of Treasury bureaus in addition to several components of other agencies and small independent agencies. We have the flexibility to provide full HR servicing (payroll/personnel actions processing, pay and leave administration, classification, staff acquisition, employee and labor relations, benefits, awards processing, workers compensation, and personnel security) or specific functions out of this overall service offering.

Our current customers are diverse in the services they receive: a few obtain all or nearly all the service offerings while a few only acquire partial support from just one specific service category. Our experience indicates that efficiencies are gained and effectiveness improved when our customers elect full service because of the integration of our operational components. Regardless, our staff works very closely with customer agency retained HR staff and management to support the customer's operational HR needs.

Human Resources target customer size is small to medium entities. Again, while we feel we can provide the best value to customers electing to obtain full service, we will provide component servicing from any of the functions we provide – some work better than others when bought individually and we have the experience to describe how they work with retained human resources. Along those lines, we consider those customers we are servicing but that are not receiving full service a target market.

Opportunities

Like our other service lines, we likewise have been able to attract and retain high-quality personnel by using a variety of methods. We recruit and retain experienced federal human resource practitioners nationwide, we pull from the strong industrial backbone of the Mid-Ohio Valley region by hiring diversely capable and experienced human resource staff, and, through intensive developmental activities, we turn inexperienced but talented and motivated entry-level personnel into experts.

There are five Human Resources Line of Business (HRLoB) recognized shared service centers - with our partner, the HR Connect Program Office, we are Treasury's offering. Because the HRLoB is still fairly new and developing, we have the ability and stature to provide input and influence government-wide direction in various areas of policy formation and process redesign. This will not only benefit us by increasing our effectiveness and efficiency in providing HR servicing but will improve government-wide human resource services on the whole.

Because of the constant evolution of the HR and payroll shared service environments, there is a tremendous opportunity to collaborate with the other providers – this could be through the use of a different personnel system, the use of a different payroll provider, or working with another shared service center to service a customer, for example. While this collaboration with "the

competition" might seem contrary to conventional wisdom, we will pursue such partnerships when the possible outcomes will be optimal for the customer.

Most importantly, we look to improve already exceptional HR support for our existing customer base by constant improvement and increasing efficiencies. By demonstrating operational excellence, we look forward to expanding the services provided to existing customers and adding new customers.

Goals at a Glance

Human Resource goals, strategic means, and timeframes:

	2007	2008	2009	2010	2011	2012	2013
Human Resources Services							
Goal 2 - Champion Good Government Principles and Practices							
Actively participate and influence the development of the government-wide Human Resources Line of Business							
Strengthen existing partnerships (e.g., Kronos, HRConnect, NFC, etc.) to improve services provided to customers							
Evaluate, analyze, and refine existing standard operating procedures for servicing existing customers							
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers							
Work with OPM and/or Agency auditors in ensuring excellent results in DEU audits							
Meet Federal Shared Service Provider requirements							
Guide and implement customers through electronic official personnel file (EOPF) conversions							
Guide and implement customers through retirement system modernization (RSM) conversions							

Strategic Direction

Goal 2 - Champion Good Government Principles and Practices

Strategic Means and Timeframes
- Actively participate and influence the development of the government-wide Human Resources Line of Business (FY08 - FY12)

    With the HRLoB still in its development, it is critical that we be vigilant to the ideas and direction of the HRLoB and provide input on and influence direction when necessary. This will maintain and enhance our viability as a service provider and improve overall government-wide HR.

- Strengthen existing partnerships (e.g., Kronos, HRConnect, NFC, etc.) to improve services provided to customers (FY08 - FY12)

    It is through our partnerships that we enjoy our shared service center status, are able to provide excellence in service, and a wide diversity in our offerings. It is therefore critical that we maintain and improve our partnerships through open, honest, and effective communications.

- Evaluate, analyze, and refine existing standard operating procedures for servicing existing customers (FY09 - FY10)

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Each of HR's functional areas has been challenged with reviewing and revising, where necessary, its operating guidance. Currency of this guidance should be maintained through periodic reexamination. We will continue to use these materials in both day-to-day operations and in training our staff.

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

Strategic Means and Timeframes
- Work with OPM and/or Agency auditors in ensuring excellent results in DEU audits (FY08 - FY12)

  We ensure that our personnel engaged in staff acquisition receive OPM training and are appropriately certified. Our staff periodically attends refresher classes. Quality control is ensured through single and double peer reviews and/or supervisory review depending on the work performed. Post audit or third party review, we carefully consider all recommendations weighing the value of any added assurance against the impact on operational efficiency.

- Meet Federal Shared Service Provider requirements (FY08 - FY12)

  Currently, we meet all HRLoB mandated requirements. With our partner, the HR Connect Program Office, we will be attentive to revisions to requirements and maintain its capability in order to attain recertification when necessary.

- Guide and implement customers through electronic official personnel file (EOPF) conversions (FY08 - FY12)

  We have guided some customers through the entire conversion process, are in the process of converting others, and are consulting with others to assist them with meeting OPM goals. Because of our participation in HRLoB activities, we are able to keep fully aware of activities related to EOPF and the overarching Enterprise Human Resources Integration Initiative.

- Guide and implement customers through retirement system modernization (RSM) conversions (FY09 - FY12)

  Again, because of our participation in the HRLoB we are able to interact directly with OPM to influence the impact and implementation of RSM and understand and prepare for it. While the conversion process, and preparation efforts (such as file cleansing and error correction) leading up to it, will be incredibly demanding, we are prepared to meet the challenge by ensuring that the appropriate resources are available and that both internal processes and the process with our payroll provider are ready.

INFORMATION TECHNOLOGY SERVICES

Target Market

Our Information Technology Services (IT) provides service to a diverse portfolio of federal customers: Treasury bureaus, independent agencies, boards and commissions, and Inspector General organizations. We specialize in providing a full line of IT-related services including: application development, website development, hosting, Internet, networking, and information security. IT specialties offered externally are restricted to those not requiring on site "touch" maintenance to provide the best value for our customers.

Over the next five years, we intend to continue to provide the outstanding information technology services our customers have come to expect. In the areas of networking and Internet services, we have targeted the market of providing enterprise solutions on behalf of the Department of Treasury. We will continue to target the non-classified, civilian information systems of government agencies and organizations that are subject to the Federal Information Security Management Act. Our application development efforts will be offered to Treasury bureaus. Website development is targeted toward agencies of the federal government with infrastructure patterns that closely match those offered within Public Debt's franchise environment. We will continue to evaluate hosting service opportunities to federal entities that require hosting solutions for all except classified information systems and those requiring compliance with the Health Insurance Portability and Accountability Act (HIPAA). As we seek to gain operational efficiencies and strengthen our relationships with customers and business partners, our growth will be well-managed and will focus on ensuring the needs of current and potential customers are met.

Opportunities

We have expended considerable resources to recruit and retain a highly skilled IT staff. Our ability to recruit is complemented by our ability to retain. In the background, experienced employees mentor and develop junior employees resulting in stronger teams with maximum cohesion. We take full advantage of OPM's Federal Cyber Service: Scholarship for Service program, a unique program designed to increase and strengthen the cadre of Federal information assurance professionals that protect the government's critical information infrastructure. Our staff includes Certified Information System Security Professionals (CISSP). Our staffing practices present us with the opportunity to focus on remaining on the cutting edge of technology while implementing innovative, cost-effective IT solutions for our customers.

We have the opportunity to influence government-wide policies through our involvement with Office of Management and Budget (OMB) and Treasury initiatives. Our IT security staff actively participates in the Information System Security Line of Business (ISS LoB) Focus Group. Our operations staff is also actively involved with Treasury's Trusted Internet Connection (TIC) and Treasury Network (TNet) initiatives. Our participation in these initiatives is important both because we have experience and technical expertise that is beneficial in furthering these efforts, but also because we are expected to support the standards developed through these initiatives.

By building on our Public Key Infrastructure (PKI) and directory experience, we are well-positioned to offer end-to-end identity management solutions to our customers. Our enterprise class storage solutions and highly available environments - both physical and virtual - enable scalable, secure web and application hosting environments.

Opportunities exist for customers to take advantage of the benefits of our shared environments. Use of Rapid Application Development (RAD) techniques and a reusable objects library enables us to provide high quality development services to our customers at a competitive price. We will continue to strengthen our application development and website development services through the use of architectural patterns and automated tools that will allow us to be consistent, thorough and timely.

Goals at a Glance

Summary view of IT Services goals, strategic means and timeframes:
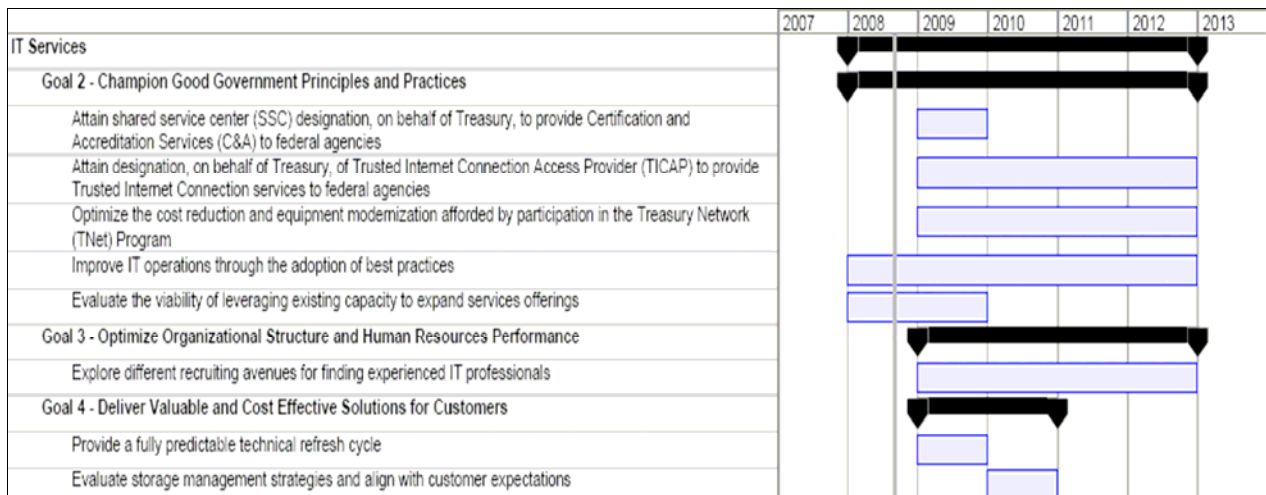
Strategic Direction

Goal 2 – Champion Good Government Principles and Practices

Strategic Means and Timeframes
- Attain shared service center (SSC) designation, on behalf of Treasury, to provide Certification and Accreditation (C&A) services to federal agencies. (FY09)

    The Information System Security Line of Business (ISS LoB) was chartered in support of the President's Management Agenda (PMA) to improve the level of information security across the federal government. ISS LoB seeks to eliminate duplication of effort, increase aggregate expertise, and reallocate resources for agency missions. Using the SSC model will drive better performance, increase expertise through specialization, and reduce cost by providing common products and services. Public Debt participates in the ISS LoB cross-agency workgroup and will submit an application for SSC designation should OMB open a competition.

- Attain designation, on behalf of Treasury, as a Trusted Internet Connection Access Provider (TICAP), to provide Trusted Internet Connection (TIC) services to federal agencies. (FY09 - FY12)

  The Trusted Internet Connection initiative mandated by OMB in November 2007 seeks to optimize network services into a common solution for the federal government. By reducing external connections and Internet points of presence, opportunities for external access to networks are minimized, reducing overall exposure to cyber security threats. Public Debt's IT Service operations staff has partnered with Treasury to meet all requirements of the Trust Internet Connection initiative. Although we currently provide Internet and network services to small agencies, designation as a Trusted Internet Connection Access Provider will permit us to provide these services on behalf of Treasury.

- Optimize the cost reduction and equipment modernization afforded by participation in the Treasury Network (TNet) Program. (FY09 – FY12)

  The Treasury Network (TNet) Program is a single, wide-area network (WAN) services solution. By participating in the TNet Program, we will be able to reduce costs by elimination of multiple individual network solutions as we optimize the shared network environment. The need to consistently modernize the network infrastructure to meet ever-changing security requirements is also eliminated. Treasury-wide policies are standardized and uniformly implemented.

- Improve IT operations through the adoption of best practices. (FY08 – FY12)

  The Information Technology Infrastructure Library (ITIL) is a collection of best practices for managing IT operations. As ITIL process are adopted, we can:
  - Optimize the capability of the IT infrastructure, services and supporting organization to deliver a cost effective and sustained level of service availability that meets business requirements.
  - Plan, coordinate, negotiate, report, and manage the quality of IT services at an acceptable cost.
  - Build and maintain customer relationships based on shared expectations.
  - Minimize the adverse impacts on the business caused by errors and change-related incidents.

- Evaluate the viability of leveraging existing capacity to expand service offerings. (FY08 - FY09)

  As we gain operational efficiencies through improved processes, common infrastructure and shared environments, we may realize additional capacity in our resources. We will evaluate the viability of leveraging existing capacity in our hosting service to expand service offerings.

Goal 3 – Optimize Organizational Structure and Human Resources Performance

Strategic Means and Timeframes
- Explore different recruiting avenues for finding experienced IT professionals. (FY09 – FY12)

  Although we have been successful in hiring a highly skilled workforce, we have had limited success in recruiting IT professionals with federal government experience. To supplement our staff, we will explore recruiting avenues that will yield candidates with experience.

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers

Strategic Means and Timeframes
- Provide a fully predictable technical refresh cycle. (FY09)

  In order to improve the strategic management and financial planning abilities of our customers and ourselves, it is important to predict when technologies should be refreshed. We will provide a fully predictable technical refresh cycle that will enable our customers to make fully informed business decisions concerning their valuable resources.

- Evaluate storage management strategies and align with customer expectations. (FY10)

  The amount of data produced through IT business processes is growing at an exponential rate. It is important to assure that data is managed and stored to permit timely access to information. We will evaluate storage management strategies to provide the most cost effective solutions that align with customer expectations.

CONCLUSIONS

Plan Management

Even before this plan was finalized, various projects and initiatives commenced towards fulfilling the goals and objectives established. While specific timeframes have been established for each, it is expected that we and our customers will begin to reap the benefits of this planning long before many of the deadlines are reached.

Throughout the plan period, we will be continually tracking our progress, evaluating our intended goals and objectives, and reporting our results. Service line management will be held accountable by their respective Franchise Senior Management and as such, be expected to report on a regular basis, quarterly at a minimum, on progress made towards established global goals as well as their service line specific objectives. Accordingly, Franchise Senior Management will in turn be reporting our progress to the Bureau's Executive Board as well as our Franchise Governance Board. In many cases, these goals and objectives will also be incorporated into annual performance evaluation commitments.

More tactically, Franchising Senior Management in concert with the Franchise Governance Board will continue to closely manage our overall technology and operational investments. This will include, but is not limited to, product and market expansions, our application architecture growth and integration, and management and adherence to this 5-year plan. We will certainly add and refine our process and management principles as our model matures through this planning cycle.

Communication Strategies

Communication is obviously a cornerstone to our business priorities over the next five years. Actions are already in the works to reach out to our existing customers in a new and more proactive way. This plan itself will be shared and made available to not only our own management and employees, but also to our customers.

Concurrent to these customer relationship efforts, BPD Franchising will work closely with OMB and all LoBs' leadership in gaining their support and ensuring their understanding of our goals and objectives surrounding our franchising service lines.

Performance Management

As for the governance on this plan and its targeted performance indicators, we will be investing in the overall management of the described performance measurements. This will include the full articulation of the metric definition and source data points, the ongoing tracking and reporting of the measurements, and finally the creation of additional measurements more suitable to scoring the 'right things'.

CONTACT INFORMATION

If you have questions regarding any of the described material in this plan, please contact the BPD Franchising Executive Director, Cindy Springer or the Deputy Executive Director, Keith Rake. Their contact information is as follows:

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APPENDIX 1 – STRATEGIC PLAN: DEVELOPMENT STEPS AND QUESTIONS

1. Evaluate Needs and Expectations against current services offered.

A. "Good government" expectations – FMLoB, OMB, OPM, etc.
o For each service line, determine what good government means and what the governing body's (where applicable) expectations are with regard to what services are offered

B. Current customers' needs and expectations
o For each service line, determine what the needs and expectations of our current customer base are
o Greatest areas of concern – including but not limited to functional, business, price, customer service, etc.

C. Potential customer needs and expectations
o For each service line, determine potential customer base
o What their interest, needs and drivers are

D. Internally
o Bureau level and ARC level expectations, desires and needs

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2. Based on above, what services do we want to offer customers?

A. Not only what services, but what levels of service we want to provide

B. What customer size we will entertain

C. What, if any, limitations we would place on services offered

D. Timeframes for customers

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3. For those services, how do we stack up against the competition for these services? Private and public?

A. Types of services offered

B. Level of services offered - quality and extent of service offerings

C. Strengths and weaknesses of our offering in comparison

D. Cost comparison

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4. Based on this comparison with our competitors and our strengths, what services can we competitively and successfully market?

A. Price based competition

B. Service based competition

C. Evaluate how best to offer the chosen services
o Core service lines
o Supporting services, such as interface development
o Other services we are willing to offer

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5. Develop a 5 Year Business Plan for these services.

A. Unit cost-based pricing

B. Establish priorities for each business line

C. Organizational structure

D. Relationship with other franchising services

E. Consider opportunities to gain efficiency, standardize and improve operations

F. Metrics

	2006	2007	2008	2009	2010	2011	2012	2013
Goal 1 – Achieve Operational Sustainability and Ongoing Improvements								
Objective 1 – Develop a Single Operational View of the Business								
Centralize Public Debt Franchising financial management, performance and marketing activities								
Develop and implement a unified customer communication plan								
Standardize Public Debt Franchising contracting, marketing, and promotional documents and processes								
Review and improve internal management of customer relationships								
Objective 2 – Stabilize and Manage the Operational Cost Base								
Perform a comprehensive review of Public Debt Franchising costs and implement recommendations for cost reduction or containment								
Implement processes to accurately plan, manage, and project future costs								
Implement regular financial reporting to evaluate performance and ensure accountability								
Develop a comprehensive and transparent pricing methodology that ensures full cost recovery and a reasonable operating reserve								
Develop comprehensive service catalog that includes service level descriptions and performance metrics								
Objective 3 – Implement Performance Measures for Key Processes and Activities								
Develop and implement financial management performance metrics								
Review existing service line performance metrics and identify improvements or new metrics to better evaluate performance								
Continue to manage and adapt to new line of business metrics and other external quality of service standards								
Objective 4 – Govern and Control All Major Business Processes and Activities								
Define and implement financial management control and monitoring processes								
Develop and implement a franchise governance process								
Develop and implement a customer selection and evaluation process								
Develop and implement a franchise enterprise risk management process								
Develop standard document set that covers full life cycle of franchising, including marketing, service implementation, and customer support								

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	2006	2007	2008	2009	2010	2011	2012	2013
Goal 2 - Champion Good Government Principles and Practices								
Objective 1 – Maintain and Create Valuable Partnerships and Relationships								
Continue full support of user groups and other forums for communication and collaboration								
Establish new partnerships within the industry to enhance services provided to customers								
Establish and maintain a dedicated LoB coordination role to enhance relationship with the various LoB organizations								
Objective 2 – Maintain and Enhance Overall Compliance and Accountability								
Monitor service lines to ensure that controls, processes, and procedures are in place to maintain unqualified audit opinions								
Monitor services lines to ensures that controls, processes, and procedures are in place to maintain our strong compliance record								
Objective 3 – Promote Standardization of Business Practices, Processes, and Documentation								
Standardize internal business processes								
Provide guidance and training across division on standardized internal processes								
Objective 4 – Seek and Implement Value-Added Services, Products, Markets, and Integration								
Monitor the needs of the market and offer viable value-added services								
Identify and implement customers that are consistent with the defined target markets for each service line that essentially aligns customer needs to our capabilities								

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	2006	2007	2008	2009	2010	2011	2012	2013
Goal 3 – Optimize Organizational Structure and Human Resources Performances								
Objective 1 – Recruit and Retain High Performance Workforce								
Support recruitment opportunities								
Develop training plans to provide career direction								
Develop a strategy to hire and develop employees for customer expansions								
Objective 2 – Promote a Challenging and Rewarding Workplace								
Identify and implement cross-training opportunities to strengthen the work force and allow for improved knowledge transfer								
Objective 3 – Enhance Internal Communications and Overall Business Awareness								
Evaluate, plan, and rollout a knowledge transfer process for all major business functions								
Conduct all hands "town hall" meetings								
Regularly present survey results and other key customer feedback to employees and applicable corrective actions								
Rollout customer communications approach and associated customer correspondence to all employees								
Objective 4 – Understand Resource Capacity and Key Skills Inventory								
Perform position management and organizational structure evaluation								
Implement organizational changes resulting in more efficient and cost effective servicing for customers								

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	2006	2007	2008	2009	2010	2011	2012	2013
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers								
Objective 1 – Offer competitively priced quality products and services								
Ensure that resources, including personnel, system and processes, are efficiently operating to meet SLA metrics and service deliverables								
Provide timely execution of customer agreements								
Take steps necessary to strengthen customer relationships								
Objective 2 – Maintain and enhance systems and services stability								
Evaluate ongoing system enhancements / capabilities to improve functionality								
Improve functionality of systems in areas of reporting and workflow to improve service offering to current and prospective customers								
Evaluate opportunities and means for providing greater systems stability and scalability								
Identify and improve on general responsiveness to customers								
Objective 3 – Implement centralized and proactive communication								
Standardize customer communication channels								
Identify ways to improve and implement a better customer feedback process								
Provide annual report								

	2007	2008	2009	2010	2011	2012	2013
Accounting Services							
Goal 2 - Champion Good Government Principles and Practices							
Participate in FMLOB task groups to influence resulting government-wide standards							
Improve centralized policy and procedure development/maintenance process							
Secure full-service customers for migration to Oracle Federal Financials to further government-wide efforts to standardize and leverage existing financial management system investments							
Meet Federal Shared Service Provider requirements							
Goal 3 – Optimize Organizational Structure and Human Resources Performance							
Improve internal training program to educate accounting personnel							
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers							
Develop plan for making systems CGAC compliant and meet relevant project milestones							
Improve system performance and capacity for growth of Oracle Federal Financials							
Convert Investment Accounting applications to InvestOne Enterprise; standardize processes and reduce the number of systems.							
Improve functionality of systems in areas of reporting and workflow to improve service offering to current and prospective customers							

	2006	2007	2008	2009	2010	2011	2012	2013
Procurement Services								
Goal 2 - Champion Good Government Principles and Practices								
Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury								
Provide customers with standardized guides and templates for communicating requirements and work statements								
Develop customer migration guidance for Procurement Services								
Goal 3 – Optimize Organizational Structure and Human Resources Performance								
Increase number of warranted contracting officers by providing work experience and scheduling classes to meet requirements of FAC-C certification								
Explore different recruiting avenues for finding experienced contracting officers which may include the Treasury's Office of the Procurement Executive								
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers								
Provide COTR training for customers based on their unique purchase requirements								
At least annually have in-person meetings with each customer to assess relationship. In addition have at a minimum quarterly status meetings through conference calls on pending actions								
Perform spend-analysis across customer base to determine shared requirements. Where practical group customer requirements into a single contract vehicle to lower administrative costs								
Explore utilizing the contracts generated from our spend analysis study for agencies not in our current customer base								
Explore options including PRISM to provide customers with real-time, on-line status of their pending procurement actions								

	2006	2007	2008	2009	2010	2011	2012	2013
Travel Services								
Goal 2 - Champion Good Government Principles and Practices								
Pursue relocation resource center best practices recognition (through ERSC) for credibility and marketing purposes								
Transition to a vendor awarded under the new SmartPay 2 contract as mandated by Treasury								
Goal 3 – Optimize Organizational Structure and Human Resources Performance								
Obtain travel related certifications for appropriate personnel to enhance knowledge and understanding of government travel to the highest professional standards and best practices								
Further develop travel personnel by making available travel certification programs to further their education of government travel and best practices throughout the travel industry								
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers								
Award new Blanket Purchase Agreement for relocation home sale services covering expanded scope of services								
Streamline payment process of fees to Northrop Grumman to reduce traveler reconciliation issues								
Develop moveLINQ to Oracle interface to increase efficiency								
Convert to Employee Identification Numbers (EIN) in GovTrip to minimize the risk of ide theft								

	2006	2007	2008	2009	2010	2011	2012	2013
Human Resources Services								
Goal 2 - Champion Good Government Principles and Practices								
Actively participate and influence the development of the government-wide Human Resources Line of Business								
Strengthen existing partnerships (e.g., Kronos, HRConnect, NFC, etc.) to improve services provided to customers								
Evaluate, analyze, and refine existing standard operating procedures for servicing existing customers								
Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers								
Work with OPM and/or Agency auditors in ensuring excellent results in DEU audits								
Meet Federal Shared Service Provider requirements								
Guide and implement customers through electronic official personnel file (EOPF) conversions								
Guide and implement customers through retirement system modernization (RSM) conversions								

	2006	2007	2008	2009	2010	2011	2012	2013
⊟ IT Services								
⊟ Goal 2 - Champion Good Government Principles and Practices								
Attain shared service center (SSC) designation, on behalf of Treasury, to provide Certification and Accreditation Services (C&A) to federal agencies								
Attain designation, on behalf of Treasury, of Trusted Internet Connection Access Provider (TICAP) to provide Trusted Internet Connection services to federal agencies								
Optimize the cost reduction and equipment modernization afforded by participation in the Treasury Network (TNet) Program								
Improve IT operations through the adoption of best practices								
Evaluate the viability of leveraging existing capacity to expand services offerings								
⊟ Goal 3 - Optimize Organizational Structure and Human Resources Performance								
Explore different recruiting avenues for finding experienced IT professionals								
⊟ Goal 4 - Deliver Valuable and Cost Effective Solutions for Customers								
Provide a fully predictable technical refresh cycle								
Evaluate storage management strategies and align with customer expectations								

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Goal 1 – Achieve Operational Sustainability and Ongoing Improvements
- Receipt of clean audit report for franchising.
- Percentage of customers satisfied with their pricing transparency and overall price understanding
- Establishment of cost per unit (transaction/service output)
- Defined and implemented meaningful performance benchmarks in all service lines

Goal 2 – Champion Good Government Principles and Practices
- Maintenance of LoB's Shared Service Provider accreditation for all applicable service lines
- Establishment and maintenance of a documented, standardized customer implementation approach for all service lines
- Establishment and maintenance of a documented governance management plan to include customer and product/market selection frameworks
- Successful compliance reviews covering federally recognized mandates, laws, and regulations

Goal 3 – Optimize Organizational Structure and Human Resources Performance
- Percentage of the total employee turnover for the franchise business by year
- Percentage of the total employees that are satisfied by year by service line
- Percentage of the total employees that are specifically satisfied with internal communications by year by service line
- Percentage of the total employees with documented training plans by year by service line
- Percentage of the total employees with the generally accepted and recognized certification or accreditation in their respective fields where applicable

Goal 4 – Deliver Valuable and Cost Effective Solutions for Customers
- Percentage of satisfied customers
- Customer retention rate
- Mean time to respond and resolve customer issues coming through the franchising help desk
- Receipt of clean audit results that include no material findings or internal control weaknesses related to our financial systems and processes