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This Strategic Plan reflects the Office of Acquisition & Grants Management (OAGM)’s roadmap and commitment to continually supporting the Centers for Medicare & Medicaid Services (CMS) mission, vision, values, and goals in the most effective and efficient manner.

OAGM has a longstanding history of successfully helping CMS implement significant Medicare and Medicaid legislation. Such legislation includes, but is not limited to, the Balanced Budget Act of 1997 (which included major Medicare reforms) and the Medicare Prescription Drug, Improvement, and Modernization Act of 2003. More recently, OAGM has been tasked with helping CMS to implement the Affordable Care Act (ACA), which was passed in 2010. The passage of the ACA, combined with today’s significant fiscal constraints, demands that we find a better way to do our business to safeguard these important programs. Our strategic planning process ensures that we will do our part to spend every taxpayer dollar wisely and align our strategic efforts to make sure that all awarded contracts support the strategic goals of the Department of Health and Human Services (HHS) and CMS.

During the strategic planning process, we have been focused on generating a culture that fosters and encourages continuous improvement. We hope to achieve this type of culture through enhanced collaboration that will deliver better programmatic outcomes and minimize administrative operating costs.

In 2013, we are especially focused on our partnerships with members of the “Big A” Acquisition Team (leadership, contracting officers, contract specialists, contracting officer’s representatives (CORs), other government staff (subject matter experts, government task leads, project/program managers, etc.), and contractors). We are also concentrating our strategic efforts on helping the entire “Big A” team shift to an outcomes-based acquisition culture.

We are continually looking for innovative ways to improve our organization and the services that we provide. And because we highly value both our internal and external stakeholders’ opinions, we will continue to: (i) engage stakeholders at all levels on an ongoing basis to ensure we are constantly assessing operational performance; (ii) always maintain the integrity of the acquisition process; and (iii) appropriately balance public policy objectives with wise expenditure of taxpayer dollars.

We are excited about the path forward and hope you will join us in our journey toward becoming a best-in-class acquisition and grants management organization.

Daniel Kane
Director
Office of Acquisition & Grants Management
INTRODUCTION

The Office of Acquisition & Grants Management (OAGM) is a mission-critical service component within the Centers for Medicare & Medicaid Services (CMS). The standard to join OAGM is a bachelor’s degree; however, many staff members possess advanced business and/or law degrees. Additionally, more than 95 percent of OAGM employees hold professional certifications and are recognized within and outside of CMS as experts in the field. However, more important than these credentials and certifications is their commitment to public service, integrity, and innovation in crafting effective acquisition, grant, and interagency agreement solutions for the various CMS programs.

In support of programs such as Medicare, Medicaid, the Children’s Health Insurance Program, the Affordable Care Act (ACA), and other related services and oversight activities, OAGM negotiates and administers hundreds of contracts, grants, and interagency agreements—amounting to more than $8 billion annually.

“OAGM is a critical business partner in helping CMS successfully execute its mission.”

–Michelle Snyder, Deputy Chief Operating Officer

OAGM has continually aligned its support to CMS’ evolving and expanding mission. The CMS Strategy clearly defines CMS’ mission: “as an effective steward of public funds, CMS is committed to strengthening and modernizing the nation’s health care system to provide access to high quality care and improved health at lower cost.” Figure 1, below, shows how OAGM has supported CMS and its mission: by the $3.5 billion obligated in 2003 to the more than $8 billion in discretionary spending today (which includes contracts, grants, and interagency agreements (IAs)/intra-agency agreements (IAs)). And although discretionary spending has increased over time, OAGM is proud of its record in realizing acquisition savings amounting to $500 million between 2010 and 2011 alone. OAGM has achieved these savings by using various acquisition strategies and/or negotiating better contracts.

Figure 1: CMS Contracts, Discretionary Grants, and Interagency/Intra-Agency Agreements Spending
OUR STRATEGY FOR CHANGE

Change: *The Time is Now*

Although OAGM has a strong track record of supporting CMS, both the current fiscal realities and a more complex world in which we live demand that we run our business better. Therefore, OAGM has decided to develop and publish a formal plan—in alignment with CMS’ Strategy—that will guide our component towards achieving not only our goals but also the Agency’s goals for the future.

Through this ongoing strategic planning and development process, we will continue to find and implement efficiencies in how we operate internally and, at the same time, will ensure that our contractors supporting the CMS mission deliver better value for each taxpayer dollar spent.

*The time is now* to re-think how we currently support CMS. We must continually ask ourselves how we can do better and maintain a partnership with our stakeholders to identify, align, and deliver better results in support of common goals.

Foundation: *CMS and OAGM Core Values*

Both our CMS and 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 2.

![Figure 2: OAGM’s Core Values Build on CMS’ Core Values](image)
Direction: *Our Mission and Vision*

**Our Mission:**

OAGM partners with all stakeholders to deliver the best value acquisition, grant, and interagency agreement solutions that promote high-quality care and services to the people we serve.

OAGM’s mission represents what we strive to do. This mission effectively directs our employees and our organization towards achieving our vision. Crucial to this mission is our commitment to excellent customer service through communicative and responsive partnerships with stakeholders at each stage of the acquisition process. We count on our employees to reflect this mission each day in the work they help carry out.

**Our Vision:**

A best-in-class acquisition and grants management organization.

OAGM’s vision is what we aspire to be. Specifically, OAGM is striving to earn the distinction of being a best-in-class organization by consistently providing timely and high-quality results. To be best-in-class, we must increase collaboration and communication between OAGM employees and stakeholders so there is a shared business understanding and a solution-oriented approach towards reaching common goals. We must also provide timely responses and solutions that will achieve those goals in an efficient manner.

Being best-in-class will mean that OAGM is recognized within and outside of CMS as the benchmark to which all Federal procurement agencies aspire. Best-in-class will also mean upholding—with the highest standards of integrity—public policy objectives such as, but not limited to, Executive Orders, Office of Federal Procurement Policy (OFPP) key policy initiatives, and numerous Acts from Congress outlining Federal contracting and grant initiatives, which are essential underpinnings to our nation’s economic prosperity.

Our vision to be best-in-class builds on the vision established by the Federal Acquisition Regulation (FAR) at Subpart 1.102, Statement of the Guiding Principles for the Federal Acquisition System, to deliver—on a timely basis—the best value product or service to the customer, while maintaining the public’s trust and fulfilling public policy objectives.
**Process: How We Will Get There**

We will only realize our vision of being best-in-class through a collaborative and transparent relationship with all members of the “Big A” Acquisition Team. The FAR defines the “acquisition team” as “all participants in Government acquisition including not only representatives of the technical, supply, and procurement communities but also the customers they serve, and the contractors who provide the products and services.” We have built upon the FAR’s definition and included in our definition of the “Big A” Acquisition Team: leadership, contracting officers, contract specialists, contracting officer’s representatives (CORs), other government staff (subject matter experts, government task leads, project/program managers, etc.), and contractors.

While we recognize that there are many members of our “Big A” Acquisition Team, we are striving to ensure that our partnerships with each member remain strong and that we are collaboratively thinking about how we can work towards and achieve outcomes at each stage of the acquisition process. We value each member of the acquisition team and the skills, experience, and insights that they bring into each task related to acquisitions, grants, and/or interagency agreements.

As we developed this Strategic Plan, we included not only the entire OAGM staff but also the full spectrum of the acquisition team and sought input from more than 100 different stakeholders—including internal CMS customers, senior CMS executives, contractors, and other Government agencies. 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. The underlying four strategic goals we have chosen will help us better support the CMS mission and realize our vision of becoming a best-in-class acquisition and grants management organization.

As we implement our Strategic Plan, we must ensure it aligns with CMS’ Strategy. Additionally, we must continue to engage stakeholders to ensure that assumptions made in the development of the Strategic Plan remain valid and that adjustments are made along the way, when deemed necessary.

On the following page, Figure 3 illustrates the relationship between OAGM’s four strategic goals and CMS’ overall vision of future success: a high quality health care system that ensures better care, access to coverage, and improved health. Specifically, our goals will help fulfill any corresponding CMS objectives that support CMS’ four strategic goals: (i) better care and lower costs, (ii) prevention and population health, (iii) expanded health care coverage, and (iv) enterprise excellence. An example of a corresponding CMS objective is CMS Objective 7.0: Transform Business Operations. Our Director is the Executive Co-Sponsor of the “Enhance Acquisition Management” operational objective, which is part of CMS Objective 7.0: Transform Business Operations. In this role, our Director will help spearhead efforts to improve the acquisition function across the entire agency and OAGM’s strategic goals will help achieve this objective.
Figure 3: OAGM’s Strategic Goals Support CMS’ Objectives, Goals, and Vision
**Putting Our Plan in Action**

OAGM has embraced a strategic logic (Figure 4 below) to operationalize our Strategic Plan. Therefore, our Strategic Plan reflects our mission, vision, strategic goals, and strategic objectives for the next 4 years. We also have included an annual Strategic Action Plan, which contains our strategic areas of focus and strategic initiatives (see Appendix). We will regularly reassess the components of our Strategic Action Plan and annually update the Appendix to reflect the current year’s specific areas of focus and initiatives, which may be the same or different from the previous year.

![Figure 4: OAGM Strategic Logic](image)

OAGM is establishing an ongoing process to ensure that our plans hold us accountable. Specifically, teams of OAGM managers 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 employee and team performance plans.

Our progress will be shared with stakeholders regularly and through the publication of an OAGM Annual Performance Plan. OAGM will re-engage with stakeholders annually to establish new priorities.
OUR STRATEGIC GOALS AND OBJECTIVES

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 control that is 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: (1) organizational alignment and leadership, (2) policies and processes, (3) human capital, and (4) information management and stewardship. Our four strategic goals align with these four cornerstones. Our 4 goals and a total of 12 underlying objectives are illustrated below in Figure 5.

A more detailed discussion of these goals and their corresponding objectives follows.
Goal 1: Organizational Leadership and Alignment

Ensure that the organization is optimally aligned with and effectively engages and communicates with all stakeholders to deliver the most effective acquisition, grant, and interagency agreement solutions to best meet the CMS mission.

Objective 1.1—Better align our acquisition function with CMS’ mission to enable an effective, integrated, and enterprise-wide approach to acquisition

OAGM’s organizational hierarchy promotes open communication between senior agency officials. This hierarchy also allows acquisition leadership to have an appropriate influence and involvement in the Agency’s business and programmatic operations and outcomes. Agency senior leadership and staff at all levels recognize and value the acquisition function as a mission-critical capability. Roles and responsibilities amongst the acquisition team are clearly defined, integrated, shared, valued, and understood across the Agency. Acquisition planning is well integrated into the budget formulation, execution, and evaluation and performance management processes within the Agency to ensure successful program outcomes and value for every taxpayer dollar spent. Agency personnel are involved in advanced acquisition planning to define requirements, identify opportunities for strategic sourcing that allow CMS to leverage its buying power, and reduce potential duplication of effort and redundancies across the enterprise.

Objective 1.2—Enhance leadership commitment to operational excellence, in order to successfully fulfill public policy objectives

OAGM leadership has the vision and authority to guide the organization towards continuous acquisition improvement and successful mission outcomes. Consistent with the performance standards set forth by the Federal Acquisition Regulation, OAGM strives to (i) satisfy the customer in terms of cost, quality, and timeliness of the delivered product or service; (ii) minimize administrative operating costs; (iii) conduct business with integrity, fairness, and openness; or (iv) support the programs’ requirements to fulfill public policy objectives. These performance standards are communicated throughout all levels of the Agency and are woven into the core of CMS’ business operations.

“Effective communication is the key to organizational excellence.”

–Debra Hoffman, OAGM Division Director
Goal 2: Valuing Our People

Be an “employer of choice” that attracts and retains the best and the brightest talent by strategically focusing and investing in our best asset—our people. Also, provide an environment that allows all employees to contribute and thrive to their fullest capability.

**Objective 2.1—Value and invest in acquisition workforce**

Demonstrate recognition and appreciation of staff member contributions and provide staff training to meet the Office of Management and Budget’s federal acquisition certification requirements and other professional development opportunities to increase retention or employee satisfaction.

**Objective 2.2—Enhance acquisition strategic resource planning**

Develop and sustain an ongoing strategic resource planning capability that assesses and aligns individual skills to organizational needs and that ensures a balanced, diverse, and highly competent workforce for current and future environments to enable efficient and effective performance by OAGM.

**Objective 2.3—Acquire, develop, and retain talent**

Develop and implement a competency-based individual and organizational development program that is integrated with OAGM’s strategic resource planning efforts. The program will provide clear career development pathways for staff and will reflect targeted resource investment decisions in OAGM’s workforce to enable greater mission performance, employee engagement, and job satisfaction which will also lead to stronger stakeholder relationships.

**Objective 2.4—Create a solution-oriented organizational culture**

Link individual and organizational performance goals and develop a methodology to assess the effectiveness of career development or training investments to ensure they result in and contribute toward a higher performing organization and mission accomplishment.

“Our people are our success. By investing in and effectively communicating with our staff, we can achieve high competence levels across the organization.”

—Linda Hook, OAGM Group Director
Goal 3: Policies and Processes

Implement policies and processes that are clear, establish strong internal controls, and serve as tools to enable the delivery of high-quality and timely acquisitions, grants, and interagency agreements—all in support of the CMS mission.

Objective 3.1—Improve policy/process development, execution, and evaluation
Engage with and consider stakeholder input in the development, execution, and evaluation of policies and processes to yield (i) better operational performance and quality, (ii) contract compliance, and (iii) overall CMS mission results. Policies and processes establish clear expectations for and are followed by all members of the acquisition team.

Objective 3.2—Standardize and streamline acquisition, grant, and interagency agreement policies and processes
Eliminate or reduce CMS operating policies and processes that (i) are not mandated by law or regulation, (ii) do not add value to the acquisition lifecycle, and (iii) have not resulted from identified areas of risk or vulnerability to the Agency.

Objective 3.3—Enhance knowledge transfer/sharing capabilities amongst the acquisition team to create consistency
Develop a systematic way to share lessons learned and transfer knowledge between the acquisition team. Sharing this knowledge can result in improved operational efficiencies, reduce mission risks, and optimize organizational capability.

Objective 3.4—Increase management and oversight of contractor performance and compliance with contract terms and conditions
Effective management and oversight of contractor performance and compliance with contract terms and conditions holds contractors accountable and helps ensure delivery of the CMS mission.

“OAGM is striving to balance creativity and consistency on all OAGM actions, through education and communication across the Acquisition Team.”

—Ed Hughes, OAGM Group Director
Goal 4: Knowledge and Information Management

Become a data-driven organization that is accountable and transparent to all stakeholders and that ensures leadership and employees have access to the right information—at the right time—for effective, timely, and high-quality decision-making.

Objective 4.1—Ensure data and technology support acquisition management decisions

Ensure that the acquisition team has access to the necessary systems and information to enable strong decision-making and effective and efficient operations.

Objective 4.2—Safeguard the integrity of operations and data

Ensure system stability and data integrity and emphasize individual user data accuracy. Having a stable systems infrastructure and strong data integrity provides timely and accurate transparency to the taxpayer and other stakeholders and instills confidence for better decision-making.

“OAGM will strive to continuously improve data integrity and transparency to all Stakeholders.”

—Leisa Bodway, OAGM Group Director
THE ROAD FORWARD

The CMS environment is ever-changing and it is our greatest hope that this Strategic Plan will help guide our support of the CMS mission. By drawing upon our values, living out our mission in the work we do each day, and aspiring to achieve the goals in this Strategic Plan, we are confident that OAGM will realize its vision and become a best-in-class acquisition and grants management organization.

Each of the goals and objectives in this Strategic Plan will provide a roadmap for us to follow in the next 4 years.

The plan will be shared with all OAGM employees, so that they can track their own success and progress towards achieving the goals set out by OAGM. Specifically, employees’ performance management appraisal programs (PMAPs) will support the goals within this plan.

Stakeholders will also have access to the Strategic Plan, so that they can regularly give feedback and let us know how well we are executing this plan. OAGM values honest feedback and will eagerly work on areas that need improvement, in order to become closer to achieving its vision set forth in this plan. Feedback can be sent to: CMS OAGM Strategic Plan@cms.hhs.gov.

OAGM will be measuring our success against each goal laid out in this plan on an ongoing basis. We will do so by keeping track of the progress on specific initiatives and projects that will help us to fulfill the intent of the goals and objectives.

The execution of this plan will be hard work, but we will exercise discipline to stay the course in our commitment towards continuous improvement and our pursuit of enterprise excellence. We look forward to sharing our journey with you.
APPENDIX

2013 Strategic Action Plan
Office of Acquisition & Grants Management
*Updated 9/6/13

I. Implement early acquisition planning initiative
   - Initiative: Implement the long-range planning cycle to have a robust FY 14 APP

II. Establish Office of Acquisition & Grants Management (OAGM)-wide Procurement Acquisition Lead Time (PALT) standards
   - Initiative: Ensure consistency and standard expectations in CMS as a result of PALT standards

III. Develop an outreach initiative to provide acquisition information to our stakeholders
   - Initiative: Ensure CMS leadership and stakeholders become knowledgeable through outreach initiatives, such as providing pertinent information for the "Acquisition Alert" segment of the "THIS JUST IN" CMS broadcasts, which are handled by OOM

IV. Pursue ongoing Federal Acquisition Certification training for Contract Specialists (FAC-C training), Contracting Officer’s Representatives (FAC-COR training), and Project/Program Managers (FAC-P/PM training)
   - Initiative: Attain contract staff certifications
   - Initiative: Pursue program staff training

V. Enhance training opportunities for senior-level contracting personnel
   - Initiative: Provide additional senior-level 1102 classes and assess ongoing needs using the 2012 Federal Employee Viewpoint Survey results, flexi-place data, and any other available data
   - Initiative: Assess the needs of the agency in reference to acquisition training and make suggestions on how the current training staff can support those needs

VI. Provide for enhanced requirements development, capacity, and capability
   - Initiative: Analyze current variety of program requirements
   - Initiative: Evaluate various tools in the marketplace used to help develop requirements and share findings and recommendations
   - Initiative: Analyze current contracting/acquisition processes and roles to determine what the prospective roles and responsibilities should be in the future to reflect performance-based contracting strategies and transition approach

VII. Develop enhanced sources of information for the acquisition community
   - Initiative: Assist in the creation of a one-stop-shop for source of information through the development of a better and more comprehensive OAGM Website
   - Initiative: Post a list of CMS IDIQ contracts, grants information, and bid boards on OAGM Website
VIII. Improve the management and oversight of contractors

- **Initiative**: Educate and communicate with the acquisition team, so that 65% of contracts will have a CPARS evaluation completed within the 120-day requirement
- **Initiative**: Develop COR Audit Protocol/Pilot with evaluation of COR contracting files

IX. Develop robust reporting and data management capability

- **Initiative**: Develop standard and ad hoc data reporting capability for OAGM leadership and employees
- **Initiative**: Implement management dashboards
- **Initiative**: Establish a mechanism to communicate with contractors on a global basis
- **Initiative**: Track full workload (not just new contract procurements, but contract administrative workload, IAAs, etc.)
- **Initiative**: Business objectives (Crystal)—Do we keep/upgrade it or move to another system for reporting?

X. Ensure Comprehensive Acquisition Management System (CAMS) and other systems’ stability

- **Initiative**: Implement a CAMS change control process to ensure system decisions include user involvement
- **Initiative**: Ensure that CAMS Invoice Module is implemented
- **Initiative**: Update and upload all CMS-specific contract clauses into CAMS

XI. Ensure OAGM has an effective information technology (IT) modernization strategy

- **Initiative**: Update current IT modernization plan
- **Initiative**: Ensure everyone knows how to use Digital Signatures
- **Initiative**: Establish standard G Drive file folder structure
- **Initiative**: Develop/update OAGM Intranet/Internet Website
- **Initiative**: Begin work on how to implement electronic invoice/voucher submission process for contractors
- **Initiative**: Fully implement GAP3 Manual

XII. Increase data integrity

- **Initiative**: Increase data integrity of OAGM employee inputs into acquisition systems
- **Initiative**: Reduce discrepancies between CAMS, DCIS, and FPDS data