



STRATEGICPLAN

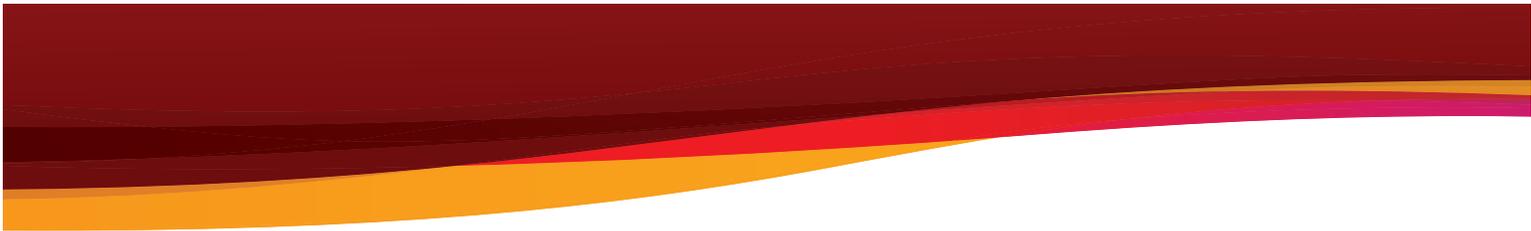
Planning for Success: FY 2009-2013

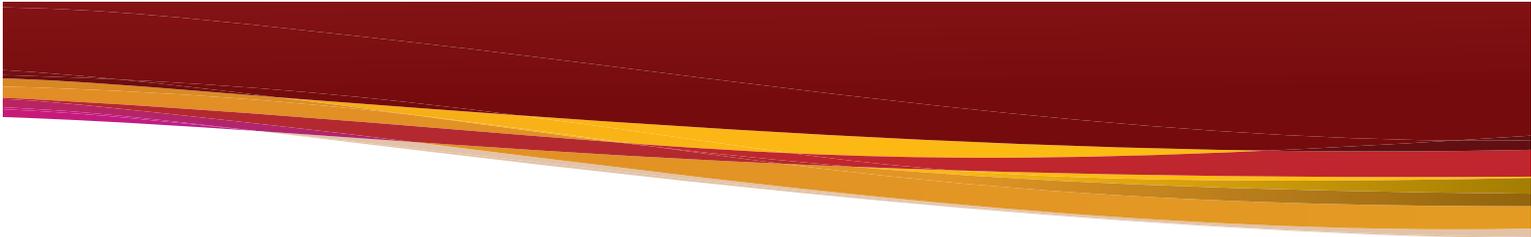
Prepared by:

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A Federal Interagency Support Services Program
www.casu.gov

Approved February 27, 2009





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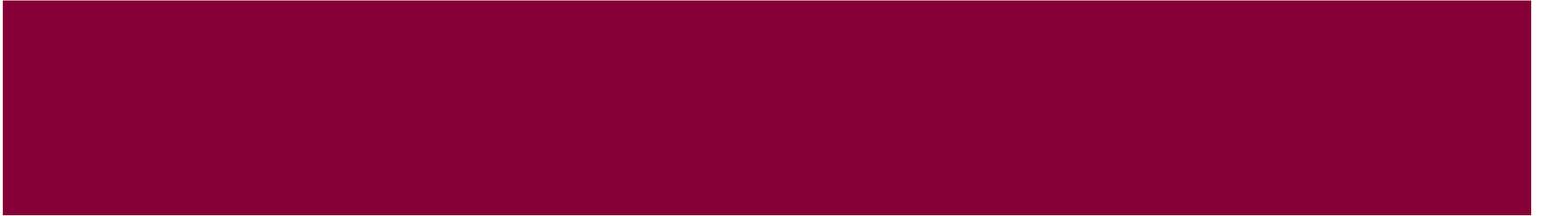
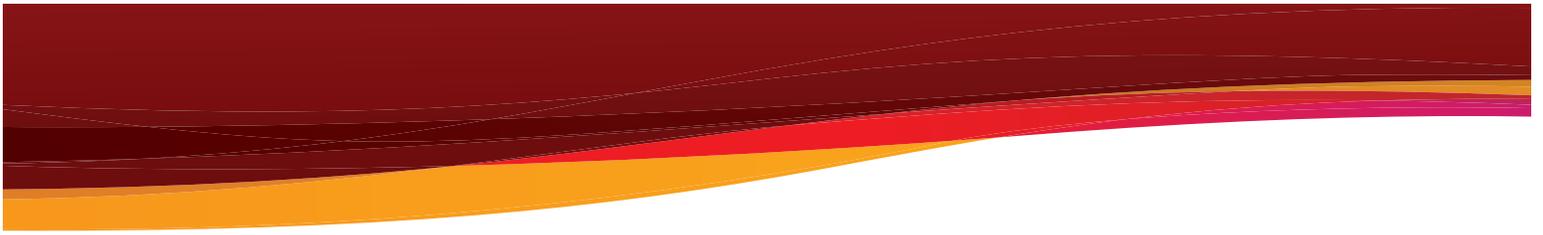
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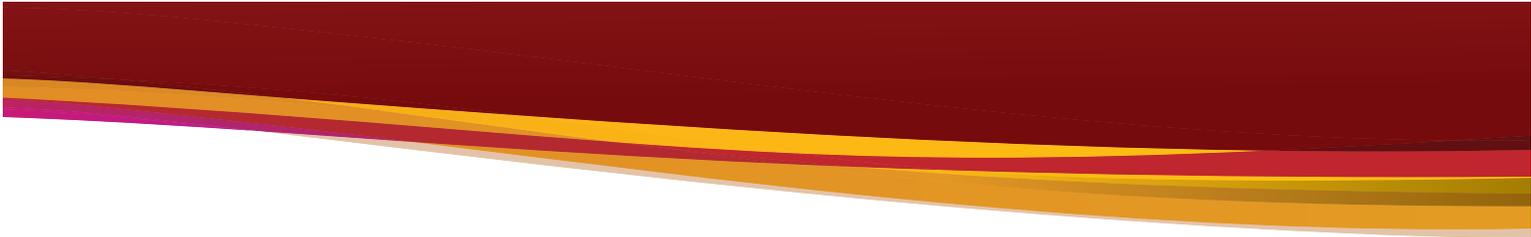
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INTRODUCTION

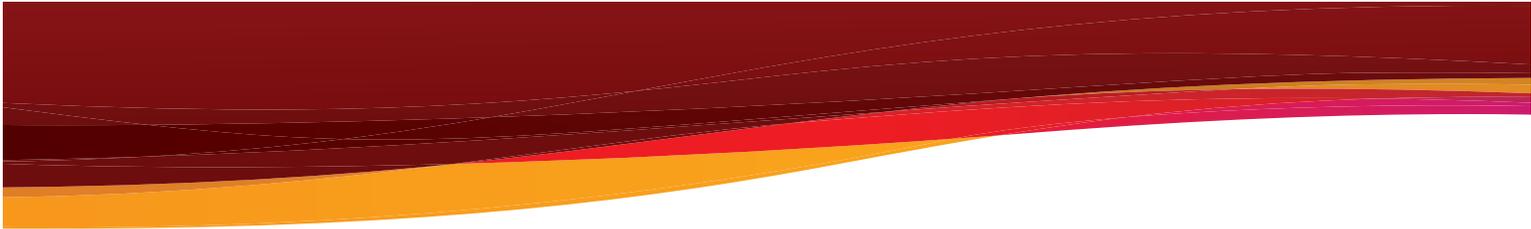
The National CASU Program is a Federal interagency support services program. It maintains an interagency network of entrepreneurial organizations that provides the full range of “best value” support services and products to Federal agencies on a cost reimbursable basis. Each CASU business unit works with agencies to identify requirements; leverages the buying power of the Federal government to effectively reduce the cost of products and services, while also shortening delivery times; and most importantly, permits an agency to devote more resources to its core mission.

The CASU Program was established in 1985 under the authority of the Economy Act of 1932, as amended. The President’s Council for Management Improvement initiated the program with the goal of reducing duplication of effort, achieving economies of scale, and providing government agencies with an alternate, quicker and more economical system of acquiring support services. The General Services Administration is the sponsoring entity and leads the National CASU Board of Directors which reports to GSA’s Office of the Chief Acquisition Officer (OCAO).

The range of services offered by CASUs continues to expand. They have contracts and strategic partnerships that enable individual CASUs and consortia of CASUs to supply agencies with broad and varied product lines. CASUs provide these services with existing contracts or in partnership with other reimbursable government organizations.

Customer agencies, utilizing the CASU network, are able to choose from a variety of sources. CASUs use contracts that are provided by multiple sources. In fact, over 95% of its services are provided through contracts with private industry – primarily small business companies (83%). More importantly, CASUs are poised to assist customers with competitive requirements. In this way, the CASU program has become a chief advocate for competition and strategic sourcing among Federal administrative support providers. It has grown from a small, shared service network to a nationwide operation. The CASU Network is clearly serving customer needs.





VISION

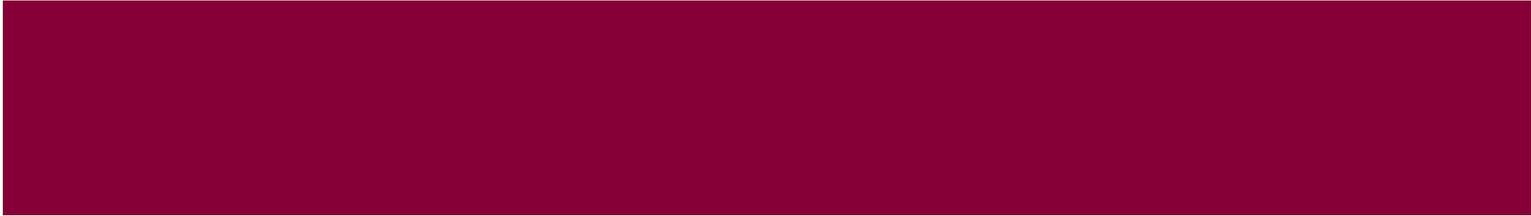
The CASU network strives to become the solution and standard for best value support services.

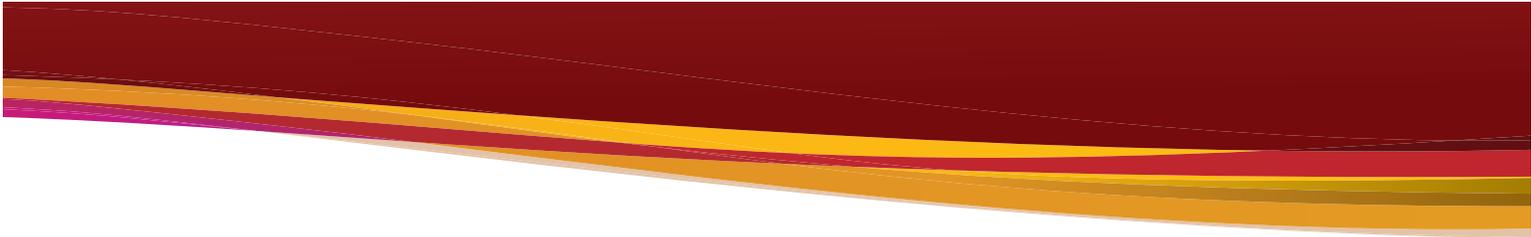
MISSION

CASU facilitates interagency cooperation in the acquisition and delivery of commonly needed services and products, promoting mission effectiveness and economy throughout the federal government.

CORE VALUES

The CASU Network has identified these core values as the foundation of the CASU program. They serve as a guide in the daily execution of the Network's duties.

- Service
 - Responsiveness
 - Collaboration
 - Excellence
 - Quality
 - Accountability
 - Innovation
 - Integrity
 - Flexibility
- 

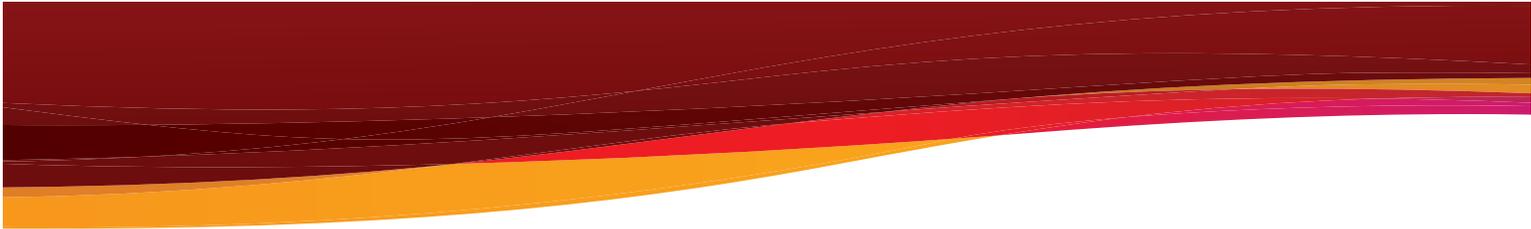


PROGRAM OBJECTIVES

1. Ensure Customer Satisfaction
2. Foster Interagency Cooperation and Innovation in Addressing Administrative Requirements
3. Promote Competition, Mission Effectiveness, and Best Value for Customer Agencies
4. Achieve Operational Excellence, Integrity, Financial Self-Sufficiency, and Accountability
5. Reduce Operating Costs and Duplication of Effort

CASU OPERATING PRINCIPLES

1. Each CASU has multiple Federal customer agencies.
 2. A local interagency customer board made up of Federal agency representatives assists each CASU.
 3. Each CASU is or will be financially self-supporting within a reasonable timeframe as approved by the National Board of Directors.
 4. The purchase of services from a CASU is voluntary.
 5. Each CASU conducts an annual financial audit and/or management assessment, which meets established federal financial standards with results reported to the lead (host) agency, the local board and the National Board of Directors.
 6. Each CASU furthers the intent of the Economy Act of 1932, as amended, and complies with all applicable laws and regulations.
 7. Each CASU seeks what is best for its government customers from all perspectives including financial, customer convenience and timeliness.
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SERVICE AREAS AND CUSTOMERS

The CASU Network is composed of a National Program Office and 4 member organizations based in New York City, Denver, Fort Worth and Kansas City, most having established partnerships with other local communities. The General Services Administration supports the National Program Office. Three CASUs are hosted by the Department of Health and Human Services/Program Support Center; and one by the Army Corps of Engineers. Services are offered to federal customers across the nation from autonomous CASU offices located in:

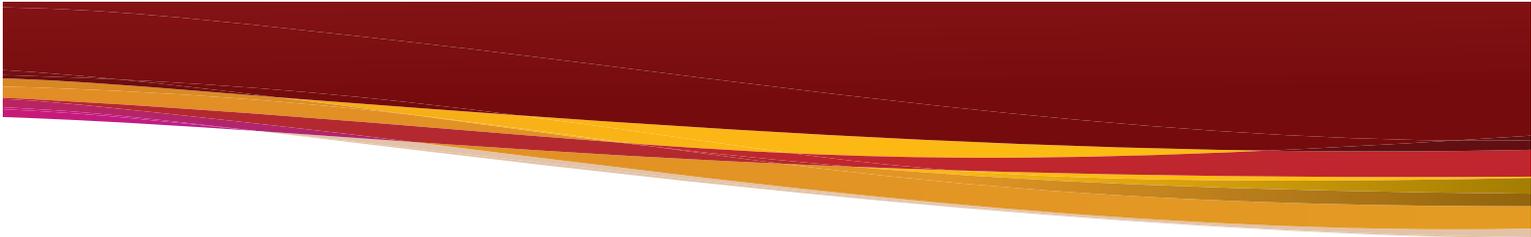
- Colorado
- Missouri
- New York
- Pennsylvania
- Texas

PRODUCTS AND SERVICES

The CASU Network has the ability to provide a wide variety of high quality, cost-competitive services – with a quick turn-around – throughout the United States and overseas. CASU contracts are acquired through requirements established by the Federal Acquisition Regulations. The services that feature most prominently are professional services, contract support and temporary/administrative support.

The CASU Network promotes nine broad-range support service categories:

- Administrative Services
 - Financial and Procurement Services
 - Human Resources
 - Light Industrial
 - Mail Management
 - Printing, Duplication and Copiers
 - Professional and Technical
 - Technology
 - Training
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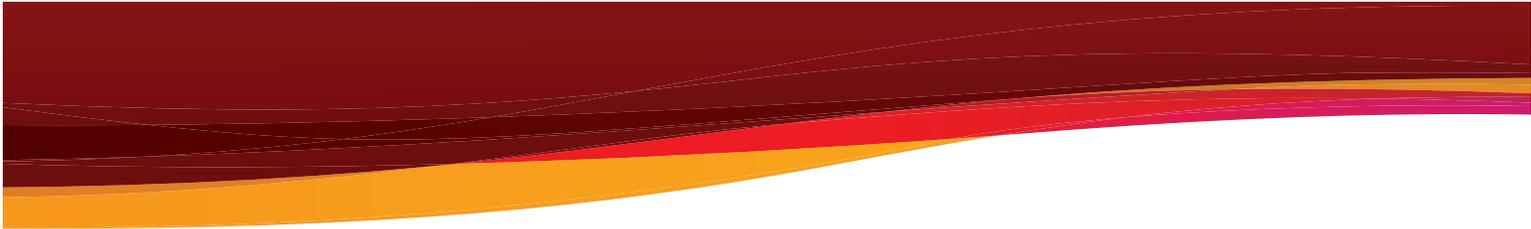


STRATEGIC FOCUS

Our focus through 2013 shall be to secure CASU's reputation as an efficient and accountable organization that is easy to do business with so that Federal agencies recognize CASU as the "solution" for best value support services. It is important to note that the Network's recognized value of customer convenience and responsiveness continues to attract local and nationwide customers. However, it is possible for CASU to become the solution and standard for the unserved agencies seeking best value support services. The Network's current levels of performance and customer satisfaction are very good, but there is always room for improvement. CASU would do well to ensure operational excellence and accountability; take a proactive approach to customer growth by learning its customers requirements in advance to strengthen and broaden its reach with current customers, and to offer solutions that add value beyond that of other federal reimbursable entities or the private industry; and establish strategic partnerships with federal organizations, and garner National Board leadership efforts to secure new host agencies for new CASU offices.

To move forward and carryout CASU's mission, the Network has redefined its strategic goals. The FY 2009-2013 Strategic Plan outlines the goals, outcomes, objectives, activities and performance indicators identified by the National Program Office to ensure that the vision and mission of the program are successfully achieved over the next five years.





SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

Strategic Goal I:

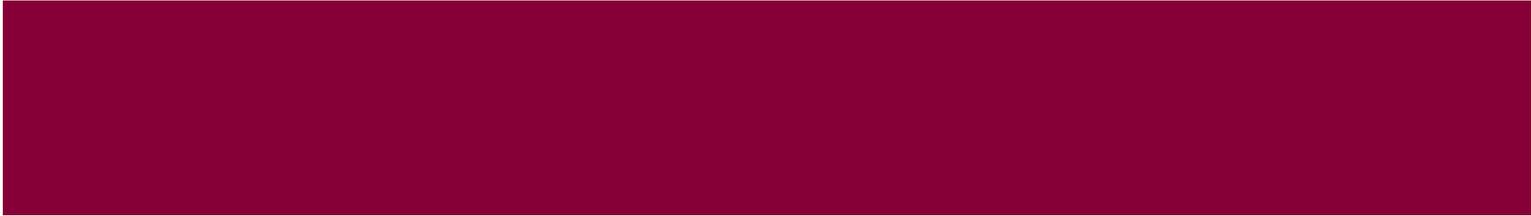
Strengthen the CASU Network: To be a highly efficient organization by building brand identity and validating the CASU business model.

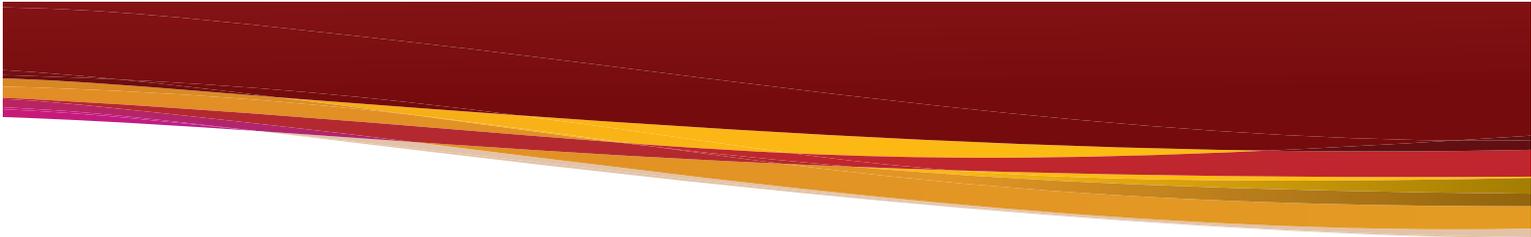
Strategic Goal II:

Managed Growth: To achieve managed growth of customer base and numbers of CASU organizations, through proactive account management, strategic alliances, national-level leadership, and niche marketing.

Strategic Goal III:

Operational Excellence: To promote customer focus, competition and innovative business solutions for customer agencies.





STRATEGIC GOAL I

Strengthen the CASU Network: To be a highly efficient organization by building brand identity and validating the CASU business model.

Description

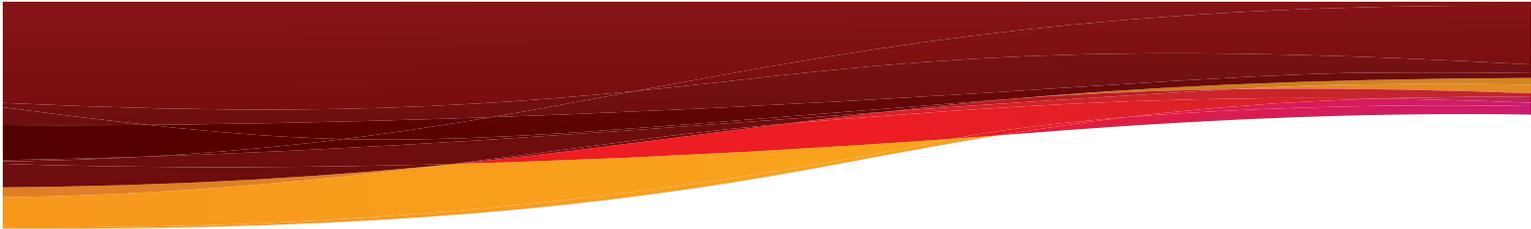
The National Program will incorporate best practices and accepted processes to strengthen the overall Network's business nature of excellence and accountability. We will make sure that the CASU business model and operating goals are the best treatments to satisfactorily accomplish CASU's mission. We will present one unified image of CASU by using its known value to establish a brand identity that increases recognition in the Federal marketplace.

Outcomes

- Validated identity, business model and operating goals
- Enhanced recognition in the federal marketplace.
- Skilled and fully energized workforce.

Objectives/Major Activities

1. Validate the efficacy of the CASU business model and its operating goals.
 2. Implement uniform operational practices that strengthen the CASU program.
 3. Create a greater presence in the federal marketplace by publicizing CASU program benefits across the Federal government.
 4. Define human capital strategies to recruit, develop and retain highly skilled employees to meet CASU and customer requirements.
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STRATEGIC GOAL II

Managed Growth: Achieve managed growth of customer base and numbers of CASU organizations, through proactive account management, strategic alliances, national-level leadership, and niche marketing.

Description

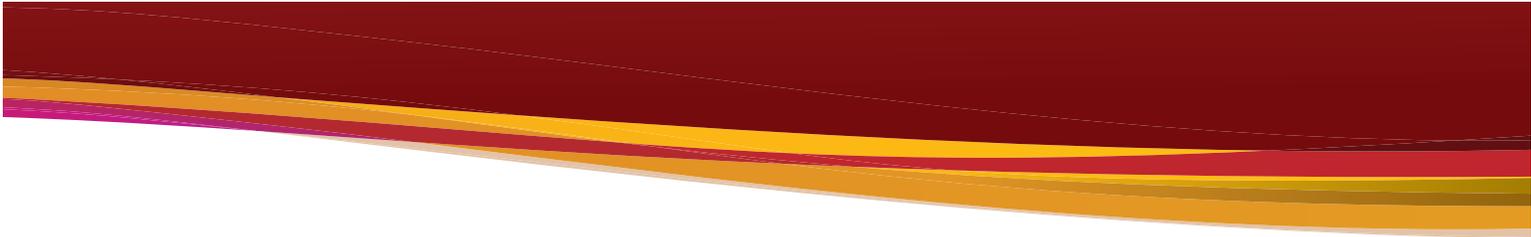
Through the use of marketing strategies, consultation with the National CASU and other CASU partners, pursue growth of the current product lines within the current customer base and actively cultivate additional customers. Use the customer base to query additional product offerings; and, with the assistance of the National CASU and local Boards, develop a marketing plan for these services as well as a method and pricing for delivery of same.

Outcomes

- Greater knowledge of CASU program benefits
- Secured reputation as a solution for specific services
- Managed growth in customers and offices
- Strategic partnerships formed to foster integrated support; economies of scale

Objectives/Major Activities

1. Expand existing CASU customer base:
 2. Offer to support customers' strategic sourcing efforts.
 3. Examine new business opportunities to enable CASU to expand its service lines
 4. Increase the number of CASU offices
 5. Promote targeted service lines (niche marketing) to small agency community.
- 



STRATEGIC GOAL III

Operational Excellence: Promote Customer Focus, Competition and Innovative Business Solutions for Customer Agencies

Description

CASU is a customer-service focused organization that accepts, performs and completes support services professionally and efficiently with an emphasis on customer satisfaction. It seeks to achieve operational excellence and accountability as it pertains to people, processes and systems. CASU shifts its response focus from reactive mode to anticipatory: CASU manages its customer accounts through proactive and innovative approaches that result in improved understanding and early identification of customer requirements, and offer quality solutions. CASU creates best value by offering innovative solutions and competitive awards that result in efficiencies and savings; all of which produces a high level of repeat business - thus lessening the financial burden to the American taxpayer.

Outcomes

- Achieved operational excellence and accountability
- Reputation for good customer service and as “easy to do business with”.
- Consistently provided value-added services to customer (reliable, accuracy, responsiveness, expertise, helpful, timeliness).
- Met or exceeded Federal procurement goals.

Objectives/Major Activities

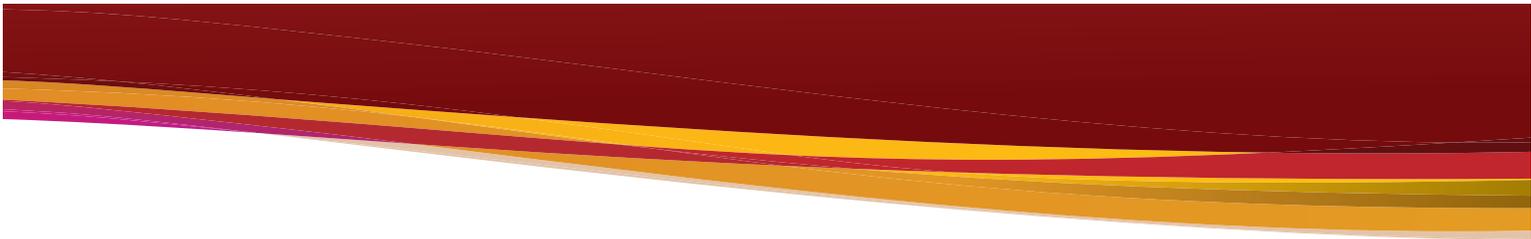
1. Develop and deliver timely, accurate and cost-effective support services and business solutions to the federal customer.
2. Conduct local surveys to assure feedback; provide information on performance, service needs, and trends; and determine what CASU customer's value.
3. Meet or exceed small business procurement goals.
4. Create technological efficiencies to bring value and savings to customers - permit customers to place orders or check status of accounts from the internet.
5. Use industry best practices that improve operations; reduce overhead; and decreases administrative fees and the cost-to-spend ratio.



Key Performance Indicators

Goal	Measure	Indicator
Financial self-sufficiency and compliance with legal/regulatory requirements	Financial results are equal to or greater than break even	Positive net income
	Results of Audit	Clean audit opinion
	Account for all indirect and direct costs	Financial reports reflect allocation of costs
Customer Satisfaction	Skill at customer service	95% satisfaction rating
	Customer growth (or decline)	2% increase per year
Competition	Voluntary exit option	All agreements contain an escape clause
	Meet socioeconomic goals for small business	% business awarded to small businesses
	Achieve customer growth	Positive
Operational Efficiencies and Effectiveness	Use of private sector vendors	% of cost of goods purchased from private sector
	Efficiency of procurement operations	Cost-to-spend ratio**
	Efficiency of procurement operations	Number of orders processed
	Trained acquisition professionals	Number of FAC-C professionals
	Sales volume growth	2% increase per year

****NOTE** –must modify formula based on CASU business model since CASUs do not generally operate an acquisition shop. Proposed formula: use the acquisition fee paid to the lead agency [in lieu of operating costs for an acquisition shop] divided by the total obligation costs.





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