THE OFFICE OF ACQUISITION & GRANTS MANAGEMENT

STRATEGIC PLAN
FY 2018 – 2022

CMS
CENTERS FOR MEDICARE & MEDICAID SERVICES

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Nearly 140 million Americans depend on the programs that the Centers for Medicare and Medicaid Services (CMS) administers each year. Delivery of these programs' services are made possible through the work of a dedicated and talented CMS acquisition workforce that maintains strong contractual, interagency agreement, and grant partnerships between industry, academia, States, and other entities.

Successful mission execution requires more than just skilled people and strong partnerships; it requires a healthy acquisition ecosystem in which policies, regulations, guidance, processes, tools, data, strategy, and governance come together in a way that that: (i) is fair, (ii) fulfills public policy objectives, (iii) promotes competition, (iv) drives innovation, (v) delivers value, (vi) exhibits responsible fiscal stewardship, and (vii) ultimately fosters high acquisition readiness. The Office of Acquisition and Grants Management (OAGM) within CMS plays a key role in building and sustaining this strong acquisition ecosystem and maintaining high acquisition readiness for the Agency.

OAGM has developed this FY 2018 - 2022 Strategic Plan, which outlines our 5-year aspirational vision (OAGM 2022) and our renewed commitment toward helping the acquisition ecosystem work better for the people who work within it, while yielding the best outcomes for the American people who are counting on our health care delivery system. This Strategic Plan is comprised of four strategic goals that frame our journey and succinctly convey our intent to improve how we "MESH" with our ecosystem colleagues to drive high CMS acquisition readiness:

Goal 1: Modernization – Great Information and Modern Technology
Goal 2: Employees – Empowered and Engaged People
Goal 3: Standardization – Well-Tuned Processes and Policies
Goal 4: Harmony – Mission-Aligned Capabilities

You will see themes throughout this plan of stronger fiscal stewardship; collective accountability of all stakeholders within the acquisition lifecycle; a maturation of our data management capability; an emphasis on a culture of continuous improvement; problem solving; process improvement; and a focus on delivering a better customer experience for all members within the acquisition ecosystem—including our partners with whom we do business. You will also see our commitment to accountability. This Strategic Plan is defined by desired measurable outcomes to help inform our continuous improvement efforts and realize our aspirational vision.

As we developed this Strategic Plan, we sought input from more than 200 stakeholders—including OAGM employees, internal CMS customers, senior CMS executives, and the contractor community. Through this stakeholder engagement process, we learned that we do many things well, but there are opportunities for improvement. These opportunities for improvement are reflected in this Strategic Plan.

We are excited to share this Plan with you and welcome any thoughts you may have to improve upon it. The work ahead of us will not be easy, but we are encouraged by tcommitment and passion we see demonstrated every day by the talented CMS acquisition workforce. Is this replacement language and all of our partners who play a critical role in making improvements to our healthcare delivery system. We are also encouraged by continued legislative and administration policy action to keep acquisition improvement and accountability at the forefront. In doing so, we recognize acquisition readiness as a mission-critical asset. Thank you for your continued support and we look forward to working with each of you to help us realize our vision for the American people.

Melissa A. Starinsky
Director

Derrick L. Heard
Deputy Director

Our Vision and Our Mission

Our Vision:

Create an exceptional acquisition lifecycle experience with our customers as collaboratively accountable partners.

Our Mission:

OAGM delivers high-quality contracts, discretionary grants, and interagency agreements with our stakeholders in support of the CMS mission.

The acquisition workforce at CMS is comprised of Contracting Officers and Specialists, Grants Management Officers and Specialists, Program Managers, Project Officers, Contracting Officer's Representatives, and a myriad of other professional staff. Each of these workforce members has a critical role in ensuring that the programs they support receive the high-quality results needed to accomplish the Agency's mission. Through their dedicated work and thousands of contractual and grant partnerships with industry, academia, and other entities, they support the delivery of performance outcomes. These partnerships are the result of a larger and complex acquisition ecosystem that must operate with integrity, transparency, accountability, fairness, and efficiency. Ultimately, the acquisition ecosystem must be effective and deliver the necessary services and value for our nation's taxpayers. The following graphic depicts how CMS' acquisition ecosystem is structured:

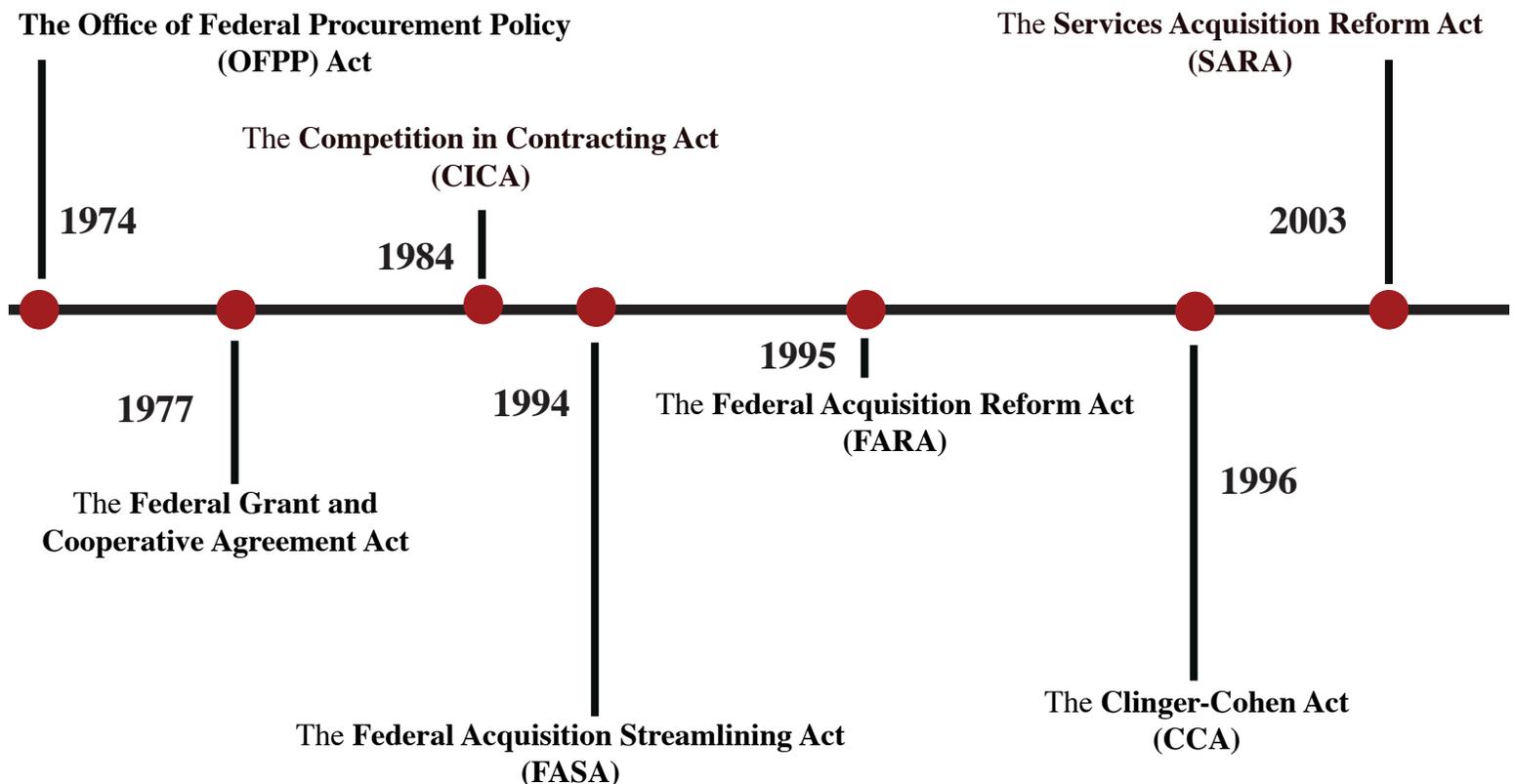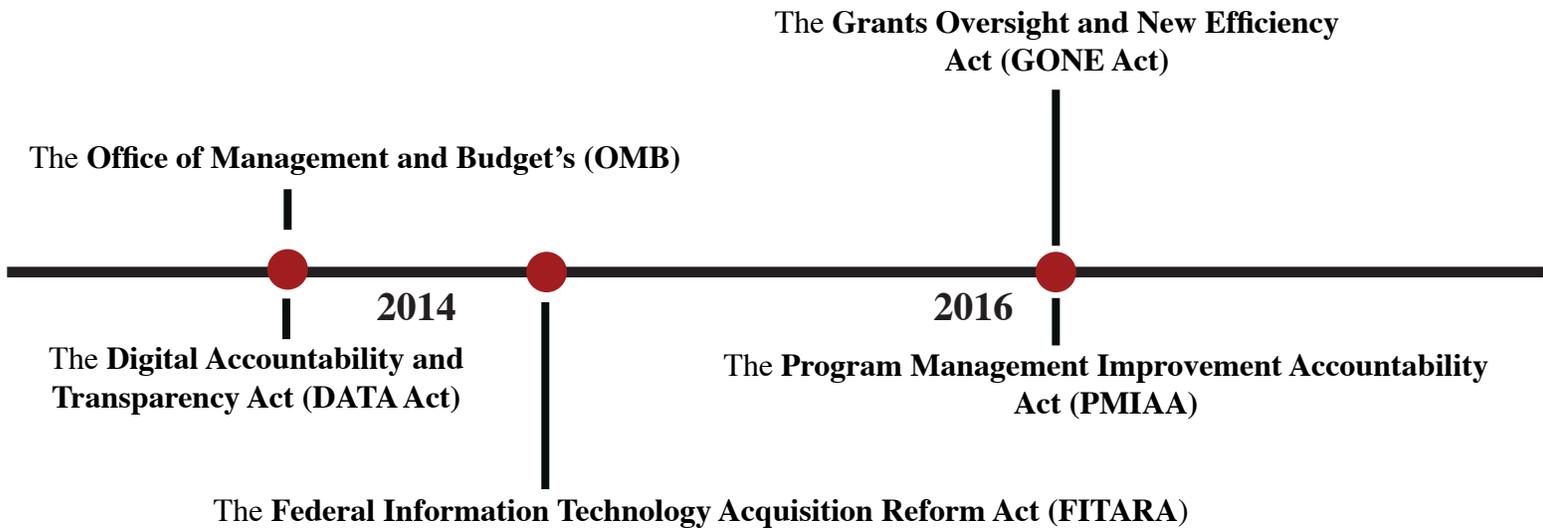## Figure 1: CMS Acquisition Ecosystem
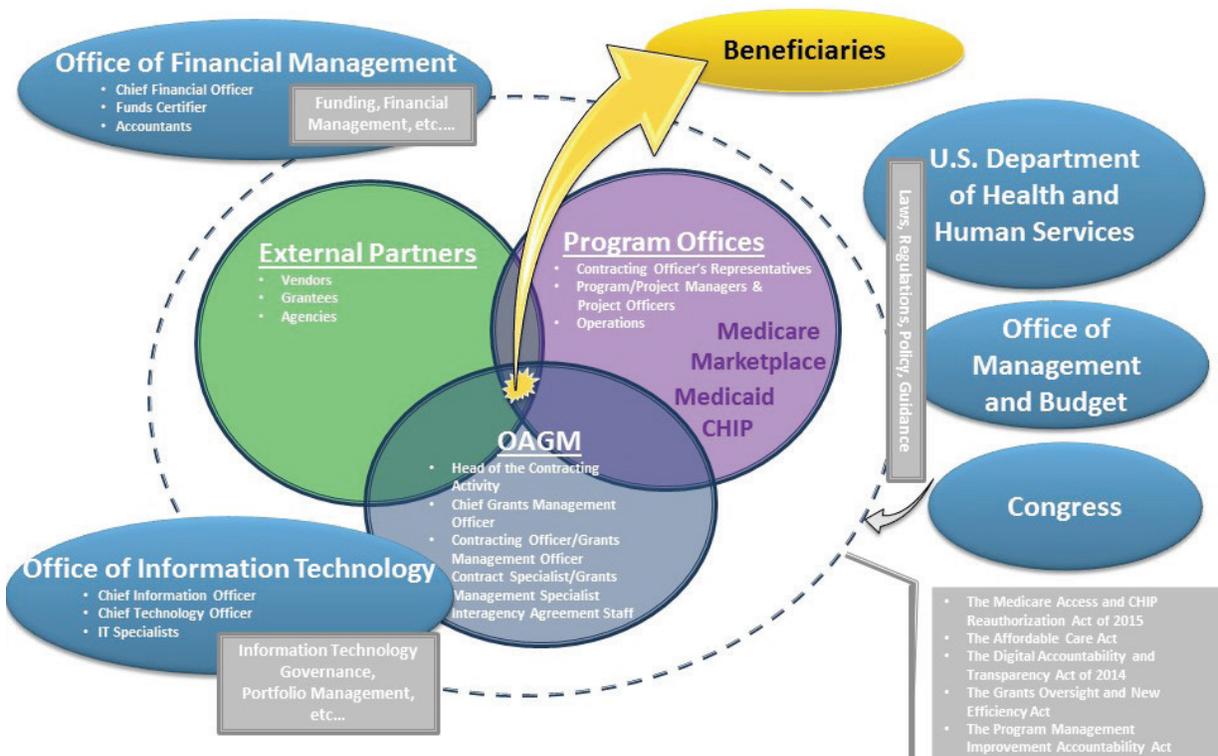
Because CMS is structured to rely heavily on its contract and grant partners, the CMS mission is a matter of acquisition readiness and execution. It is a matter of ensuring that the CMS acquisition ecosystem — the processes, people, data, and systems— is aligned, effective, and efficient in meeting the shifting requirements of agency programs; and that the capabilities so acquired enable CMS to deliver real value for the American people. We need the readiness to perform— today and tomorrow.

CMS' Office of Acquisition & Grants Management (OAGM) plays a key role in facilitating CMS' acquisition readiness. In addition to executing and administering thousands of contracts and grants amounting to billions of dollars annually, OAGM serves as the conduit between program, finance, and information technology functions and the contractor/ grantee community, with whom we partner, to ensure that the right investments are being made and that the best performance outcomes are being realized. OAGM's current organizational chart is included as Appendix A of this document.

ABRIDGED TIMELINE OF MAJOR ACQUISITION LEGISLATION, REGULATION, POLICY AND GUIDANCE

Over the past 50 years, the legislative and executive branches have worked to establish, improve, and reform federal acquisition practices to improve efficiency, and provide greater benefit for taxpayer dollars.   The following timeline highlights some of the most significant actions:

The **Office of Federal Procurement Policy (OFPP) Act**

The **Services Acquisition Reform Act (SARA)**

The **Competition in Contracting Act (CICA)**

1974

1984

2003

1977

1994

1995

The **Federal Acquisition Reform Act (FARA)**

1996

The **Federal Grant and Cooperative Agreement Act**

The **Clinger-Cohen Act (CCA)**

The **Federal Acquisition Streamlining Act (FASA)**

The **Grants Oversight and New Efficiency Act (GONE Act)**

The **Office of Management and Budget's (OMB)**

2014

2016

The **Digital Accountability and Transparency Act (DATA Act)**

The **Program Management Improvement Accountability Act (PMIAA)**

The **Federal Information Technology Acquisition Reform Act (FITARA)**

(For more information on the timeline, see Appendix D)

Between 2017 and 2018, the following actions have also been significant for the acquisition workforce:

- **The Office of Management and Budget Memorandum M-17-22, entitled, "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,"** gave rise to an HHS-wide effort, known as ReImagine HHS, to more effectively and efficiently fulfill our mission. The two key initiatives that focus on acquisition are:
  - **Buy Smarter Initiative.** HHS is focused on generating efficiencies through streamlined processes within the acquisition ecosystem that will leverage the Department's purchasing power, enhance and streamline end-to-end procurement/grant practices, and establish a cohesive, cross-HHS acquisition organization, which operates transparently, efficiently, and effectively; all of which ultimately will lead to the strategic goal of improving how the Department manages its public funds. OAGM has played and will continue to play a critical role in advancing this Government Innovation Award-winning program.
  - **ReInvent Grants Management Initiative.** HHS's vision under this initiative is to create a single user experience, improve grants management administration, and enhance grants performance measurement to increase transparency, optimization of resources, and efficiency across HHS while eliminating duplication across each OpDiv, StaffDiv, and external stakeholders. OAGM has played and will continue to play a leading role in driving improvements in a data-enabled, consistent experience for HHS grant recipients, and leads the way in how grants are managed and measured across the Federal Government.

- The President's "**America First: A Budget Blueprint to Make America Great Again,**" released in March 2017, and the **President's Management Agenda (PMA)**, released in March 2018, contain numerous explicit and implicit references to the challenges within the current Federal acquisition ecosystem and the opportunities before us to do better. These two documents reflect a commitment to investments in technology, data, and the workforce to enable a Federal Government transformation that focuses more on mission accomplishment than process compliance, stronger fiscal stewardship and accountability, and a professional workforce that is ready to meet evolving mission needs. Several Cross-Agency Priority (CAP) goals — including Improving Management of Major Acquisitions, Results-Oriented Accountability for Grants, and Category Management – relate directly to building acquisition readiness and improving the ecosystem that supports it.

STRATEGIC SHIFTS & DRIVERS

Shrinking budgets, increased transparency, greater performance accountability, and changing citizen expectations all require dramatic shifts in how the acquisition ecosystem works. OAGM 2022 builds on the administration and legislative progress described above, and capitalizes upon and builds momentum along five major evolutionary trends (described below) that characterize the trajectory of the acquisition ecosystem.

Imperative to Innovate

Now well into the 21st century, and decades following the passage of numerous legislative endeavors, the CMS acquisition process will continue to capitalize on FAR authorities that simplify, streamline, and speed up cycle time, while improving our ability to attract the appropriate industrial base for strong competition and innovative solutions to address our complex programmatic challenges.

OAGM 2022 will continue to leverage and integrate the Agency's ongoing work with lean, agile, and risk management practices to ensure that processes are not merely compliance activities, but are activities that maintain the integrity of the system and drive real value for the agency, its stakeholders, and the public. We will continue fostering an environment where challenging the status quo in favor of new and innovative acquisition ideas is welcomed discussion. Successful innovative practices will be shared, scaled, and spread across the CMS acquisition ecosystem, where appropriate.

Shift to Shared/Buying as One

Budget pressures are likely to continue for years, requiring smarter ways of doing business to realize operating efficiencies and reduce costs, often by consolidating efforts, streamlining the performance of common functions, and leveraging the collective buying power of government to drive greater return on taxpayer dollars. Many initiatives, such as the Cross Agency Priority (CAP) Goal 7 in the PMA: Category Management and the ReImagine HHS: Buy Smarter Initiative, present opportunities for the acquisition workforce to work more efficiently and effectively, potentially saving agencies significant dollars, and enabling the acquisition workforce to focus on more value-added activities.

OAGM 2022 will continue to leverage existing common contract vehicles when they are appropriate to fulfill the CMS mission. In addition, OAGM 2022 seeks to mature OAGM's data management capabilities to enable increased visibility into what and how we buy for identification of potential cost savings, enterprise synergies, and program efficiencies.

Drive to Digital Government Services

Users, both the citizens we serve and government personnel who serve them, of federal technology products and services expect and deserve intuitive systems and positive user experiences. The President's "Improving Customer Experience with Federal Services" CAP goal is oriented around four core objectives: (1) transforming the customer experience by improving the usability and reliability of our Federal Government's most critical digital services; (2) creating measurable improvements in customer satisfaction; (3) increasing trust in the Federal Government by improving the customer experience; and (4) leveraging technology to break down barriers and increase communication between the Government and citizens.

The drive to digital Government services requires a different way in how we contract for such services. OAGM 2022 will build on CMS' continued successes it has had, on programs such as the Quality Payment Program and Healthcare. gov improvements and in the Agency's evolution to digital services. We will scale and spread CMS' digital services acquisition capability and support OMB/OFPP's specialized certification outlined in the "Establishment of Federal Acquisition Certification in Contracting Core-Plus Specialization in Digital Services (FAC-C-DS) policy". We believe our focus on digital services acquisition, and the inherent human-centered design practices that emerge as a result, will help position CMS as a leading Federal agency that knows how to deliver exceptional customer experiences to the public as well as to internal employees in our daily work.

Pivot to Program Management

Although most after-the-fact acquisition reforms, public accountability actions, oversight enhancements, and regulatory extensions in recent years have focused on "fixing" problems in the contracting or procurement function itself, chief acquisition officers and other thought leaders have long pointed to critical root causes upstream of contracting in the larger acquisition life cycle. The acquisition life cycle starts with articulating and evaluating potential capability needs, proceeds into investment control and requirements definition, includes market intelligence and procurement, and results in contract award and post-award contract management and project management. The role of the program manager is, in many ways, the embodiment of that full life cycle within a single acquisition professional who carries an acquisition from "cradle to grave."

True acquisition readiness relies not only on a strong contracting or procurement capability, but strong program, portfolio, and project management as well. Getting program management right yields better requirements, expressed in terms of desired program outcomes, which in turn will prompt better industry-proposed solutions, encourage innovation, enhance competition, and deliver best value in serving citizens and saving taxpayer dollars. In addition, it will help set the stage to properly manage contractor performance once contracts are awarded.

OAGM 2022 will continue building on CMS' investment in the discipline of project, portfolio, and program management, and legislative acknowledgement and recognition through the Program Management Improvement Accountability Act (PMIAA) will elevate attention to the role of the project or program manager, and to the professionals who perform this role.

Automation in Acquisition

We are seeing an explosion in the application of breakthrough information technologies to the enduring business challenge of acquiring mission-essential goods and services more efficiently, at better prices, and with greater transparency. Ubiquitous connectivity, infinitely scalable infrastructure, cloud-based services, open architectures, and platform configurability, have all become powerful new ways to automate and inform the business of acquisition. In the modern model, processes can be continuously improved, authoritative data from all sources can be securely accessed, new or improved capabilities from new vendors can be easily integrated at any time, and unforeseen business insights can emerge from seamless coordination across business boundaries. Additionally, the advent of technologies such as Robotics Processing Automation (RPA), artificial intelligence, machine learning, and microservices all promise tremendous opportunity to free acquisition professionals from mundane, repetitive, and low risk compliance tasks and enable them to focus on more value-added, complex, and collaborative tasks. And through better software and data management, agencies can open the door to reporting and metrics that have been envisioned by the decision makers, but previously have been unattainable.

OAGM 2022 will capitalize on these modern technologies to drive user satisfaction, address urgent and emerging enterprise data requirements, and bring application usage to much higher levels across the CMS Acquisition Lifecycle, while significantly reducing OAGM's IT budget. To do so, we will pursue a modernization strategy that emphasizes data management, application performance and usability, and administrative configurability and agility, and will shift the preponderance of our spending from operations and maintenance, to innovation and integration.

STRUCTURE OF THE STRATEGIC PLAN

A set methodology and logic was designed and will be employed throughout the next 5 years as the Strategic Plan leaps from paper into action (see Figure 2). While this Strategic Plan outlines our mission and vision, the real action happens at the project level—through an Annual Action Plan. A yearly review of the prior year's action plan will be conducted each fall. The review will be used to track progress and to establish the next year's action plan. The action plan will trace back to the Strategic Plan, but will introduce the ability to adapt to changing circumstances, build upon successes, and push OAGM towards reaching its goals.

Figure 2: OAGM Strategic Logic
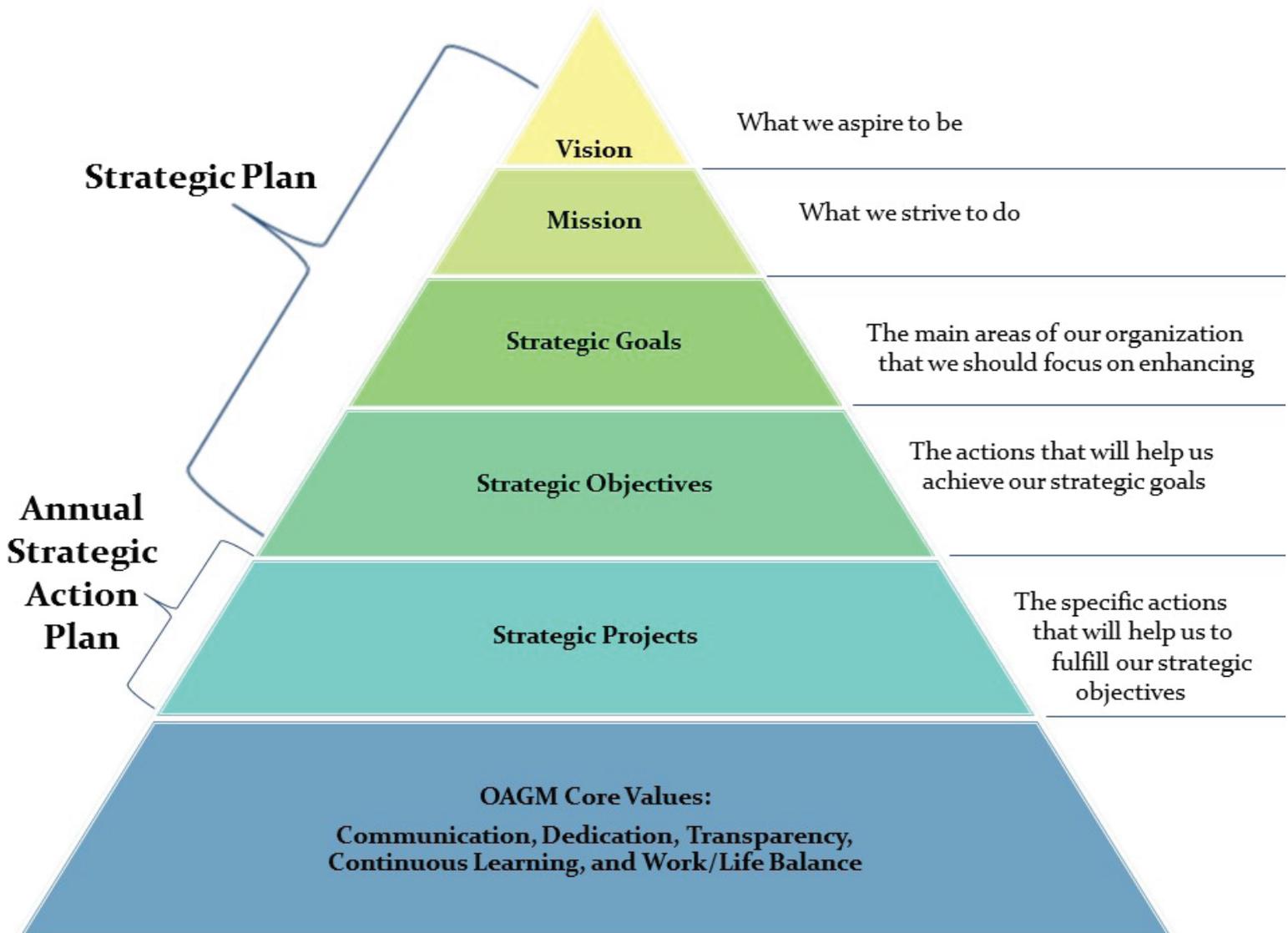
OAGM's Core Values

Our OAGM core values are vital to everything we do. These core values are our foundation and help us to determine our priorities and how we conduct our business each day. These values are shown below in Figure 3.

Figure 3: OAGM's Core Values

OAGM shares information, promotes the diversity of opinions, and willingly gives and receives constructive feedback in pursuit of personal and organizational growth.

Communication

OAGM aspires to contribute to the CMS mission in a way that makes a difference in the lives of the people it serves.

Dedication

OAGM strives to provide its employees with meaningful and engaging work, while also allowing them the flexibility to undertake personal and family responsibilities.

Work/Life Balance

OAGM Employees

OAGM protects procurement- and grants- sensitive and proprietary information, but is open in its dealings with the public—assuring that taxpayer dollars are spent wisely through fair processes.

Transparency

OAGM is committed to organizational and personal learning to make us better at what we do.

Continuous Learning

OAGM's Nine Guiding Principles

To realize our vision, we will abide by the following guiding principles:

1. **OUR SURPASSING COMMITMENT IS TO THE INTEGRITY OF THE PROCESS, AND QUALITY OF SOURCE SELECTION DECISIONS, BUT WE SHARE OUR CUSTOMERS' DEMAND FOR SPEED.** Contract and grant awards are generally made within established timeliness standards but take as long as necessary to maintain the integrity of the acquisition and to ensure the right source selection decision.

2. **WE ARE A LEARNING ORGANIZATION COMMITTED TO TESTING AND SHARING NIMBLE AND INNOVATIVE PRACTICES IN OUR PURSUIT OF CONTINUOUS IMPROVEMENT.** Experimentation, both successes and failures, will be celebrated across the organization.

3. **WE EFFECTIVELY MANAGE RISK (VERSUS AVOIDING IT) TO ACHIEVE EFFICIENT ACQUISITION OPERATIONS.** We provide support to staff for taking independent action based on their business and professional judgment.

4. **PROBLEMS ARE SOLVED AND DECISIONS ARE MADE AT THE LOWEST POSSIBLE LEVEL IN THE ORGANIZATION.** Managers and leaders support development of critical thinking skills and empower employees at all levels to create a community of problem solvers.

5. **ACQUISITION AND GRANTS ARE A TEAM SPORT.** All players, including the customer, finance, IT, legal, procurements/grants, and our industry/grantee partners do their part and play a critical role in ensuring successful mission outcomes.

6. **STRONG AND TIMELY PROGRAM REQUIREMENTS ARE ESSENTIAL FOR POSITIVE CONTRACT AND GRANT OUTCOMES.** Performance-based acquisition approaches are used to the maximum extent possible to enable shorter acquisition cycle time, enhance competition, foster innovation, and deliver better value and mission outcomes.

7. **INDUSTRY ENGAGEMENT IS PROMOTED AND ENCOURAGED.** Exchanges with industry as early as need identification, throughout the entire acquisition lifecycle, enables better industry partnerships and fulfillment of mission accomplishment.

8. **DATA TRANSPARENCY IS ESSENTIAL TO DRIVE BETTER DATA QUALITY AND IMPROVEMENTS IN THE ACQUISITION ECOSYSTEM.** Concerted effort is made to ensure acquisition and grant data is accurate, timely, and complete.

9. **WE DO WHAT WE SAY WE ARE GOING TO DO.** Our words and our actions create trust, transparency, and respect amongst those with whom we interact.

Below, Figure 4 illustrates the relationship between OAGM's four strategic goals and CMS' Mission and HHS' Strategic Plan (specifically Goal #5: Promote Efficient Management and Stewardship):

Figure 4: OAGM Strategic Planning Framework

The Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Internal Control, directs management to constantly monitor and improve the effectiveness of internal controls that are associated with their programs. This circular includes the 2005 U.S. Government Accountability Office (GAO) framework on how to assess the acquisition function within a Federal agency. The framework consists of four interrelated cornerstones: (i) organizational alignment and leadership, (ii) policies and processes, (iii) human capital, and (iv) information management and stewardship. Our four strategic goals—Modernization, Employees, Standardization, and Harmony—align with these four cornerstones. Our 4 goals and a total of 13 underlying objectives are illustrated in Figure 5.

Figure 5: OAGM's Strategic Goals and Objectives

Goal 1 – Modernization: Great Information and Modern Technology	
1.1	Drive enterprise effectiveness through higher quality data and advanced analytics
1.2	Drive enterprise efficiency through modular, human-centered tools on low-code cloud platforms
1.3	Drive ease through universally designed, thin human interfaces on desktop, web, and mobile platforms
1.4	Drive enterprise efficiency through interoperability and continuous delivery of improvements

Goal 2 – Employees: Empowered and Engaged People	
2.1	Empower employees
2.2	Implement strategic resource planning
2.3	Implement a talent management strategy

Goal 3 – Standardization: Well-Tuned Policies and Processes	
3.1	Improve policy/process creation, execution, and evaluation
3.2	Enhance knowledge-sharing amongst the acquisition workforce
3.3	Continuously improve management and oversight of contractors/grantees' performance and compliance with contract/grant terms and conditions

Goal 4 – Harmony: Mission-Aligned Capabilities	
4.1	Continuous alignment and improvement of the contracts, grants, and interagency agreements functions to CMS' mission
4.2	Leadership promotes operational excellence
4.3	Encourage open and consistent communication with the acquisition team to demonstrate commitment and transparency

Goal 1
Modernization: Great Information & Modern Technology

The Challenge:
Modern tools, technologies, and data management platforms can serve as strong enablers to (i) drive improved acquisition readiness (including delivering an enhanced customer experience for the entire acquisition team), (ii) provide insights for better decision making and workload distribution, (iii) create stronger negotiation leverage for the Federal Government, and (iv) more effectively manage risk. However, OAGM's Information Technology (IT) architecture and infrastructure is outdated and must become more agile to meet swiftly changing business requirements, address urgent and emerging enterprise data requirements, and leverage the rapid evolution of technology.

The Goal:
This goal will:
- Optimize the user experience;
- Enable data-driven accountability and transparency;
- Provide access to the right information at the right time;
- Implement a managed transition to a future portfolio of data assets, tools/systems, and user interfaces using a modern architecture to better support the acquisition ecosystem.; and
- Leverage a rapidly innovating marketplace of lifecycle solutions.

The Strategies (5-Year Objectives):
OAGM will focus on four objectives:

Objective 1.1—Drive enterprise effectiveness through higher quality data and advanced analytics
- Transition away from siloed data to authoritative, managed, and accessible data that is adaptable to changing requirements, processes, and tools.

Objective 1.2 –Drive enterprise efficiency through modular, human-centered tools on low-code cloud platforms
- Transition away from legacy applications to more modern technologies to enable and optimize business processes.

Objective 1.3—Drive ease through universally designed, thin human interfaces on desktop, web, and mobile platforms
- Transition from "one-size-fits-all" software applications to tailored and intuitive Human Interfaces.

Objective 1.4—Drive enterprise efficiency through interoperability and continuous delivery of improvements
- Invest in architecture and infrastructure to allow OAGM to decouple business information from work functions and customer platforms, and keep pace with the best the market has to offer.

What Success Looks Like (Outcomes):
Great information and modern technology means:
- Users understand, enjoy, and take full advantage of the capabilities offered by the technology;
- Both OAGM application data and the quality of work products are continually improving;
- Reducing burden on staff through efficient applications and business processes;
- Implementing a greater use of data in lifecycle decision-making; and
- Experiencing a greater return on OAGM technology investment.

Goal 2
Employees: Empowered and Engaged People

The Challenge:
Our Agency relies on a well-educated, trained, productive, and engaged workforce to meet its programmatic needs through contracts, grants, and interagency agreements. Prior Federal direct hire authority and the positive education requirement from the Office of Personnel Management for the contracting (1102) series has given agencies the ability to attract and hire smart, talented, and committed civil servants. However, the ecosystem in which they work does not always foster an environment in which their true talents and performance are able to thrive. In addition, a thoughtful and deliberate talent management strategy, from hire to retire, is often left to chance.

The Goal:
This goal will:
- Encourage the best and brightest talent to contribute and thrive;
- Foster employee empowerment, accountability, and recognition;
- Create an exceptional career experience at OAGM; and
- Build trust, mutual respect, and confident competence.

The Strategies (5-Year Objectives):
OAGM will focus on three objectives:

Objective 2.1—Empower employees
- Create an environment that fosters respect for all members of the acquisition workforce by encouraging problem solving and decision making at the staff-level, rewarding innovation, and recognizing employees for their expertise and knowledge.

Objective 2.2—Implement strategic resource planning
- Create and put in place an effective strategy for succession planning to increase the availability of capable employees who are prepared to assume key roles within OAGM.

Objective 2.3—Implement a talent management strategy
- Provide employees with training and developmental opportunities that are aligned to specific competencies that will allow them to grow in their respective career paths.

What Success Looks Like (Outcomes):
Empowered and engaged people means:
- Higher employee satisfaction and engagement;
- Greater innovation and risk tolerance; and
- More strategic, pro-active workload balancing and workforce management.

Goal 3
Standardization: Well-Tuned Processes and Policies

The Challenge:
Our acquisition workforce must operate within the thousands of pages of existing Federal Acquisition and Grants Regulations and numerous other local policies, directives, and practices. Although well-intentioned, interpretation and application of some of these regulations and local policies, directives, and practices, oftentimes are contrary to the performance standards of a system that was designed to (i) satisfy the customer in terms of cost, quality, and timeliness; (ii) minimize administrative operating costs; (iii) operate with integrity, fairness, and openness; and (iv) fulfill public policy objectives. In addition, some policies are in place to strengthen internal controls, due to a low risk management tolerance, which is at odds with the culture of trust, empowerment, problem solving, and innovation we are attempting to cultivate within the acquisition ecosystem. Regulatory reform within the contracts, grants, and interagency agreements space will likely continue at the Federal level. However, there is more we can do at the local level to drive a better and more consistent customer experience that still maintains the integrity of the system, but eliminates or reduces OAGM operating policies, processes, and practices that are not mandated by law or regulation and/or do not add value to the acquisition lifecycle.

The Goal:
This goal will:

- Promulgate effective policies and streamlined processes;
- Increase consistency and efficiency;
- Ensure strong and appropriate internal controls are in place;
- Improve customer experience across the lifecycle; and
- Better integrate the contracts, grants, and interagency agreements journeys.

The Strategies (5-Year Objectives):
OAGM will focus on three objectives:

Objective 3.1—Improve policy/process creation, execution, and evaluation
- Apply continuous improvement principles to OAGM policies and processes to drive speed, efficiency, and effectiveness in operations.

Objective 3.2—Enhance knowledge-sharing amongst the acquisition workforce
- Provide forums and opportunities where all acquisition workforce members can become more knowledgeable about the resources, vehicles, and tools available to achieve the best and collaborate on contracts, grants, and interagency agreements activities earlier.

Objective 3.3—Continuously improve management and oversight of contractors/grantees' performance and compliance with contracts, grants, and interagency agreements terms and conditions
- Ensure acquisition workforce members regularly engage with active contractors and grantees in order to (i) adequately document their performance and (ii) encourage the delivery of innovative solutions within the prescribed contract/grant/interagency agreement terms and conditions.

What Success Looks Like (Outcomes):
Well-tuned process and policies means:
- Increased internal and external customer satisfaction;
- Earlier and more substantive knowledge-sharing among all team members in the lifecycle;
- Greater consistency in practices;
- Repeatable and streamlined processes;
- Clearer and more practical policies;
- Greater front-line staff ownership of continuous-improvement efforts; and
- More explicit, consistent, and effective stewardship and compliance controls.

Goal 4
Harmony: Mission-Aligned Capabilities

The Challenge:
The size and complexity of the CMS mission is vast and relies heavily on a significant contractor and grantee community. In order to achieve this mission, the Agency has many internal factors to consider—including the budget, IT investments, acquisition strategies, and program priorities— all of which requires the Agency to have strong integrated governance, accountability, and alignment to ensure we are exercising our fiduciary responsibility and delivering real value to the American people. This will enable more transparency and helps our contractor and grantee community deliver better solutions at better prices. This will enable clarity to and helps motivate all team members within the acquisition ecosystem by virtue of having access to information and knowing what the priorities are and how individual and team efforts contribute to mission outcomes.

The Goal:
This goal will:
* Optimally align OAGM with both internal and external stakeholders to allow effective engagement, communication, and a consistent experience;
* Deliver the most effective solutions;
* Provide end-to-end lifecycle traceability and accountability; and
* Implement high-level outcome metrics.

The Strategies (5-Year Objectives):
OAGM will focus on three objectives:

Objective 4.1— Continuous alignment and improvement of the contracts, grants, and interagency agreements functions to CMS' mission
* Ensure OAGM is organizationally structured with the appropriate resources to be ready to meet the Agency's evolving programmatic needs.

Objective 4.2—Leadership promotes operational excellence
* Establish and promote a culture of collective accountability and program management for all members of the acquisitions team, so that all team members fulfill their assigned duties and work together to achieve CMS' goals.

Objective 4.3— Encourage open and consistent communication with the acquisition team to demonstrate commitment and transparency
* Promote regular and candid communication amongst all members of the acquisitions team—including industry members—in order to share information and develop a deeper understanding of how the team can best work together to achieve the Agency's mission and goals.

What Success Looks Like (Outcomes):
Mission-aligned capabilities means:
* Deeper understanding of customers;
* Increase in partnership value;
* Increased internal and external customer satisfaction;
* Increase in mission-aligned capabilities;
* Better lifecycle outcomes;
* Greater transparency and shared accountability among all Agency participants; and
* More integrated acquisition approach in support of CMS major programs.

THE ROAD FORWARD
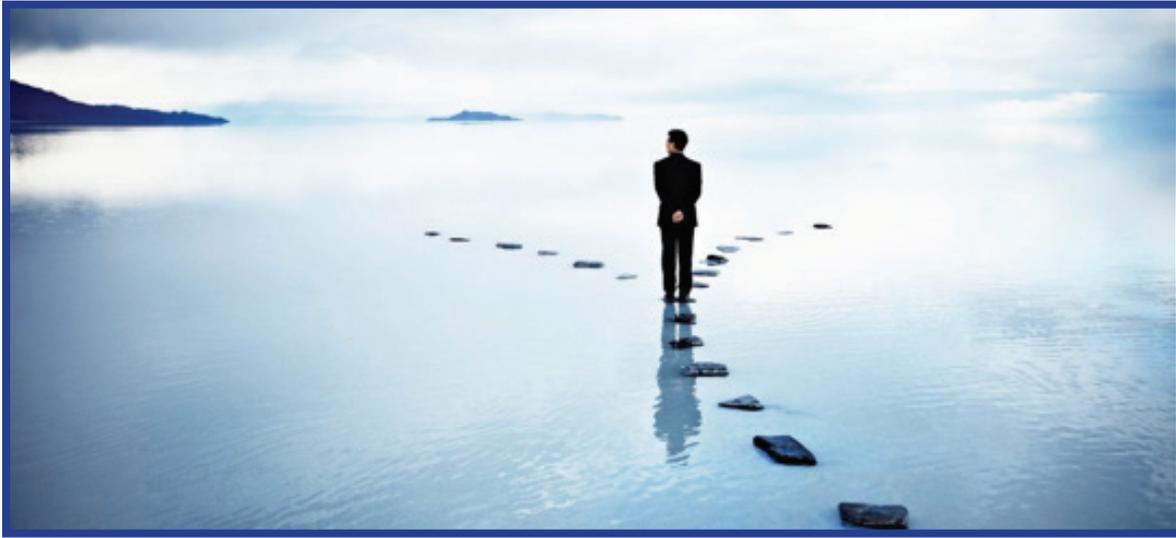
We know there will be challenges in implementing this Strategic Plan, as we make our way to our OAGM 2022 vision. Meeting and overcoming these challenges demands a balanced strategy management approach, which combines flexible planning with accountable execution. Therefore, we have adopted a robust annual strategic planning process that culminates in an annual Strategic Action Plan (see Appendix C). We also have established an OAGM Program Management Office (PMO) to facilitate the adoption of OAGM-wide program management standards and support leadership oversight of execution across the portfolio of initiatives comprising the annual action plans.

The PMO provides centralized support for portfolio governance, 5-year strategy program management, and project management. It operates at a strategic level with the OAGM executives and leadership team to:
- Select and invest in best initiatives, and ensure strategic alignment of the initiatives;
- Allocate and prioritize limited resources;
- Get the most value from the investments in the initiatives;
- Establish OAGM-wide program and project management rigor;
- Reinforce transparency, integration, stewardship, and accountability across the portfolio of enterprise initiatives;
- Improve performance and lower risk in strategic initiatives, delivering better outcomes;
- Drive consistency and efficiency in reporting performance and risk in budget execution; and
- Conform with emerging PMIAA guidance and principles.

We are establishing an ongoing process to ensure that our plans hold us accountable (see Appendix B to this Strategic Plan). Specifically, teams of OAGM managers and staff will be responsible for working with stakeholders to prioritize initiatives and corresponding projects, establish performance measures or targets, and regularly report on progress towards our strategic goals. These initiatives, projects, and goals will be incorporated into individual OAGM employee performance plans. We will re-engage with stakeholders annually to establish new priorities.

We are proud of the work we have accomplished thus far and look forward to continued growth over the next 5 years, in pursuit of creating an exceptional experience and the best outcomes for everyone with whom we work.

APPENDIX A:
Office of Acquisition & Grants Management Organization Chart

Updated: 01/08/2019

DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES
OPERATIONS
OFFICE OF ACQUISITION AND GRANTS MANAGEMENT

APPROVED LEADERSHIP
As of February 1, 2019
***Acting**

Melissa Starinsky, Dir.
Derrick Heard, Dep. Dir.

ACQUISITION & GRANTS GROUP
Jason Vollmer, Dir.

- DIV OF SUPPORT CONTRACTS
  Carol Sevel, Dir.
- DIV OF BENEFICIARY SUPPORT CONTRACTS
  Debra Hoffman, Dir.
- DIV OF GRANTS MANAGEMENT
  Mary Beth Greene, Dir.
  Michelle Feagins, Dep.Dir.

ACQUISITION SUPPORT GROUP
Theresa Schultz, Dir.

- DIV OF QUALITY CONTRACTS
  Phyllis Lewis, Dir.
- DIV OF PROGRAM INTEGRITY & FINANCIAL MGMT CONTRACTS
  Debra Stidham, Dir.
- DIV OF QUALITY CONTRACTS SUPPORT
  Jaime Galvez, Dir.

INFORMATION TECHNOLOGY CONTRACTS GROUP
Lyandra Emmanuel, Dir.

- DIV OF INFORMATION SYSTEMS SUPPORT CONTRACTS
  Andrew Mummert, Dir.
- DIV OF DATA CENTER CONTRACTS
  Benjamin Simcock, Dir.
- DIV OF MEDICARE & MEDICAID IT SUPPORT CONTRACTS
  Aaron Blackshire, Dir.

MEDICARE SUPPORT CONTRACTS GROUP
Juanita Wilson, Dir.

- DIV OF FEE-FOR-SERVICE CONTRACTS
  Edward Farmer, Dir.
- DIV OF MEDICARE PROGRAM CONTRACTS
  Rico Batte, Dir.
- DIV OF MEDICARE & MARKETPLACE CONTRACTS
  Mark Smolenski, Dir.

CUSTOMER RELATIONS GROUP
Aminat Shodunke, Dir.

- DIV OF DATA, SYSTEMS & CERTIFICATION
  David Price, Dir.
- DIV OF FINANCIAL SERVICES
  Bridget Rineker, Dir.
- DIV OF POLICY & OPERATIONAL SUPPORT
  Kimberly Tatum, Dir.

APPENDIX B:
Annual Review and Management Processes for Strategic Plan

Quarter 1:
- Conduct All Staff Meeting
- Conduct OAGM Managers Retreat
- Conduct monthly project and program management reviews
- Conduct quarterly portfolio leadership review
- Publish Quarterly Communication

Quarter 2:
- Publish Annual Action Plan
- Publish Annual Review of Previous Year's Strategic Plan-Related Work
- Conduct monthly project and program management reviews
- Conduct quarterly portfolio leadership review
- Publish Quarterly Communication

Quarter 3:
- Conduct All Staff Meeting
- Conduct monthly project and program management reviews
- Conduct quarterly portfolio leadership review
- Publish Quarterly Communication

Quarter 4:
- Conduct monthly project and program management reviews
- Conduct quarterly portfolio leadership review
- Publish Quarterly Communication

Updated: 2/12/2019

Priorities	Outcomes	Project Names	Modernization	Employees	Standardization	Harmony
1. Build Acquisition Agility	**1.1 PALT cycle time standards adopted by OAGM and Program Offices**	Drive cross-functional learning and development among acquisition team communities		E	S	H
	1.2 Better procurement design **1.3 Increased adoption of digital services acquisition techniques**	Publish PALT standards and establish a performance baseline (for contracts, grants, and IAAs)			S	H
	1.4 Earlier engagement with Program Offices and Industry	Continue to refine a workload distribution algorithm		E	S	
	1.5 Better balanced workforce and workload **1.6 Streamlined policy and process**	Implement policy relief for Acquisition Plans and other prioritized issues			S	
2. Begin to modernize CMS acquisition lifecycle	**2.1 Tiered governance for portfolio management, modernization, and IT service**	Pilot, deliver, and refine first wave of modern capabilities and User Experience (UX)	M	E	S	H
	2.2 Modern capabilities and excellent user experience delivered	GrantSolutions - HIGLAS Integration	M		S	
	2.3 Reduced number of legacy or interim assets in OAGM IT portfolio	Establish CALM implementation strategy and governance	M	E	S	H
		Improve latency & self service in reporting and business intelligence	M	E		H
		Approve back-to-campus records management strategy	M	E		
3. Drive better enterprise performance	**3.1 Better, leveraged Acquisition Strategies and Acquisition Plans** **3.2 More optimized procurement spending** **3.3 Higher adoption of PMIAA standards and governance** **3.4 Integrated budget, IT, and program/acquisition data**	Identify/adopt procurement best practices	M	E	S	H
		Collaborate with CCIIO to build an Exchange Acquisition Strategy				H
		Reduce CMS backlog of unliquidated funding			S	
		Advance HHS Reinventing Grants Management Recommendations			S	H
		CAMS-HIGLAS FY 16 & FY 17 Data Reconciliation	M		S	
4. Measure & improve customer experience and strategic performance	**4.1 Continuous process improvement at the front lines** **4.2 Positive OAGM and CMS customer experience** **4.3 Stronger OAGM PM culture and capability for strategy execution**	Establish Strategic and Customer Experience (CX) Performance Framework		E	S	H
		Leverage talent development programs		E		
		Pilot Leader Visual Management and Gemba Walk techniques at group level		E	S	

Updated: 3/4/2019

FY 19 Strategic Action Plan

Priorities	Outcomes	Project Names	Strategic Alignment			
			Modernization	Employees	Standardization	Harmony
1. Build Acquisition Agility	1.1 PALT cycle time standards adopted by OAGM and Program Offices	Drive cross-functional learning and development among acquisition team communities		E	S	H
	1.2 Better procurement design 1.3 Increased adoption of digital services acquisition techniques	Publish PALT standards and establish a performance baseline (for contracts, grants, and IAAs)			S	H
	1.4 Earlier engagement with Program Offices and Industry	Continue to refine a workload distribution algorithm		E	S	
	1.5 Better balanced workforce and workload 1.6 Streamlined policy and process	Implement policy relief for Acquisition Plans and other prioritized issues			S	
2. Begin to modernize CMS acquisition lifecycle	2.1 Tiered governance for portfolio management, modernization, and IT service	Pilot, deliver, and refine first wave of modern capabilities and User Experience (UX)	M	E	S	H
	2.2 Modern capabilities and excellent user experience delivered	GrantSolutions - HIGLAS Integration	M		S	
	2.3 Reduced number of legacy or interim assets in OAGM IT portfolio	Establish CALM implementation strategy and governance	M	E	S	H
		Improve latency & self service in reporting and business intelligence	M	E		H
		Approve back-to-campus records management strategy	M	E		
3. Drive better enterprise performance	3.1 Better, leveraged Acquisition Strategies and Acquisition Plans 3.2 More optimized procurement spending 3.3 Higher adoption of PMIAA standards and governance 3.4 Integrated budget, IT, and program/acquisition data	Identify/adopt procurement best practices	M	E	S	H
		Collaborate with CCIIO to build an Exchange Acquisition Strategy				H
		Reduce CMS backlog of unliquidated funding			S	
		Advance HHS Reinventing Grants Management Recommendations			S	H
		CAMS-HIGLAS FY 16 & FY 17 Data Reconciliation	M		S	
4. Measure & improve customer experience and strategic performance	4.1 Continuous process improvement at the front lines 4.2 Positive OAGM and CMS customer experience 4.3 Stronger OAGM PM culture and capability for strategy execution	Establish Strategic and Customer Experience (CX) Performance Framework		E	S	H
		Leverage talent development programs		E		
		Pilot Leader Visual Management and Gemba Walk techniques at group level		E	S	

APPENDIX D:

Timeline of Major Acquisition Legislation, Regulation, Policy & Guidance

- 1974 ‐ **The Office of Federal Procurement Policy (OFPP) Act** establishes the foundation of the modern Acquisition system and creates the OFPP.   A component of the Office of Management and Budget, OFPP's mission is to guide federal acquisition policy, procedures, and regulation.

- 1977 - The **Federal Grant and Cooperative Agreement Act** guides government agencies in their use of Federal funds – particularly by distinguishing between contracts, cooperative agreements and grants.

- 1984 - The **Competition in Contracting Act (CICA)** aims to increase competition and savings, and establishes additional foundations for the Federal Acquisition Regulation (FAR), which takes effect that same year.

- 1994 - The **Federal Acquisition Streamlining Act (FASA)** aims to streamline the Federal acquisition system to promote the increased usage of commercial items, to establish an increase in the simplified acquisition threshold, to improve access by small businesses to improve the protest process, and to extend the Truth in Negotiations Act.

- 1995 - The **Federal Acquisition Reform Act (FARA)** makes changes to competition thresholds and associated approval authorities, revises certain FAR sections to more closely resemble commercial acquisition practices, significantly revamps procurement integrity rules, and requires more parody in the training and certification requirements for the acquisition workforce between Department of Defense and civilian agencies.

- 1996 - The **Clinger-Cohen Act (CCA)** aims to improve the way the federal government acquires, uses and disposes of information technology, establishing the role of agency CIO, framing an IT capital planning process, driving the use of enterprise architecture, and supporting the development of a trained workforce.

- 2003 - The **Services Acquisition Reform Act (SARA)** is enacted to improve the acquisition of services, and included provisions addressing acquisition workforce development and training (including a training fund), business acquisition processes (including establishing the role of civilian agency Chief Acquisition Officer), commercial items acquisition, and procurement flexibilities.

- 2014 - The **Office of Management and Budget's (OMB)** Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (commonly called "Uniform Guidance") is implemented by the Council on Financial Assistance Reform (COFAR - now dissolved). The Uniform Guidance – a "government-wide framework for grants management" – is an authoritative set of rules and requirements for Federal awards that synthesizes and supersedes guidance from earlier OMB circulars.

- 2014 - The **Digital Accountability and Transparency Act (DATA Act)** aims to make information on federal expenditures (including contracts and grants) more easily accessible, higher quality, and transparent through government-wide data standards and a common reporting system.

APPENDIX D:
Timeline of Major Acquisition Legislation, Regulation, Policy & Guidance

- 2014 - The **Federal Information Technology Acquisition Reform Act (FITARA)** is included in the National Defense Authorization Act for Fiscal Year 2015, enhances the role of CIO in information technology acquisitions, requires regular portfolio/program reviews of major IT acquisitions, consolidates acquisition and management functions, and includes measures to develop and manage the IT acquisition and program management workforce.

- 2016 - The **Grants Oversight and New Efficiency Act (GONE Act)** holds Federal awarding agencies accountable for timely closeout of grant awards, and calls upon OMB and HHS to develop recommendations for legislation to improve the accountability and oversight of grants management.

- 2016 - The **Program Management Improvement Accountability Act (PMIAA)** aims to drive adoption of best practices in project and program management throughout the federal government (with a special focus on enhancing accountability for acquisition and grants programs), enhance accountability, and build associated workforce, leadership, and organizational capabilities. The implementing guidance released by OMB in 2018 prioritizes the application of these practices to Major Acquisition Programs.

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