OFFICE OF ACQUISITION & MATERIEL MANAGEMENT

BUSINESS PLAN FY 2002 - 2004

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VA STRATEGIC AND ENABLING GOALS

Restore the capability of the disabled veterans to the greatest extent possible and improve the quality of their lives and that of their families.

VA will achieve this goal of restoring the capability of disabled veterans by maximizing the ability of disabled veterans, including special veteran populations, and their dependents and survivors to become full and productive members of society through a system of health care, compensation, vocational rehabilitation, life insurance, dependency, and indemnity, compensation, and dependents and survivors education. This system of benefits and services is aimed toward the broad outcome of restoring the individual capabilities of our Nation's veterans.

Ensure a smooth transition for veterans from active military service to civilian life.

Veterans will be fully reintegrated into their communities with a minimum disruption to their lives through transitional health care, readjustments counseling services, and employment services, including vocational rehabilitation, education assistance, and home loan guaranties.

Honor and serve veterans in life and memorialize them in death for their sacrifices on behalf of the Nation.

Veterans will have dignity in their lives, especially in time of need, through the provision of health care, pension programs, and life insurance. The Nation will memorize them in death for the sacrifices they have made for their country. VA will achieve this goal by improving the overall health of enrolled veterans, and providing a continuum of health care for these and special populations of veterans. VA will also provide life insurance benefits to veterans, ensure that the burial needs of veterans and eligible family members are met, and provide veterans and their families with symbolic expressions of remembrance.

VA STRATEGIC AND ENABLING GOALS

Contribute to the public health, socioeconomic well being and history of the Nation.

VA will support the public health of the Nation as a whole through medical research, medical education, and training, and serving as a resource in the event of a national emergency or natural disaster. VA will support the socioeconomic well-being of the Nation through the provision of education, vocational rehabilitation, and home loan programs. VA will preserve the memory and sense of patriotism of the Nation by maintaining our national cemeteries, as national shrines and hosting patriotic and commemorative ceremonies and events.

Create an environment that fosters the delivery of One VA world-class service to veterans and their families through effective communication and management of people, technology, business processes, and financial resources.

VA's "enabling" goal, is different from our four strategic goals. This goal and its corresponding objectives represent crosscutting activities that enable all organizational units to carry out the Department's mission.

Office of Acquisition & Materiel Management

MISSION AND VISION STATEMENTS

MISSION

To support our Nation's veterans, we provide our customers with quality products, services, and expertise; delivered in a timely fashion for a reasonable price, and at the right place.

VISION

Our vision is to be the provider of choice for products, services, and expertise by:

- ***creating and strengthening valued partnerships with our customers and suppliers;***
- ***leveraging our extensive buying power and financial resources; and***
- ***applying innovative business practices and leading edge technology for acquisition and materiel management.***

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DEPUTY ASSISTANT SECRETARY'S STATEMENT

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DEPUTY ASSISTANT SECRETARY'S STATEMENT

The Office of Acquisition and Materiel Management (OA&MM) Business Plan was developed to:

- ***Clearly define our role in achieving the goals and objectives contained in the Department of Veterans Affairs (VA) Strategic Plan for 2001 - 2006.***
- ***Provide direction and an operational blueprint for Fiscal Years (FY) 2002 – 2004, consistent with our organizational mission and vision.***
- ***Challenge ourselves to continually improve what we do.***

The VA Departmental Strategic Goals and the "Enabling Goal" are "*One VA*" in nature, and are intended to reflect the combined effort of all VA organizational elements to deliver important outcomes to the overall veteran population including disabled veterans, veterans in transition from the military, and the Nation at large. Our mission, as articulated in the Plan: ***"To support our Nation's veterans, we provide our customers with quality products, services, and expertise; delivered in a timely fashion, for a reasonable price, and at the right place,"*** is optimally placed within this strategic framework. The OA&MM goals, strategies, and objectives formulated by the OA&MM management team during our May 2001 retreat support the VA Departmental goals and objectives and focus our efforts on accomplishing our mission.

The OA&MM Business Plan contains our mission and vision statements and describes, "who we are" and "what we do." It takes into consideration the needs and expectations of our internal and external stakeholders and the Federal health-care environment. Our plan capitalizes on our organizational strengths, the opportunities for growth, and the development of new and improved services.

As a staff office, we are unique because of our capability to provide direct services to veterans in support of VA Departmental Strategic Goals. These important services are highlighted in our plan. A critical element of our plan is the marketing component, which outlines strategies to promote our business and product lines to both our internal and external customers. Finally, our plan contains a copy of our FY 2002 and 2003 budget submission, which details the resource requirements needed to achieve intended outcomes.

In support of the VA Departmental "Enabling Goal," OA&MM has formulated five major business goals:

- ***Implement an effective customer relationship management program.***
- ***Grow the business.***
- ***Improve business operations.***
- ***Enhance OA&MM's statutory and regulatory role.***
- ***Create a paperless OA&MM environment.***

These major business goals reinforce our role within VA to operate and maintain an efficient, cost-effective, and sound supply system for the Department. We are committed to improving our relationship with our key customers by conducting market research, fostering open communication, and improving access to our service lines. We will grow our business by maintaining the loyalty of our existing customers, reaching out to new customers, and developing new products and services. We will increase the efficiency and cost-effectiveness of our internal operations by improving our business functions and by creating a collaborative business environment. Finally, we will enhance our stewardship role by developing an effective workforce strategy, providing essential employee training, and developing timely and comprehensive policy and regulatory guidance.

Our challenge, over the next 3 ½ years, will be to stay focused on the five major business goals. Understanding our Business Plan and how it relates to the VA Departmental strategic direction will provide the necessary framework for the achievement of our vision and the day-to-day execution of our mission. I am confident we can achieve our goals, and that our success will translate into improved outcomes for our customers and, ultimately, the veterans we all serve.

Gary J. Krump

STAKEHOLDERS

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STAKEHOLDERS

INTERNAL STAKEHOLDERS

OA&MM has a wide variety of customers, stakeholders, and partners. The internal stakeholders include the Administrations (Veterans Health, Veterans Benefits, and National Cemetery) and staff offices in VA, who not only are our primary customers, but also our partners in the operation and maintenance of the VA Supply System. OA&MM provides support to a number of different customer segments within each Administration and staff office. A description of each Administration's goals is provided in this section.

The Veterans Health Administration (VHA) established six strategic goals for 2006, referred to as "Six for 2006," which represent their top priorities for providing health care to veterans now and in the future. The "Six for 2006" goals focus on improving quality of care and access, enhancing patient function, increasing customer satisfaction, reducing health-care costs, and building healthy communities. To accomplish its goals, VHA plans to:

- open more Community-Based Outpatient Clinics (CBOCs);
- use technology to improve access to patient information;
- address the needs of homeless veterans in collaboration with other Administrations;
- maximize resources by implementing the Capital Asset Realignment for Enhanced Services (CARES) initiative;
- enhance sharing with the Department of Defense (DoD); and
- continue to provide contingency support to DoD and the Public Health Service in times of disaster or national emergencies.

In response to a Presidential Management Agenda, VHA will participate in a Veterans Health Care Task Force to recommend improvements in VA health care. VHA will also undergo cost comparisons for a defined percentage of their inventory of commercial activities per the Office of Management and Budget (OMB) Circular A-76, Performance of Commercial Activities. Significant efforts will be directed at the Decision Support System (DSS) to ensure VA receives an appropriate return on investment.

The Veterans Benefit Administration (VBA) developed a number of long-term strategies to improve service delivery to veterans and their families. These strategies include the following:

- adoption of a balanced scorecard to measure the speed and accuracy of benefits delivery;
- comprehensive information technology plan that benefits from an integrated development and implementation approach;

- improved access and outreach for veterans and their families;
- business process reengineering and program evaluations to identify opportunities for improvement; and
- workforce and succession planning.

In response to the President's Management Agenda, a major effort to stimulate VBA efforts to ensure timely and accurate processing of veterans' disability compensation claims will be implemented. VBA will also undergo cost comparisons for a defined percentage of their inventory of commercial activities per OMB Circular A-76. An independent audit of Veterans Services Network (VETSNET) will be conducted before the system becomes operational.

The National Cemetery Administration (NCA) is focused on continuing to provide burial options for veterans at the current level and increasing the percentage of the veteran population served. Construction will proceed on six new National cemeteries. As public acceptance of cremation grows and the demand for this burial alternative increases, construction of columbaria will be an option to maximize service delivery. The State Cemetery Grants Program will continue to be a key strategy toward providing burial options for veterans.

EXTERNAL STAKEHOLDERS

OA&MM's external stakeholders include veterans and their families; our partners in the supply chain, suppliers; Congress; OMB; General Accounting Office (GAO); General Services Administration (GSA); Health and Human Services (HHS); Department of Justice (DOJ); DoD; and other Government agencies (OGA).

OMB, an important stakeholder, has issued guidance on Government-wide management reforms, which will impact VA and more specifically, OA&MM. The OMB Government-wide reforms include the following:

- de-layering management levels to streamline organizations;
- making greater use of performance-based contracts;
- expanding the application of on-line procurement and e-commerce applications on our procurement processes;
- expanding OMB Circular A-76 competitions; and
- improving the accuracy of Fairness and Accuracy in Reporting (FAIR) Act inventories.

Another principal stakeholder, Congress, has encouraged cooperation and sharing of acquisition and procurement activities among Federal agencies to eliminate redundancy and leverage buying power of the Federal Government. These collaborative alliances are resulting in beneficial and innovative sharing agreements between VA and DoD and OGAs.

WHO WE ARE
&
WHAT WE DO

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WHO WE ARE & WHAT WE DO

OA&MM is a staff office within the Office of the Assistant Secretary for Management. OA&MM is funded by the Supply Fund, a self-sustaining, intra-Governmental revolving fund. The office has two fundamental roles. The first is operational to maintain a supply system for VA by providing acquisition and materiel management support and Supply Fund financial services to the Administrations and staff offices to help them accomplish their missions. In its second role, OA&MM has oversight and stewardship responsibilities for the VA Acquisition and Materiel Management Program to ensure VA complies with laws, regulations, and national policies governing Federal acquisition and property management.

OA&MM is comprised of two major organizational elements, the Office of Acquisitions and the Office of Program Management and Operations. These elements are supported by the Offices of Management Support, Chief Financial Officer, Chief Information Officer, and Human Resources.

OA&MM conducts varied activities at the following locations throughout the country: VA Central Office, Washington, DC; National Acquisition Center, Hines, Illinois; Service and Distribution Center, Hines, Illinois; Somerville Asset Management Service, Somerville, New Jersey; Denver Distribution Center, Denver, Colorado; Austin Automation Center, Austin, Texas; and Fort Detrick, Maryland.

OA&MM has three major business lines: acquisitions, materiel management, and Supply Fund financial services. A discussion of each follows in the next section.

ACQUISITIONS

The Office of Acquisitions procures goods and services for the Department. The National Acquisition Center (NAC) awards and administers Federal Supply Schedule (FSS) contracts worth billions of dollars for pharmaceuticals, medical products, and equipment. The Government-wide FSS program consists of eight schedules and encompasses over 1,200 contracts and 500,000 line items. The market-leveraged purchasing power represented by these contracts translates into huge savings for our customers, both VA and OGAs that rely on OA&MM for contracting support.

Under the umbrella of its FSS Program, the NAC is developing solicitations and evaluating offers for professional, clinical services such as surgery, anesthesiology, pathology, and radiology. In addition, contracts for other allied health services, e.g., skilled nursing, health aide, home infusion therapy, medical transcription, and medical coding are also being explored. The NAC also awards and administers contracts for high-cost, high-tech medical equipment through the Direct Delivery Program. The Direct Delivery Program offers VA and OGA customer access to diagnostic x-ray, radiation therapy, computerized axial tomography (CT) and magnetic resonance imaging (MRI) scanners, diagnostic ultrasound, and nuclear imaging options at substantial discounts below list prices. Once delivered and installed, trained OA&MM technicians inspect the equipment to ensure it meets all technical requirements and specifications. In the area of laboratory equipment and clinical analyzers, the NAC has negotiated "Cost-Per-Test" contract vehicles that allow VA and OGA customers to use the latest technology without having to apply scarce medical equipment dollars to upfront acquisition costs. The NAC also awards and administers national contracts with commercial distributors for the just-in-time delivery of pharmaceuticals and medical/surgical commodities to VA and OGA customers. In addition to providing 24-hour or other expedited delivery options, the Prime Vendor contracts provide simplified electronic order processing and payment, and other beneficial service options.

The Acquisition Operations Service (AOS), located at VA Central Office, supports headquarters functions by establishing unique contract vehicles used by a particular Administration or staff office, and national contract vehicles used by the entire Department. In support of VBA, AOS has awarded contracts for a Congressionally mandated pilot project to conduct compensation and pension exams, a nationwide mortgage services contract, and an A-76 review of VBA's property management services.

The AOS recently awarded a contract for VHA to assess veterans' health care needs within each Veterans Integrated Service Network (VISN) and identify delivery options and associated infrastructure to meet those needs in the future. The AOS has also established a management studies contract vehicle that provides professional, information technology (IT), and consultative services for VA Administrations and staff offices.

The AOS has established national contract vehicles for IT hardware and software through the Procurement of Computer Hardware and Software Contract (PCHS), a national subsistence Prime Vendor contract that delivers provisions to all VA medical centers and 50 OGAs, and a National contract for nursing homes. As a headquarters function, AOS is heavily involved in acquisition planning, providing business advice, developing statements of work and providing day-to-day acquisition support. At its off-site locations in Austin, TX, and Fort Detrick, MD, AOS provides IT and contracting support to the Austin Automation Center and medical product and service contracting support to the U.S. Air Force.

The Acquisition Resources Service (ARS), located within the Office of Acquisitions is responsible for developing and implementing acquisition policy that includes management of all substantive and administrative aspects of the Veterans Affairs Acquisition Regulation (VAAR). To ensure the integrity of the VA acquisition program, ARS conducts business reviews of all major contract actions and conducts regularly scheduled site reviews of all VA contracting activities. The ARS manages the Department's mandatory acquisition training program which implements the guidelines established by OMB for Government-wide acquisition training. The ARS also supports an acquisition continuing education program. The mandatory training and the continuing education program meet the requisite training for certification of VA contracting officers under the Contracting Officers Certification Program administered by the ARS.

MATERIEL MANAGEMENT

The Office of Program Management and Operations provides a full range of logistics services to VA and OGA customers. The logistics support services offered include:

- equipment maintenance, repair, and inspection;
- reclamation of precious metals;
- storage and distribution;
- transportation;
- asset management; and
- printing and reproduction services.

The Service and Reclamation Division, located at the Hines Service and Distribution Center (SDC), repairs and maintains endoscopes and surgical and dental hand pieces, and provides glassware replacement parts for radiology machines. The SDC stores and distributes burial flags for deceased veterans and their families, albumin, plasma protein fraction, and intravenous immunoglobulin solution for health-care activities, and forms and publications for distribution throughout the country. Also, the SDC leases storage space to VA activities and provides storage space and distribution services to OGAs.

The Denver Distribution Center (DDC) serves as a key storage and distribution center. DCC functions include the repair of hearing aids and storage of a variety of audiology and prosthetic devices slated for direct distribution to veterans in their homes. Using a sophisticated database that contains relevant information on all of their veteran customers, the DDC can provide timely, accurate support to veterans anywhere in the world.

The Somerville Asset Management Service (SAMS) provides quality assurance inspections for all newly installed radiology, computerized tomography, and laundry equipment purchased under the Direct Delivery Program. SAMS also operates an environmentally friendly reclamation program to recover silver and other precious metals at VHA medical centers. SAMS hosts a storage and distribution center for

excess/surplus armed services clothing which is distributed nationwide to VA facilities that conduct relief efforts for homeless veterans. SAMS also acts as a freight consolidation and distribution point for overseas shipments to the VA Medical Center in San Juan, Puerto Rico. From a property asset management perspective, SAMS has embarked on the Enhanced Use Project for vacant facilities and land that once housed one of our depot distribution centers. If successful, the Enhanced Use Project will re-use the site for commercial applications and offset some of our operating costs for continued VA use of the site.

Comprehensive transportation services offered by the Office of Program Management and Operations range from evaluating labor rates and freight charges to selecting the right carrier for the job. Trained specialists guide customers through every stage of the shipping process; facilitating transportation through two major programs, the Freight Management and the Employee Relocation programs. The Freight Management Program assists VA activities in making transportation arrangements to ship property to and from any destination worldwide. The Employee Relocation Program focuses on relocating VA employees, from the sale of their homes to the transportation of their household goods to a new location.

The Publications Service offers printing and reproduction services to all VA elements. The Publications Service provides typography and design service, and produces forms and form letters. The Publications Service develops cost estimates, provides data for production scheduling, arranges shipment dates for deliveries, and oversees proof and press sheet inspections on all printing jobs that are handled by private contractors.

The Office of Program Management and Operations also oversees VA materiel management programs. This program management responsibility is carried out by Materiel Management Service (MMS). The MMS is responsible for developing and implementing logistic and materiel management policy for VA. To ensure the integrity of the VA materiel management program, MMS conducts customer assistance visits and site reviews of VA materiel management activities. Customer assistance visits may involve designing and reconfiguring warehouse space, preparing for the Joint Commission on Accreditation of Health Care Organizations (JCAHO) inspections, or implementing automated inventory management systems and commodity standardization programs. The MMS provides a wide variety of training in materiel management disciplines including supply, processing, and distribution, warehouse and distribution operations, forklift training, automated inventory management, and property disposal.

FINANCIAL SERVICES

The Office of the Chief Financial Officer operates, administers, and oversees the financial management of the revolving Supply Fund. Acquisition, logistics, and financial services provided through the Supply Fund to VA Administrations and staff offices are reimbursed through market mechanisms such as fees, markups, and reimbursements. The Supply Fund submits an annual budget, which details the merchandising and

operating costs for all those activities that derive their funding from revenues generated by OA&MM activities. The annual fiscal year goal of the Supply Fund is to break even.

The inherent flexibility of the Supply Fund allows the Office of the Chief Financial Officer to offer some innovative financial services to VA customers. The Supply Fund continues to support the financing of medical center warehouse inventories, thus freeing up scarce medical-care dollars for direct patient-care activities. In addition, it has developed the 1VA + Program that has become increasingly important for VA program office year-end planning. The 1VA + Program extends obligation authority of appropriated funds for bona fide needs beyond the current fiscal year. The self-sustaining Supply Fund can also be used to lease equipment. The Capital Leasing Program provides an alternative means of funding capital equipment by easing upfront acquisition costs and spreading the payments over a period up to 5 years. The Capital Leasing Program enables VA and OGAs to acquire equipment under an initial lease-to-own arrangement for a minimal financing rate.

STRATEGIC OUTLOOK

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STRATEGIC OUTLOOK

In charting our operations over the next 3 years, our Business Plan takes into account the forces that are shaping our society, Presidential management priorities, OMB's emphasis on Government performance and accountability, the assumptions and drivers Underlying the VA Departmental Strategic Goals and Objectives, and the environment in the health-care industry. A brief discussion of each of these factors appears in this section.

SOCIETAL IMPACTS

The forces that are likely to shape American society include globalization, security, demographics, and technological innovation. Globalization will increase the interdependence of National Governments, economies, and enterprises. The United States will face new and diffuse threats to our society. Profound change in the characteristics of the United States population is forecast for the coming decades; the population will be growing older and more diverse. Information technology has transformed the way we communicate, learn, use information, conduct business transactions, practice health care, and build and design products.

PRESIDENTIAL MANAGEMENT INITIATIVES

The President and OMB have outlined a number of Management Reforms that set the direction for the Government as a whole and VA in particular. The new Administration will be placing greater emphasis on making the Government more accountable and performance-oriented. In that vein, OMB has formulated the following Management Reforms:

- delayering management levels to streamline organizations;
- reducing erroneous payments to beneficiaries and other recipients of Government funds;
- making greater use of performance-based contracts;
- expanding the application of on-line procurement and electronic Government services and information;
- consolidating the Hines, IL, and Philadelphia, PA, data centers into the Austin Automation Center; and
- eliminating the vendee home loan program.

VA STRATEGIC PLAN

The key assumptions underlying the development of the VA Departmental Strategic Plan are as follows:

- United States will not be engaged in any major global or regional conflict;

- Veteran population will decrease from 24.2 to 16.2 million through 2020;
- Size of the military will remain stable at 1.38 million - 180,000 active duty personnel will leave yearly.

The key drivers for VA will be:

- National defense policies;
- Potential future conflicts;
- Increased terrorism threats;
- Cooperative agreements with Federal, state, local, and private sector enterprises;
- Medical and information technologies; and
- Evolving relationship between DoD and VA.

HEALTH-CARE ENVIRONMENT

In the health-care industry, the pace of change is accelerating. We alluded to the impacts of information technology on the practice of health care. Medical technology breakthroughs are providing new methods to diagnose and treat patients and extend life. New drug treatments and therapies will emanate from groundbreaking research on the human genome. There will be increased emphasis on patient safety, the privacy of patient information, and the technologies to support these requirements. The pace of mergers/consolidations in the health-care manufacturing and distribution industry is likely to increase. The roles of buyers, manufacturers, and distributors in the health-care supply chain will continue to evolve. The importance of electronic commerce to facilitate collaboration among the players in the health-care supply chain will continue to increase.

Within the context of this fast changing environment, OA&MM is poised to take advantage of its organizational strengths and capitalize on opportunities to provide service and value to both our internal and external customers. The inherent flexibility of the Supply Fund allows us to continue providing innovative financial services to our customers. The approval of our proposed Fiscal Year 2001 Supply Fund legislative initiative will enable us to offer the 1VA + Program to OGAs to purchase medical products, equipment, and services. The financial strength of the VA Supply Fund will enable OA&MM to provide the resources necessary to support training and professional development to maintain a knowledgeable and accredited acquisition and materiel management workforce.

The breadth and scope of our business and product lines and our national presence will provide us with increased opportunities to expand our OGA customer base. Our new Secretary provides additional impetus to OA&MM to partner with DoD to reduce redundant contracting activities and to further leverage the buying power of both Departments. Sales under the VA FSS Program will continue to increase, as the new FSS schedule for clinical-professional services is implemented and additional appendices to the DoD/VA Memorandum of Understanding (MOU) are negotiated.

In the area of technology, the implementation of the core Financial and Logistics System (coreFLS), the new VA financial and logistics system, will significantly enhance our ability to perform and monitor our acquisition and materiel management activities. OA&MM stands ready to meet OMB requirements to expand the use of on-line procurement and other electronic commerce techniques. The NAC has partnered with GSA *Advantage* to provide an on-line procurement mechanism for our FSS health-care items. OA&MM has developed applications to post VA contract solicitations on the Internet and to generate purchase orders for vendors using the 850 Electronic Data Interchange (EDI) transaction sets. Finally, plans are underway to evaluate the capability of developing an electronic reverse auction system.

LEGISLATIVE INITIATIVE

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LEGISLATIVE INITIATIVE

In collaboration with the Office of General Counsel, OA&MM developed a legislative initiative to amend Title 38, United States Code (USC) 8121. If sanctioned by Congress, the initiative authorizes DoD and other Federal agencies to use the purchase authority of the VA revolving Supply Fund for procurement of pharmaceuticals, medical equipment, services, and medical/surgical supplies through interagency agreements.

Under the current system, purchase authority is limited to VA appropriations. The DoD and other Federal agencies may use the Supply Fund through the Economy Act (Title 31 USC, Section 1535); however, a major disadvantage of this Act requires the requesting agency to deobligate annual appropriations at the end of the fiscal year, if the servicing agency has not incurred obligations by performing the contract taskings in-house or by entering into a valid contract for the necessary tasks/services. As a result, the lapsed appropriated funds are credited to an expired account and are no longer available to the requesting agency for new obligations. This potential loss of appropriated funds is unique to the Economy Act. Interagency transactions based on statutory authorities independent of the Economy Act do not have the same deobligational requirements. Deobligational requirements also apply to DoD and other Federal agencies entering into joint purchases with VHA through the Supply Fund.

Over the years, Congress has favored consolidated purchasing between Federal agencies to increase the buying power of the Federal government and enhance procurement leverage and cost savings. Most recently, Congress, in Section 210 of the Veterans Millennium Health Care and Benefits Act (Public Law 106-117), required VA and DoD to submit a joint report on their cooperation in procuring pharmaceuticals and medical supplies. This legislation demonstrates the Congressional accountability imposed on VA and DoD to develop efficiencies by consolidating contracting and logistics responsibilities.

If enacted, the VA legislative initiative will provide numerous incentives for DoD and other participating Federal agencies. These include the following:

- The participating agency may obligate appropriated funds under the 1VA + Program. The obligated monies remain fully payable from the appropriated fund irrespective of the date of contract award and the actual execution of contract services.

- VA Supply Fund program managers have the increased ability to negotiate contracts for high-priority, essential items without frantic year-end spending constraints.

If this initiative is approved, VA would not incur any additional costs to operate the Supply Fund. The fund operates entirely upon fees assessed for services rendered.

OA&MM SERVICES IN SUPPORT OF VA'S STRATEGIC GOAL

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OA&MM SERVICES
IN SUPPORT OF VA'S STRATEGIC GOALS

VA Strategic Goal Number 3 – Honor and serve veterans in life, and memorialize them in death for their sacrifices on behalf of the Nation.

OBJECTIVE	OA&MM SERVICES IN SUPPORT OF OBJECTIVE
3.1: Improve the overall health of enrolled veterans.	The Denver Distribution Center provides hearing aids, audiology, and prosthetic devices and supplies to eligible veterans worldwide. The Materiel Management Service, working closely with the Somerville Asset Management Service, identifies, collects, stores, and distributes items of excess clothing nationwide to VA facilities that conduct relief efforts for homeless veterans.
3.5: Provide veterans and their families with symbolic expressions of remembrance.	The Acquisition Operations Service procures, and the Service and Distribution Center stores and distributes, burial flags for deceased veterans and their families nationwide.

VA Strategic Goal Number 4 – Contribute to the public health, socio-economic well-being and the history of the Nation.

OBJECTIVE	OA&MM SERVICES IN SUPPORT OF OBJECTIVE
4.3: Improve the Nation's response in the event of a national emergency or national disaster by providing timely and effective contingency medical support and services.	The National Acquisition Center provides contracting support to the Centers for Disease Control for the provision of pharmaceuticals in the event of a terrorist attack.
4.4: Enhance the socio-economic well-being of the Nation through veterans benefits and human assistance programs.	The revolving Supply Fund finances the Office of Small and Disadvantaged Business Utilization. OA&MM's contracting activities, the National Acquisition Center, the Denver Distribution Center, and the Acquisition Operations Service, help VA achieve its socioeconomic procurement goals.

OA&MM GOAL, STRATEGIES, OBJECTIVES, & PERFORMANCE MEASURES IN SUPPORT OF VA'S ENABLING GOAL

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OA&MM GOALS, STRATEGIES, OBJECTIVES & PERFORMANCE MEASURES IN SUPPORT OF VA'S ENABLING GOAL

The following section of the Business Plan defines the goals, strategies, and objectives consistent with our organizational mission and supports the "Enabling Goal" of the VA Strategic Plan. The focus is on the OA&MM vision and the establishment of priorities and initiatives to achieve our intended outcomes that are designed to meet or exceed the expectations of customers and stakeholders and secure our competitive position within the Federal health care industry.

The five major OA&MM business goals are defined in this section. For each goal, information is divided into the sub-sections described below:

PURPOSE AND OUTCOME: Identifies the major goal and provides and explanation of how the goal will benefit VA and/or customers and what some of the broad outcomes we seek to achieve.

STRATEGIES FOR ACHIEVING THE GOAL: Describes the strategies identified for accomplishing each goal. Each strategy represents the extent to which the goals will be achieved and the results we are aiming to accomplish.

STRATEGIES AND SPECIFIC OBJECTIVES: Specific objectives for each strategy describe key initiatives and activities that must be addressed to accomplish our desired goal for each goal. In *Appendix B* of this document, the specific tasks/actions for accomplishing each objective is outlined in Action Plans for each goal. The Action Plan gives details on the specific tasks/actions required to achieve the desire outcome for the objective. Also, timetables and the organizational responsibility for completion of action items are identified in the Action Plan.

ENABLERS: Enablers are important business components, fundamental to the operation of an effective organizational structure. The objectives for each applicable enabler that play a critical role in meeting our program initiatives are presented.

PERFORMANCE MEASURES: Performance measures are tools that evaluate the actual result from the intended result. Described in this sub-section are outcome measures, which provide quantified results or impacts for achieving the desired goal. The service delivery measures relate directly to the quality of service to our customers based on our strategies and objectives.

GOAL 1: IMPLEMENT AN EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) PROGRAM.

PURPOSE AND OUTCOME

OA&MM is dedicated to becoming the customers' provider of choice for health care products and services throughout VA and OGAs by maintaining and utilizing a skilled professional acquisition and logistics workforce, using innovative contracting vehicles, offering attractive financial solutions, and creative logistics expertise. Customer relations and satisfaction combine a genuine commitment, shared by each OA&MM employee, to each day fulfill or exceed customer expectations with timely and high-quality products, services, and support. Broadly defined, the desired outcome of an effective customer relationship management program is to improve price, quality, and timeliness of goods and services the customer acquires and to improve the residual level of satisfaction for both the customers and OA&MM staff.

STRATEGIES FOR ACHIEVING THE GOAL

1. **Identify and enhance key customer relationships.**

2. **Improve the organizations' knowledge of our markets and customers.**

3. **Implement IT solutions that will facilitate access to markets and customers.**

OA&MM will refine and/or create mechanisms to obtain continual feedback from customers on their satisfaction with OA&MM products and services through surveys, focus groups, complaint handling, direct inquiry, and comment cards. As appropriate, specific groups of customers, such as field ordering activities, small businesses, VA corporate leaders, and leadership of various levels of the Administrations will be surveyed to determine their special needs and levels of satisfaction. The survey data, to include customer expectations and experiences, will be tracked electronically. This customer feedback will allow OA&MM to evaluate performance measures and identify organizational and program strengths and weaknesses.

STRATEGIES AND SPECIFIC OBJECTIVES

STRATEGY	SPECIFIC OBJECTIVE
Identify and Enhance Key Customer Relationships.	a) Develop customer profiles for VA and OGAs. b) Enhance communications with Program Offices (VHA, VBA, NCA) by implementing Customer Advisory Boards. c) Develop a coherent and coordinated business relationship between lead contracting officers and their respective Program Offices.
Improve the Organization's Knowledge of Our Markets and Customers.	a) Conduct periodic business strategy meetings to review customer profiles. b) Review OA&MM products and services with customers to determine value-added services needed. c) Attend customer events conferences, planning sessions, etc.
Implement IT Solutions that will Facilitate Access to Markets and Customers.	a) Develop and enhance Internet accessible information for products, pricing, and services. b) Develop recommendations for telephone and/or Internet-based Help Desk and Complaint Process for customers. c) Develop and deploy automated customer satisfaction survey tools and a database to contain the results.

ENABLERS

ENABLER	OBJECTIVE
Human Resources	a) Ensure the alignment of training, rewards, and performance systems consistent with our customer relationship goals, strategies, and objectives.
Information Technology	a) Explore and recommend to the E-Team various automated CRM technologies that include: • recommendations to adopt hardware/software in light of existing business relationships, cost, and risk; • consideration of contract service providers that use combinations of automation and help desk support; and • customer satisfaction survey development and implementation services for all OA&MM elements.
Legislative/Policy/Regulatory Issues	a) Determine if/when to require electronic submission of Federal Supply Schedule (FSS) catalogs.

PERFORMANCE MEASURES

OUTCOME MEASURES	SERVICE DELIVERY MEASURES
Number of customer profiles developed. Number of customer relationships that are enhanced by regularly scheduled meetings, and advisory boards. Number of new customers acquired during the Fiscal Year. Retention rate for existing customers.	Number of FSS medical items on GSA Advantage. Percent of customers satisfied with our products, services, and support.

GOAL 2: GROW THE BUSINESS.

PURPOSE AND OUTCOME

OA&MM will strive to achieve business growth through a careful understanding of our customers and our processes. Customer attributes, their current needs, and future requirements will be analyzed. Creation of new business lines and the expansion of products/services to meet customer needs will be implemented in a manner that exceeds customer expectations. Customer satisfaction will be tracked though measurable performance indicators. In a growing business, the buying power of our customers with similar needs can be leveraged to maximum effect. The result will be positive business growth that benefits the customer and enhances the VA logistics system.

STRATEGIES FOR ACHIEVING THE GOAL

1. **Growth through customer segmentation.**

2. **Growth through new products/services.**

3. **Performance measurement.**

Our strategies for growing the business start and end with our customers. We will build and analyze customer profiles. Understanding unique customer traits will enable the design of programs, products, and services that meet the specific needs of the customer without sacrificing efficiency. We will survey our customers and conduct market research to ascertain future needs and develop products and services to meet those needs. Customer requirements and market trends offering growth opportunities will be identified. A growing business translates into more product and service offerings available to our customers.

STRATEGIES AND SPECIFIC OBJECTIVES

STRATEGY	SPECIFIC OBJECTIVE
Growth Thru Customer Segmentation.	a) Analyze and review customer profiles. b) Build a customer matrix to identify products and services currently provided and those required/desired.

STRATEGY	SPECIFIC OBJECTIVE
Growth Thru New Products and Services.	a) Identify business/product lines available within OA&MM, establish a baseline inventory, and update as additions and deletions are made. b) Conduct a survey within OA&MM to ascertain the organization's capabilities to provide new products and services. c) Conduct surveys and market research to determine customer needs and requirements and possible new business opportunities.
Performance Measurement.	a) Establish a baseline inventory of all OA&MM customers and periodically update to ensure its accuracy. b) Develop a method to track sales and other business transactions. c) Establish sales goals by business and product lines.

ENABLERS

ENABLER	OBJECTIVE
Human Resources	a) Provide our existing workforce with the necessary training/developmental opportunities or recruit new hires with the desired skills if additional skills sets are required to take advantage of our new business opportunities. b) Provide customer service and marketing/sales training on an as-needed basis.

ENABLER	OBJECTIVE
Information Technology	a) Develop data collection and database systems for customer profiles, customer inventories, business/product lines, and sales transactions using knowledge management principles.
Legislative/Policy/Regulatory Issues	a) Submit our Supply Fund legislative proposal to expand the 1VA + Program to OGAs for consideration by the 107th Congress.
Financial	a) Develop qualitative and quantitative screening criteria to evaluate new business opportunities.

PERFORMANCE MEASURES

OUTCOME MEASURES	SERVICE DELIVERY MEASURES
Dollar value of sales through the Supply Fund.	Calculation of cost avoidance through the establishment of national contracts on a Fiscal Year basis.
Dollar volume of logistic activities.	Calculation of cost avoidance through commodity standardization on a Fiscal Year basis.
Percentage of OGA sales to total sales.	Time taken to implement a new product or service.
Business/product line sales in relation to total amount spent in VA (market share).	
Dollar value of contracts established by OA&MM.	

GOAL 3: IMPROVE OA&MM'S BUSINESS OPERATIONS.

PURPOSE AND OUTCOME

OA&MM must continually assess and improve the efficiency and effectiveness of our business and product lines to fulfill our commitment to our customers and accomplish our mission: *To support our Nation's veterans, we provide our customers with quality products, services, and expertise; delivered in a timely fashion for a reasonable price, and at the right place.* Our success in accomplishing this mission will translate into improved outcomes for the customers we serve.

STRATEGIES FOR ACHIEVING THE GOAL

1. **Improve financial information and processes.**

2. **Improve acquisition support services to OA&MM customers.**

3. **To further current relationships, provide learning tools and opportunities for our workforce to become knowledgeable of the operating environments of both our customers and the health care industry.**

4. **Develop and implement an OA&MM workforce planning strategy.**

5. **Implement automated solutions to improve customer support and enhance our operations.**

6. **Improve communications and institute mechanisms that assess the performance of our business and product lines.**

OA&MM has developed a comprehensive set of strategies to accomplish the goal of improving business operations. The strategies outlined above will enhance OA&MM's operational proficiency by improving acquisition support services, providing better access to Supply Fund financial information, and increasing the efficiency of the customer order processing system for hearing aids and forms and publications. We will focus on maintaining a skilled workforce by providing education, training, and opportunities for professional development and make plans for future workforce needs by creating a workforce planning strategy. Finally, mechanisms will be established to evaluate our organizational performance.

STRATEGIES AND SPECIFIC OBJECTIVES

STRATEGY	SPECIFIC OBJECTIVE
Improve Financial Information and Processes.	a) Improve the quality and eliminate redundant financial reporting of program activities within OA&MM. b) Develop customer account status tracking reports for the 1VA + Program and Capital Lease Program. c) Develop control measures that will allow the Basic Accounting Software System (BASS) to be discontinued on September 30, 2001. d) Expand electronic invoicing at the Denver Distribution Center. e) Develop a new Somerville Asset Management Service quality assurance cost-tracking database. f) Improve timely billing for orders processed at Fort Detrick. g) Work toward elimination of Franchise Fund charges assessed for the Supply Fund for VA medical center transactions.
Improve Acquisition Support Services to OA&MM Customers.	a) Expand training in contract administration for contracting officers and contracting officers' technical representatives. b) Develop training strategy for consumers and contracting officers on performance-based service contracts. c) Define and publish roles and responsibilities of contracting officers' technical representatives.

STRATEGY	SPECIFIC OBJECTIVE
To Further Current Relationships, Provide Learning Tools and Opportunities for Our Workforce to Become Knowledgeable of the Operating Environments of Both Our Customers and the Health Care Industry.	a) Create an electronic library of various training, customer, and program related websites that would enhance our skills and/or provide insight to our customer's organizations. b) Utilize and expand customer profile databases. c) Enhance knowledge of customer, supplier, and industry environments by attending customer and industry-sponsored events and training sessions.
Develop and Implement an OA&MM Workforce Planning Strategy.	a) Develop recruitment and staffing strategies. b) Conduct annual employee satisfaction surveys and exit interviews. c) Develop employee retention strategies. d) Develop a comprehensive plan to upgrade the academic status of OA&MM employees.
Implement Automated Solutions to Improve Customer Support and Enhance Our Operations.	a) Develop and implement solutions to improve Remote Order Entry System (ROES) Version 3.0 to provide DDC customers with a web-based, user-friendly order fulfillment system. b) Reduce materiel management training costs by making training available to more people through distance learning. c) Develop a web-based repository of forms and publications. d) Ensure the core Financial and Logistics System (coreFLS) meets OA&MM's business needs.

STRATEGY	SPECIFIC OBJECTIVE
Improve Communications and Institute Mechanisms that Assess the Performance of Our Business and Product Lines.	a) Deputy Assistant Secretary (DAS) and/or Associate Deputy Assistant Secretary (ADAS) will meet regularly with top VA officials to improve communications and promote a continuous two-way feedback system. b) Institute a schedule for "All Employee" meetings with DAS and key managers. c) Finalize and keep current OA&MM Business and Marketing Plans. d) Review and analyze the completed PriceWaterhouse Coopers (PWC) study for Acquisitions for possible expansion of the study to all of OA&MM. The expanded study should include an assessment of the optimum number and types of business/product lines and the development of a "report card system."

ENABLERS

ENABLER	OBJECTIVE
Human Resources	a) Require each employee to develop and maintain an Individual Development Plan (IDP).
Information Technology	a) Use Electronic Data Interchange (EDI) to expand electronic invoicing at DDC. b) To increase knowledge and meet customer needs more closely; enhance OA&MMs' website by adding links to customer and industry webpages that contains valuable and insightful information.

ENABLER	OBJECTIVE
Financial	a) Meet with the VA Office of Financial Management and representatives from Defense Finance & Accounting Service (DFAS) to improve billings from DoD customers. b) Ensure the necessary resources are allocated to support distance learning.

PERFORMANCE MEASURES

OUTCOME MEASURES	SERVICE DELIVERY MEASURE
Increase in the number of performance-based service contracts executed by OA&MM.	Conduct a post-implementation review of ROES 3.0 with our customers.
Replacement of the BASS system.	Increase the number of logisticians trained on materiel management topics through distance learning courses.
Improvement in employee satisfaction based on analysis of the results from the "One VA" employee survey.	The number of procurement officials receiving COTR training.
Successful implementation of coreFLS.	

GOAL 4: MAINTAIN AND IMPROVE THE VA LOGISTICS SYSTEM BY ENHANCING OA&MM'S STATUTORY PROGRAM AND REGULATORY ROLES.

PURPOSE AND OUTCOME

Develop and execute an effective statutory program and regulatory strategy within the context of the roles, responsibilities, and authorities of the Senior Procurement Executive/Agency Procurement Executive, Environmental Executive, and Primary Executive for Materiel Management Policy, that will improve VA's logistics system. Coordinate with all appropriate VA elements and related studies and efforts, e.g., the VHA Acquisition and Materiel Management Task Group Report and the Acquisition System Task Force recently formed by the Secretary.

STRATEGIES FOR ACHIEVING THE GOAL

1. **Develop strategies to ensure the viability of VA's logistics systems.**

2. **Train the existing acquisition and materiel management workforce.**

3. **Develop and effectively communicate timely regulatory and policy guidance.**

4. **Develop a statutory strategy that furthers legislative initiatives that will improve VA's logistics system.**

OA&MM, working with its internal stakeholders, will develop systematic and coordinated strategies to enhance VA's acquisition and materiel management programs, such as addressing the issues identified in the November 20, 2000, VHA Acquisition and Materiel Management Task Group's *VHA Problem Inventory Report*. Clarifying roles, developing strategies for leveraging VA's buying power, and exploring various forums to discuss logistics issues will be key to maintaining the viability of VA's logistics program. Expanded training efforts will be required to meet the ever increasing need for on-the-job training, training necessary for certification, and training to up-grade the credentials of the acquisition and materiel management workforce. Regulatory and policy development will be expedited and communicated effectively. By taking maximum advantage of the DAS's role as Vice Chair of the Procurement Executives Council (PEC), we will develop mechanisms for identifying and effectively addressing proposed logistics legislation.

STRATEGIES AND SPECIFIC OBJECTIVES

STRATEGY	SPECIFIC OBJECTIVE
Develop Strategies to Ensure the Viability of the VA Logistics System.	a) Sponsor a Business/Logistics Symposium. b) Develop and distribute a self-audit tool and lessons learned document. (Recommendations 14 &15, VHA Problem Inventory Report) c) Clarify the respective roles of the Senior Procurement Executive and VHA Chief Financial Officer. (Recommendation 5, VHA Problem Inventory Report) d) Increase breadth of OA&MM Business Reviews. (Recommendation 12, VHA Problem Inventory Report) e) Identify skill sets essential for logistics managers. (Recommendations 17 & 27, VHA Problem Inventory Report) f) Initiate a strategic acquisition planning team --- national, regional/VISN, and local to clarify roles and develop strategies to leverage VA's buying power. (Recommendation 31, VHA Problem Inventory Report) g) Facilitate compliance with VHA Handbook 1761.2 and implement a database of accountable officers. (Recommendations 32 & 34, VHA Problem Inventory Report) h) Consider a joint "council" with all Administrations to discuss logistics issues i) Become an "enabler" for point-of-use delivery systems. j) Develop a centralized VA excess program. k) Develop a common product identifier for medical/surgical items.

STRATEGY	SPECIFIC OBJECTIVE
	l) Ensure the coreFLS meets the needs of the VA logistics system.
Training of Existing Workforce.	a) Develop appropriate logistics training for field-based senior managers. (Recommendation 19, VHA Problem Inventory Report) b) Implement the use of the Center for Acquisition and Materiel Management Education Online (CAMEO) for acquisition and materiel managers. c) Enhance and continue Property Management Forums. d) Require Supply, Processing, and Distribution (SPD) certifications of all SPD employees. e) Collaborate with the Federal Acquisition Institute (FAI) and the Defense Acquisition University (DAU) to facilitate the conversion of acquisition courses to web-based media. f) Establish partnerships with educational institutions for training and continuing education (including obtaining academic credit) on CAMEO. g) Expand training to include NCA, VBA, and staff offices.
Develop and Effectively Communicate Timely Regulatory and Policy Guidance.	a) Update VA Acquisition Information Letters. b) Update materiel management regulations. c) Rewrite the VA Acquisition Regulation (VAAR) in plain English.

STRATEGY	SPECIFIC OBJECTIVE
Develop a Statutory Strategy that Furthers Legislative Initiatives to Improve the VA Logistics System.	a) Develop a standing committee/process on the PEC regarding legislative initiatives/actions. b) Develop a process to accumulate legislative initiatives w/in VA and OGAs. c) Make initial contact with appropriate Congressional staff to advise of PEC's role and interest in reviewing procurement legislation and to champion legislative initiatives that will streamline/improve the Federal acquisition process.

ENABLERS

ENABLER	OBJECTIVE
Human Resources	a) Work with Personnel Policy and the Unions to require the certification all of SPD employees. b) Develop performance measures for logistic managers.
Information Technology	a) Establish an internal OA&MM process/group to oversee and facilitate the integration of coreFLS with VA's logistics system.
Financial	a) Allocate additional financial resources to support the development and rollout of additional distance learning courses. b) Champion a fund for academic courses for contracting officers (1102) to meet Clinger-Cohen education requirements.

ENABLER	OBJECTIVE
Legislative/Policy/Regulatory Issues	a) Initiate formal rulemaking for the proposed Universal Product Number (UPN) contract mandate. b) Take full advantage of the DAS' position on the PEC to facilitate the achievement of this goal.

PERFORMANCE MEASURES

Outcome Measures	Service Delivery Measures
VA's position will be sustained at 90 percent of the protested contracts.	Number of scheduled training sessions and seminars held each Fiscal Year.
Percentage of SPD employees certified.	Number of Acquisition Information Letters that have been updated.
Completion date for rewrite of the VAAR.	Number of materiel management regulations that have been updated
Number of recommendations emanating from the Problem Inventory Report that have been implemented.	
Date the UPN mandate is incorporated into Federal Supply Schedule (FSS) contracts.	

GOAL 5: CREATE A PAPERLESS ACQUISITION AND MATERIEL MANAGEMENT ENVIRONMENT FOR OA&MM BUSINESS OPERATIONS AND FOR OUR CUSTOMERS AND SUPPLIERS.

PURPOSE AND OUTCOME

OA&MM will strive to make optimum use of efficient and cost-effective technology in its business operations. OA&MM will ensure that such technology is beneficial and user-friendly to both its customer (VA and OGA) and our suppliers/contractor partners. To achieve these objectives, OA&MM will adapt technology that provides its customers digital access to all OA&MM services, including contracting and logistics vehicles. In so doing, paper transactions of any kind will be reduced to the minimum. Further, OA&MM will partner with its suppliers, contractors, vendors and OGAs to develop practical automated solutions, which will improve communication and strengthen our business relationship.

OA&MM will strive to achieve these objectives through collaboration with both customers and business partners and will pursue technological improvements that are mutually beneficial.

STRATEGIES FOR ACHIEVING THE GOAL

1. **Use Electronic Commerce (EC) concepts, strategies and techniques to streamline our business relationships with VA national contractors, FSS vendors, and other VA suppliers.**

2. **Provide our customers with a digital order processing and bill paying EC environment to support key business operations such as our national and FSS contracts**

3. **Improve the productivity of VA's contracting workforce by developing automated contract management solutions.**

4. **Improve the productivity of VA's Materiel Management workforce by developing automated solutions.**

5. **Improve service to our customers by automating our administrative, financial, business, and training functions.**

6. **Utilize the electronic commerce and database capabilities of the coreFLS system and other EC systems that are developed to improve our analysis and oversight capabilities.**

OA&MM will continuously monitor the effectiveness of its Electronic Commerce platform through customer and contractor satisfaction surveys, review of best practices of other government agencies, and continuous review of technological advancements that could potentially improve OA&MM's EC platform. Such techniques as customer user groups, demonstrations at VA, other Government agency events, contractor conferences, and other outreach efforts will be utilized.

STRATEGIES AND SPECIFIC OBJECTIVES

STRATEGY	SPECIFIC OBJECTIVE
Use EC strategies and standards to streamline our business relationships with our national and FSS suppliers.	a) Insert contract language similar to GSA's that would require our national and FSS contract suppliers to submit their product catalogs electronically in an agreed upon format. b) Develop and maintain the searchable database of our national and FSS contract items. c) Once developed, utilize the product database to update the National Item File or other Electronic Catalogs, e.g., GSA Advantage. d) Utilize the EC capabilities of coreFLS to fully integrate the order processing and payment functions with our Prime Vendors to include the sharing of inventory data. e) Promote the use of electronic order processing and bill paying for all contractual transactions.
Provide our customers with an on-line order processing and bill paying mechanism for items available from our national and FSS contracts.	a) Actively participate on the coreFLS Functional Configuration Group (FCG) to develop VA's Electronic Catalog Strategies and the software functionality to support them.

STRATEGY	SPECIFIC OBJECTIVE
	b) Establish digital capability that will provide our customers with access to all the goods and services OA&MM provides. c) Develop contracting strategies to provide contract coverage for high-use open-market items that can be brought under the umbrella of VA E-Catalog initiatives.
Improve the productivity of VA's contracting workforce by developing an automated contract management solution.	a) Actively participate in VA's enterprise build known as coreFLS, in particular the design, build, testing, and implementation of its contract management (CM) and purchasing modules. b) Allow for electronic receipt of sealed bids and proposals and to increase the ability to utilize such data response in various contracting modules (e.g., offers tracking system, award/contract system, etc.). c) Utilize Internet links to various contract support functions/programs. Allow for import/export capabilities. c) Create centralized site, which contains all contract related forms (e.g., VA, GSA, SF, Optional forms) for downloading and completing to facilitate ease and usage for contracting and logistics personnel.
Improve the productivity of VA's Materiel Management workforce by developing automated solutions.	a) Actively participate in VA's enterprise build known as coreFLS, in particular the design, build, testing, and implementation of its inventory and asset management modules. b) Develop the ability to provide corporate visibility of all products within VA. This is to include on hand quantities and locations of equipment, pharmaceuticals, and medical supplies.

STRATEGY	SPECIFIC OBJECTIVE
	c) Utilize Internet links to various Materiel Management support functions/programs. Allow for import/export capabilities. d) Develop an Automated/Online process for performing property management within VA and with business partners of VA. e) Develop an Automated Supply Chain electronic process from the identification of a need to the fulfillment of that need. f) Automate and provide online access to Shipping, Freight Management, and Relocation Services.
Improve service to our customers by automating our administrative, financial, business, and training functions.	a) Utilize the Internet to automate the processing and approvals of administrative requests. b) Explore the utilization of the Internet to process 1VA+Program and Capital Lease requests to support increased business activity at Fort Detrick and to improve FSS sales report and IFF fee collections. c) Utilize the Internet to provide on-line training tools for VA's acquisition and materiel management work force.
Utilize the electronic commerce and database capabilities of the coreFLS system and other EC systems that are developed to improve our analysis and oversight capabilities.	a) Once our E-Catalog systems are operational, analyze transactions to leverage VA's buying power, promote product standardization, and socio-economic goal attainment. b) Develop a National Item File (NIF) to obtain visibility over what items are being purchased, consumed, and stored throughout the VA system.