

1 **Workforce 3.0**
2 **Attachment 11: Task Order Document**
3 **Requirements**

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6 **Solicitation Number: HT003821R0001**
7 **Program Executive Office, Healthcare Management Systems (PEO DHMS)**

8 **1.0 DESIGN-TO-OUTCOME**

9 The Design-To-Outcome Task Order (DTO) applies to Workforce 3.0 (WF3) contract Lot 1. DTO task orders are
10 intended to be a construct that is mutually beneficial to both the Offeror and Government, allowing both sides to
11 actively mitigate risks and reduce miscommunication throughout the delivery process. The following task order
12 definitions are incorporated from Attachment 1, Scope and Ordering Guide:

13
14 **Design-To-Outcome Task Orders**

15 These Task Orders serve as observation, design, planning, and negotiation periods. They allow for
16 preliminary work and cashflow to commence immediately, while providing the Offeror time to assess
17 operations and prepare a detailed outcome-oriented approach for commencing and executing performance
18 on the follow-on Core Task Order. The approach shall include agreed-upon performance metrics to
19 measure performance on the Core Task Order and inform contract profit calculations. **The initial Design-**
20 **to-Outcome Task Order allows for transition of PEO DHMS mid- and back-office functions to the**
21 **contractor**, and allows for a longer time period to accommodate the shift of functions and ensure no gap in
22 coverage of operational activities. The remaining Design-to-Outcome Task Orders will be shorter as
23 transition will have already occurred, unless the government deems the contractor has failed to meet
24 metrics and decides to compete the next cycle of Task Orders. In such an event, Design-to-Outcome Task
25 Orders may encompass subsequent transitions events.

26
27 **Core Task Order (CTO)**

28 These Task Orders may be issued as logical follow-ons, based on the terms agreed upon during the Design-
29 to-Outcome Task Orders. The intent is to transition coverage of Workforce 3.0 core capabilities and
30 operational activities to provide continuation of services for mid and back office functions. The Offeror
31 will be expected to execute the organizational digital transformation in accordance with the performance
32 metrics and outcomes agreed upon during Design-to-Outcome Task Order 1. In addition, Offerors will be
33 expected to seek innovation opportunities while maintaining baseline capabilities.

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35 DTOs are the first task orders through the breach and provide a platform for the full badgeless, seamless team to
36 work together on designing the digital transformation strategy, instead of relying on artificial approaches submitted
37 in response to a solicitation with no hands on information. Offerors and Government can jointly strategize in the
38 same room, achieve alignment, and work together to flesh out the plan for each year instead of setting designs in
39 stone for the life of the contract. This enables the contract to evolve alongside PEO DHMS's business.

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41 The DTO vision is an iterative approach that is mutually beneficial to both the Offeror and the Government.
42 Traditional proposals are limited in their value during execution, as Offerors must delicately balance between detail
43 and flexibility in their approach, while the government seeks to accurately evaluate an Offeror's approach, insisting
44 on a degree of detail and commitment to mitigate its risk. Offerors avoid building in too much commitment and
45 price plenty of risk into their approach. Neither party benefits from what amounts to an uninformed plan created
46 with the limited structured communications governed by strict source selection procedures.

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48 The Government designed the DTO to allow a more comprehensive planning period during a critical transition.
49 During the IDIQ Contract source selection, the Government evaluates Lot 1 Offerors on their capability rather than a
50 hypothetical approach/plan. This enables the Government to sufficiently qualify Offerors and ensure that the
51 awardees are capable of achieving a successful digital transformation. Once awardees are selected, the primary Lot 1
52 awardee enters a joint planning period and works in tandem with the Government to form a plan for the upcoming
53 year, all while concurrently developing and negotiating the associated Core Task Order. The single iterative DTO
54 process will reuse outputs to serve two purposes, strategic decisions, and contracting documentation. The
55 Government anticipates that the DTO will include discovery, workshoping, negotiation, transition, and other
56 preparatory activities. The onus is on the primary awardee to bring its own DTO format and methodology in order to
57 bring to bear its best practices on workshops, discovery, and metrics development.

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59 One major output of the DTO will be the scope, approach, and task order documents for the CTO.

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61 The first DTO period is anticipated to last for approximately 90 days, but ultimately will be condition and outcome-
62 based.

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1.1 Solicitation Requirements

If an Offeror is included in the competitive range for the IDIQ Contract competition, then it will be required to submit, as part of Interim Proposal Revisions, a complete Performance Work Statement (PWS), Contract Data Requirements List (CDRL) forms, Quality Assurance Surveillance Plan (QASP), and any other supporting Attachments aligned to the Offeror’s specific DTO approach, which must comply with, but supplement, the following framework.

1.2 DTO Multi-Phase Iterative Framework

The Government recognizes the importance of bilateral dialog to achieve a successful discovery and discussion period. The Government will make a good-faith effort to make critical stakeholders available to participate during the DTO period(s). However, it is understood that there may be some resistance to participation in this effort for a number of reasons. The contractor must take ownership, influence the Government, and drive towards a successful discovery and design period. The Government is specifying the following key Phases with the applicable Decision Point(s). The contractor shall provide, in its proposed PWS, the format, methodology, event structure, entry/exit artifacts, and any other information necessary to successfully implement its unique DTO approach. The Government expects an iterative approach that may require sub-events or multiple feedback cycles for each step. If the contractor’s approach requires delivery of an artifact in an earlier phase, the contractor may submit those artifacts in earlier phases.

Phase	Purpose	Due Date	Government Artifact Inputs*	Contractor Artifact Outputs*	Key Discussions/Agreements*	Decision Point
Initial Delivery	<ul style="list-style-type: none"> Exchange existing written or static multimedia artifacts to begin discovery 	3 days after contract award	See Paragraph 1.2.1	<ul style="list-style-type: none"> Case Studies Vision documents Benefit Statements User Stories Test Cases approved 	<ul style="list-style-type: none"> N/A 	N/A
Discovery/Kick Off	<ul style="list-style-type: none"> Introductions of key DTO stakeholders Identify data requirements for successful DTO and transition plan 	**	<ul style="list-style-type: none"> Personas Pain Points Objectives Risks Concerns 	<ul style="list-style-type: none"> Kick Off Meeting / Summit Detailed Plan to Complete Phase Exit Criteria 	<ul style="list-style-type: none"> Information / exchanges necessary to complete phase Entry / Exit Criteria for next phase 	Government Board of Director (BOD) submission of requested information
Direction Check	<ul style="list-style-type: none"> Agree on strategic/ high-level concepts to support delivery of a full design Allow for limited ramp-up of personnel in preparation for transition 	**	**	<ul style="list-style-type: none"> Outcomes Limited ramp-up staffing plan ROM Core Task Order Basis of Estimate Core Task Order Documents Rough Draft 	<ul style="list-style-type: none"> Viability of conceptual strategy and initial feedback 	BOD approval of concept
Design Approval	<ul style="list-style-type: none"> Agree on full Core Task Order strategy and approach Allow for full transition activities and scale up 	**	**	<ul style="list-style-type: none"> Design Transition Plan Basis of Estimate Outcome Metrics Incentive Thresholds Incentive Levels Incentive Rewards Core Task Order 90% Draft Task Order Documents 	<ul style="list-style-type: none"> Agreement on the strategy/ approach Transition POA&M 	BOD approval of strategy
Completion	<ul style="list-style-type: none"> Award of core task order 			<ul style="list-style-type: none"> Final contracting documents 	<ul style="list-style-type: none"> Negotiated task order 	Core Task Order Award

83 *Notional list, contractor may supplement at its discretion to align to its unique approach.

84 **Contractor to define based on individual approach strategies.

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1.2.1 Initial Government Delivery

87 The Government will make the following artifacts available for review during the course of the DTO:

- 88 • 2018 Stakeholder Report Final_Jan_2020.pdf
- 89 • 20200429_RAH_DoD EHR SSG_Final.pdf
- 90 • Acq Plan and Strategy Guide PEO C4I 14 September 2007.doc
- 91 • BCM for Delivery Task Orders Up To and Including SAT.docx
- 92 • DHMS-PEO_QPR Brief_16APR2019v0.23.pptx
- 93 • DHMSM_DMIX_QPR_21OCT2019_v6 (002).pptx
- 94 • DHMSM_Factsheet_20191022_508C.pdf
- 95 • DHMSM_PCSManpowerUpdate_Current_IPT.PPTX
- 96 • Draft Procurement User-Guide_0624019.docx
- 97 • EID_Platform ADM v4.docx
- 98 • EIDS Transfer Brief_2.14.2020_v.1.pptx
- 99 • Final_Support Agreement Training 17April20.pptx
- 100 • IPO Org Chart IPT.PPTX
- 101 • JOMIS_PCS_ORG_CHART_Current_IPT.PPTX
- 102 • LTGPlace_202004_Final.pdf
- 103 • MHSGENESIS_Factsheet_20190710_508C.pdf
- 104 • MHSGENESIS_IOTANDE.pdf
- 105 • MOA between DHMS and DHA 30 Oct 2014.pdf
- 106 • PEO DHMS 2017 Annual Report 508C.pdf
- 107 • PEO DHMS_Contracting Division_DRAFT2Apr20_v2.pptx
- 108 • PEO DHMS_OMS RFP IPT_24Jan2020_Final.pptx
- 109 • PEO IPT's PCS Org Chart.pptx
- 110 • PEO Transformation Information Sheet.pdf
- 111 • PEO_DHMS_FY18_Annual_Report.pdf
- 112 • PEO_DHMS_In_Progress_Support_Agreements_14April 2020.pdf
- 113 • PEO DHMS_Brochure_05202019_1251_Web_508C.PDF
- 114 • PEO DHMS_Factsheet_20190715_508C.pdf
- 115 • PEO DHMS-Purpose-Goals-Strategies_02282020_1339.pdf
- 116 • Wave Travis Lessons Learned executive overview 11 2019.pptx

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118 The Government will make every effort to make the following stakeholders available for interview and discussion
119 during the course of the DTO:

- 120 • PEO, Program Analyst, Project Lead
- 121 • Chief of Staff DHMSM; Asst Program Manager
- 122 • Assistant PM DHMSM
- 123 • PM DHMSM
- 124 • DMIX PM
- 125 • Deputy PM DHMSM
- 126 • FEHRM Deputy Director
- 127 • CHENG for FEHRM
- 128 • CHENG JOMIS
- 129 • Acquisitions JOMIS
- 130 • PM JOMIS
- 131 • Lead - Tech Transformation
- 132 • Chief, Biz Ops Branch
- 133 • Contracting Officer
- 134 • DHMS Chief Transformation Officer
- 135 • Director Business Ops PEO DHMS
- 136 • Procurement team lead; PEO
- 137 • Budget Execution Lead, Biz Ops
- 138 • Functional Deputy PEO
- 139 • Lead, Admin Facilities & Ops

- 140 • Logistics/Program Analyst
- 141 • CHENG PEO DHMS

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143 **2.0 INCUBATOR**

144 The Incubator Task Order (ITO) applies to Workforce 3.0 (WF3) contract Lot 1. The ITO provides Offerors a
145 mechanism to officially engage PEO DHMS and stay informed on the latest organizational posture. ITO play an
146 important role in achieving mutually beneficial risk mitigation. The following task order definition is incorporated
147 from Attachment 1, Scope and Ordering Guide:

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149 **Incubator Task Order**

150 These Task Orders are issued to advise on PEO DHMS innovation posture and capability gaps. They will
151 be awarded to Lot 1 Awardees that are not currently awarded and executing on a Core Task Order. The
152 intent is to for the contractor to perform independent surveys of the health technology domain and report on
153 PEO DHMS strengths, opportunities, and blockers as it compares to best-in-class methodologies of health
154 technology.

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156 The Government views the ITO as a “warm failover” or “pilot light”; both concepts highlight that the intent of the
157 PEO DHMS digital transformation is not to reset under a “cold start” in the event of a non-performant CTO Offeror.
158 Meanwhile, the ITO gives Offerors a funded channel to stay engaged in the PEO DHMS enterprise journey and an
159 official avenue to have discovery conversations. This further mitigates Offeror delivery risk by providing a continual
160 stream of data for Offerors to act upon in the event of a DTO transition event.

161

162 Moreover, PEO DHMS achieves external perspectives on its digital transformation progress and areas of strengths,
163 weaknesses, opportunities, and threats. This data may provide additional perspectives that may lead to modifications
164 in or additions to the PEO DHMS strategy. Offerors are expected to bring their unique perspectives and insights to
165 bear on the PEO DHMS landscape.

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167 The ITO also provides positive cashflow to Offerors. The Government believes that an official client engagement
168 provides substantially more valuable inputs and outputs (to both Offerors and Government). In contrast, an Offeror’s
169 Business Development efforts may only achieve limited or skewed insights into the organization. The ITO ensures
170 that PEO DHMS incentivizes and maintains open channels to its most capable partners, even if those partnerships
171 are not exercised at scale in the moment.

172

173 ITO activities shall depend on an Offeror’s approach to performing strategic assessments. Broadly, the scope of
174 outputs from an ITO is anchored around strategic insights ranging from:

- 175 • **Digital Adoption** – Considerations on the efficiency and effectiveness of PEO DHMS digital tooling
- 176 • **Horizon Scanning** – Utilizing research and data to inform PEO DHMS about future opportunities and
177 threats
- 178 • **Customer Experience** – Insights into customer and end user sentiments as they pertain to PEO DHMS
179 portfolio products
- 180 • **Market Positioning** – Competitive analysis into the posture of PEO DHMS with respect to both analogous
181 commercial and Government counterparts

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183 **2.1 Solicitation Requirements**

184 If an Offeror is included in the competitive range for the IDIQ Contract competition, then it will be required to
185 submit, as part of Interim Proposal Revisions, a complete Performance Work Statement (PWS), Contract Data
186 Requirements List (CDRL) forms, Quality Assurance Surveillance Plan (QASP), and any other supporting
187 Attachments aligned to the Offeror’s specific ITO approach, which must comply with, but supplement, the
188 following framework.

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190 **2.2 ITO Iterative Framework**

191 The Government recognizes the importance of bilateral dialog to achieve a successful discovery and assessment
192 output. The Government is specifying the following key Phase Points with the applicable Decision Point(s). The
193 contractor shall provide, in its proposed PWS, the format, methodology, event structure, entry/exit artifacts, and any

194 other information necessary to successfully implement its unique ITO approach. If the contractor's approach
 195 requires delivery of an artifact in an earlier phase, the contractor may submit those artifacts in earlier phases.
 196

Phase	Purpose	Due Date	Government Artifact Inputs*	Contractor Artifact Outputs*	Key Discussions/Agreements*	Decision Point
Direction Check	<ul style="list-style-type: none"> Agree on strategic/high-level concepts to support delivery of a full design Allow for limited ramp-up of personnel in preparation for transition 	**	**	<ul style="list-style-type: none"> Outcomes Staffing plan Assessment Methodologies 	<ul style="list-style-type: none"> Viability of conceptual strategy and initial feedback 	BOD approval of concept
Completion	<ul style="list-style-type: none"> Delivery of ITO outputs 	60 days after ITO award		<ul style="list-style-type: none"> Digital Adoption Assessment Horizon Scanning Assessment Customer Experience Assessment Market Positioning Assessment 	<ul style="list-style-type: none"> Walkthrough of major findings and assessment recommendations 	BOD acceptance of outputs

197 *Notional list, contractor may supplement at its discretion to align to its unique approach.

198 **Contractor to define based on individual approach strategies.

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2.2.1 Initial Government Delivery

201 The Government will make the following artifacts available for review during the course of the DTO:

- 202 • 2018 Stakeholder Report Final_Jan_2020.pdf
- 203 • 20200429_RAH_DoD EHR SSG_Final.pdf
- 204 • Acq Plan and Strategy Guide PEO C4I 14 September 2007.doc
- 205 • BCM for Delivery Task Orders Up To and Including SAT.docx
- 206 • DHMS-PEO_QPR Brief_16APR2019v0.23.pptx
- 207 • DHMSM_DMIX_QPR_21OCT2019_v6 (002).pptx
- 208 • DHMSM_Factsheet_20191022_508C.pdf
- 209 • DHMSM_PCSManpowerUpdate_Current_IPT.PPTX
- 210 • Draft Procurement User-Guide_0624019.docx
- 211 • EID_Platform ADM v4.docx
- 212 • EIDS Transfer Brief_2.14.2020_v.1.pptx
- 213 • Final_Support Agreement Training 17April20.pptx
- 214 • IPO Org Chart IPT.PPTX
- 215 • JOMIS_PCS_ORG_CHART_Current_IPT.PPTX
- 216 • LTGPlace_202004_Final.pdf
- 217 • MHSGENESIS_Factsheet_20190710_508C.pdf
- 218 • MHSGENESIS_IOTANDE.pdf
- 219 • MOA between DHMS and DHA 30 Oct 2014.pdf
- 220 • PEO DHMS 2017 Annual Report 508C.pdf
- 221 • PEO DHMS_Contracting Division_DRAFT2Apr20_v2.pptx
- 222 • PEO DHMS_OMS RFP IPT_24Jan2020_Final.pptx
- 223 • PEO IPT's PCS Org Chart.pptx
- 224 • PEO Transformation Information Sheet.pdf
- 225 • PEO_DHMS_FY18_Annual_Report.pdf
- 226 • PEO_DHMS_In_Progress_Support_Agreements_14April 2020.pdf
- 227 • PEO DHMS_Brochure_05202019_1251_Web_508C.PDF

- 228 • PEODHMS_Factsheet_20190715_508C.pdf
- 229 • PEODHMS-Purpose-Goals-Strategies_02282020_1339.pdf
- 230 • Wave Travis Lessons Learned executive overview 11 2019.pptx

231

232 The Government will make every effort to make the following stakeholders available for interview and discussion
233 during the course of the DTO:

- 234 • PEO, Program Analyst, Project Lead
- 235 • Chief of Staff DHMSM; Asst Program Manager
- 236 • Assistant PM DHMSM
- 237 • PM DHMSM
- 238 • DMIX PM
- 239 • Deputy PM DHMSM
- 240 • FEHRM Deputy Director
- 241 • CHENG for FEHRM
- 242 • CHENG JOMIS
- 243 • Acquisitions JOMIS
- 244 • PM JOMIS
- 245 • Lead - Tech Transformation
- 246 • Chief, Biz Ops Branch
- 247 • Contracting Officer
- 248 • DHMS Chief Transformation Officer
- 249 • Director Business Ops PEO DHMS
- 250 • Procurement team lead; PEO
- 251 • Budget Execution Lead, Biz Ops
- 252 • Functional Deputy PEO
- 253 • Lead, Admin Facilities & Ops
- 254 • Logistics/Program Analyst
- 255 • CHENG PEO DHMS

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257 **3.0 ACCELERATOR**

258 The Accelerator Task Order (AcTO) applies to Workforce 3.0 (WF3) contract Lot 2. The AcTO are intended to be a
259 construct that is mutually beneficial to both the Offeror and Government, allowing both sides to actively mitigate
260 risks and reduce miscommunication throughout the delivery process. The following task order definitions are
261 incorporated from Attachment 1, Scope and Ordering Guide:

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263 **Accelerator Task Orders**

264 These Task Orders are issued prior to Ad-Hoc Task Orders. The intent is to provide time to accurately
265 scope and negotiate the terms for the Ad-Hoc Task Order when the need for an Ad-Hoc Task Order is
266 identified. Accelerator Task Orders are linked to Ad-Hoc Task Orders, in that they allow work to begin
267 immediately and will result in an agreed upon expectation for completion of the Ad-Hoc Task Order.

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269 **Ad-Hoc Task Orders**

270 Task Orders issued to address specific needs, such as short-term projects, limited time access to unusually
271 high subject matter experts, or for targeted studies and reports. These Task Orders will be issued on an as-
272 needed basis and the period of performance will be determined and agreed upon during the Accelerator
273 Task Order.

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275 The AcTO operate similarly to the DTO of Lot 1. Whereas DTOs are preparatory task orders for CTO, AcTOs are
276 preparatory task orders for Ad-Hoc Task Orders (AHTO). CTOs are intended to be broad and expansive, covering
277 the depth-and-breadth of PEO DHMS digital transformation requirements. AHTOs are intended to be targeted,
278 focusing on a specific aspect and bringing specialized expertise to bear on a PEO DHMS transformation challenge.
279 As such, the AcTO, as a pre-requisite for the Lot 2 targeted activities, also manifest in a more targeted manner.

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281 The Government designed the AcTO to allow a more comprehensive planning period during a critical transition.
 282 During source selection, the Government evaluates Lot 2 Offerors on their capability rather than a hypothetical
 283 approach/plan. This enables Government to sufficiently qualify Offerors and ensure that the awardee is capable of
 284 delivering a responsive approach to a theoretical, targeted scenario. The Government anticipates that the AcTO will
 285 include discovery, workshopping, negotiation, transition, and other preparatory activities. The onus is on the
 286 successful awardee to bring their own AcTO format and methodology in order to bring to bear their best practices on
 287 workshops, discovery, and metrics development.

289 One major output of the AcTO will be the scope, approach, and task order documents for the AHTO to be awarded
 290 as a logical follow-on.

292 The first AcTO period is anticipated to kickoff for all Lot 2 awardees immediately upon contract award. This initial
 293 AcTO period is intended to establish a baseline framework and fulfill the minimum ordering obligations of the WF3
 294 contract's Lot 2 requirements.

296 **3.1 Solicitation Requirements**

297 Lot 2 Offerors are required to submit, with their proposals, a complete Performance Work Statement (PWS),
 298 Contract Data Requirements List (CDRL) forms, Quality Assurance Surveillance Plan (QASP), and any other
 299 supporting Attachments aligned to the Offeror's specific AcTO approach, which must comply with, but supplement,
 300 the following framework.

302 **3.2 AcTO Multi-Phase Iterative Framework**

303 The Government recognizes the importance of bilateral dialog to achieve a successful discovery and discussion
 304 period. The Government will make a good-faith effort to provide availability across critical stakeholders to
 305 participate during the AcTO period(s). However, it is understood that there may be some resistance to participation
 306 in this effort for a number of reasons. The contractor must take ownership, influence the Government, and drive
 307 towards a successful discovery and design period. The Government is specifying the following key Phases with the
 308 applicable Decision Point(s). The contractor shall provide, in its proposed PWS, the format, methodology, event
 309 structure, entry/exit artifacts, and any other information necessary to successfully implement its unique AcTO
 310 approach. The Government expects an iterative approach that may require sub-events or multiple feedback cycles
 311 for each step. If the contractor's approach requires delivery of an artifact in an earlier phase, the contractor may
 312 submit those artifacts in earlier phases.

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Phase	Purpose	Due Date	Government Artifact Inputs*	Contractor Artifact Outputs*	Key Discussions/Agreements*	Decision Point
Discovery/ Kick Off	<ul style="list-style-type: none"> • Introductions of key AcTO stakeholders • Identify data requirements for successful AcTO and transition plan 	**	<ul style="list-style-type: none"> • Personas • Pain Points • Objectives • Risks • Concerns 	<ul style="list-style-type: none"> • Kick Off Meeting / Summit • Detailed Plan to Complete Phase • Exit Criteria 	<ul style="list-style-type: none"> • Information / exchanges necessary to complete phase • Entry / Exit Criteria for next phase 	Government Board of Director (BOD) submission of requested information
Direction Check	<ul style="list-style-type: none"> • Agree on strategic/ high-level concepts to support delivery of a full design • Allow for limited ramp-up of personnel in preparation for transition 	**	**	<ul style="list-style-type: none"> • Outcomes • Limited ramp-up staffing plan • ROM Ad-Hoc Task Order Basis of Estimate • Ad-Hoc Task Order Documents Rough Draft 	<ul style="list-style-type: none"> • Viability of conceptual strategy and initial feedback 	BOD approval of concept
Design Approval	<ul style="list-style-type: none"> • Agree on full Ad-Hoc Task Order strategy and approach 	**	**	<ul style="list-style-type: none"> • Design • Transition Plan • Basis of Estimate • Outcome Metrics 	<ul style="list-style-type: none"> • Agreement on the strategy/ approach 	BOD approval of strategy

	<ul style="list-style-type: none"> Allow for full transition activities and scale up 			<ul style="list-style-type: none"> Incentive Thresholds Incentive Levels Incentive Rewards Ad-Hoc Task Order 90% Draft Task Order Documents 	<ul style="list-style-type: none"> Transition POA&M 	
Completion	<ul style="list-style-type: none"> Award of core task order 			<ul style="list-style-type: none"> Final contracting documents 	<ul style="list-style-type: none"> Negotiated task order 	Ad-Hoc Task Order Award

314 *Notional list, contractor may supplement at its discretion to align to its unique approach.

315 **Contractor to define based on individual approach strategies.

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317 3.2.1 Initial Government Delivery

318 In the initial AcTO, the Government will provide preliminary artifacts to provide situational awareness of the PEO
 319 DHMS organizational posture. Subsequent AcTOs will include the topical artifacts necessary to establish a
 320 successful strategic approach for the follow-on AHTOs.

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322 In the initial AcTO, the Government will facilitate a kickoff with the Government BOD to establish lines of
 323 communications within the PEO DHMS enterprise. Subsequent AcTO will establish communication channels with
 324 the subject matter specialists necessary to establish a successful strategic approach for the follow-on AHTO.