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Driving Competitive Advantage in HHS Procurements with CX Strategy Development

Enabling Modernized Customer Experience with Proven, Data-Driven Strategies.

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Executive Summary

The Department of Health and Human Services (HHS) is under increasing pressure to deliver citizen-centered services that are accessible, efficient, and measurable in their impact. However, existing customer experience (CX) programs often lack unified governance, actionable performance analytics, and integration across multiple service delivery channels. This creates a critical mission gap—fragmented engagement, inconsistent service quality, and diminished public trust.

CX Strategy Development directly addresses this gap by establishing a scalable, data-driven framework for designing, implementing, and managing enterprise-level CX initiatives. The approach aligns with federal mandates such as the President's Management Agenda and OMB Circular A-11, ensuring compliance while driving measurable service improvements. This solution empowers HHS to integrate disparate customer touchpoints, streamline digital and in-person interactions, and apply evidence-based decision-making to improve satisfaction and trust metrics.

For capture managers, the value proposition is clear. **CX Strategy Development** is a low-risk, high-reward offering that can be implemented incrementally, aligning with HHS budget cycles and acquisition timelines. It is backed by proven methodologies, modular implementation roadmaps, and industry-standard compliance frameworks including ISO 9001:2015 and ISO 27001:2022. The solution is also acquisition-ready, with pre-configured program governance artifacts and reusable performance metrics that speed proposal development and reduce bid risk.

Key win themes include:

- **Mission alignment** – Directly addresses Executive Order 14058 requirements for improving government service delivery.
 - **Proven methodologies** – Leverages best practices from leading CX frameworks and federal digital services guidelines.
 - **Budget-conscious deployment** – Supports phased implementation strategies to align with appropriations and minimize upfront costs.
 - **Low integration risk** – Built on open standards and interoperable tools that fit within existing HHS IT ecosystems.
- **Financial payoff.** Five-year TCO (§ 6.3) saves **\$ 8.3 M NPV**, delivers **42 % IRR**, and pays back in **< 24 months**; IRR stays above **30 %** even if key savings vary $\pm 15 \%$.

Call to Action

To capitalize on this opportunity, HHS stakeholders, solution integrators, and industry partners are encouraged to initiate teaming discussions and technical exchanges now. Early engagement ensures alignment with upcoming solicitations, positions teams for competitive advantage, and accelerates readiness for delivery upon award.

Current Landscape: EO 14058 and the Push for Measurable, Citizen-Centric Service Delivery

The Department of Health and Human Services (HHS) plays a central role in delivering essential public health, human services, and benefits programs to millions of citizens. As expectations for government service delivery rise, the ability to design and execute a comprehensive Customer Experience (CX) strategy has become a critical performance driver. Agencies are no longer measured solely on program outcomes but increasingly on the quality, consistency, and accessibility of the services they provide.

Recent mandates underscore this shift. **Executive Order 14058** on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government requires agencies to adopt a citizen-centered design approach, modernize digital services, and improve access to benefits and services. **OMB Circular A-11, Section 280** establishes standards for CX measurement and reporting, requiring agencies to capture and act upon customer feedback. These directives align closely with the Federal Data Strategy and the **President's Management Agenda**, which call for improved cross-agency collaboration, data transparency, and evidence-based policy making.

Procurement activity in this domain has accelerated. Contracting opportunities increasingly reference CX outcomes as key performance indicators, both for technology modernization programs and human services delivery initiatives. HHS operating divisions, including the Centers for Medicare & Medicaid Services (CMS), Administration for Children and Families (ACF), and the Health Resources and Services Administration (HRSA), are issuing solicitations that integrate CX goals into IT modernization, case management systems, contact center operations, and benefits delivery platforms. Frameworks such as the **GSA Multiple Award Schedule, Alliant 2**, and **CIO-SP3/4** are being leveraged to acquire CX-related services quickly, often under performance-based acquisition models that tie contractor compensation to measurable improvements.

Despite these developments, significant solution gaps remain. Many HHS service delivery systems are still siloed, with inconsistent data integration and fragmented user

experiences across platforms. Existing CX initiatives are often tactical rather than strategic, lacking a unified governance structure to coordinate investments across multiple programs. Limited alignment between digital modernization efforts and human-centered design practices can result in technology upgrades that fail to deliver meaningful improvements to customer satisfaction or trust. Additionally, performance measurement is frequently reactive, with agencies struggling to translate customer feedback into actionable service delivery improvements.

For capture managers, this landscape presents both opportunities and risks. The clear policy direction and procurement emphasis on CX create favorable conditions for differentiated solutions that integrate strategy, technology, and service design. However, competition is intensifying, and agencies are seeking low-risk, acquisition-ready offerings that can deliver measurable outcomes within the constraints of federal budgets and timelines. Capture strategies must therefore highlight proven methodologies, reusable frameworks, and compliance with relevant mandates while demonstrating the ability to deliver incremental, visible results that build trust with both agency stakeholders and the public.

By understanding the interplay of policy mandates, procurement trends, and operational gaps, capture teams can position **CX Strategy Development** solutions to directly address high-priority mission needs, strengthen proposal competitiveness, and secure a leading role in the modernization of HHS service delivery.

Mission Critical Challenge: Unifying Fragmented Engagement Channels and Inconsistent Metrics

The Department of Health and Human Services delivers a broad range of high-impact programs—from Medicare and Medicaid services to public health emergency responses—that depend on effective, timely, and user-friendly interactions with citizens, providers, and partner agencies. Yet, despite substantial investments in digital service delivery, the department continues to face persistent customer experience (CX) challenges that hinder operational efficiency and public trust.

Operational Risks

Fragmented service delivery models, inconsistent data handling, and limited visibility into customer interaction patterns present serious operational risks. Without unified CX strategies, programs risk delays in benefit distribution, miscommunication with stakeholders, and reduced responsiveness to urgent public health needs. These gaps

can erode public trust, compromise mission outcomes, and negatively impact federal performance metrics tracked under OMB Circular A-11 Section 280.

Current Limitations

Many HHS systems operate in silos, lacking the interoperability needed for seamless data sharing and coordinated service delivery. Legacy systems often require manual processing, creating long cycle times for critical services. Data governance controls vary widely across programs, leading to inconsistent adherence to privacy, security, and accessibility standards. Furthermore, outdated customer feedback loops limit the ability to identify and address service issues before they escalate into program-level risks.

Unmet Requirements

To meet Executive Order 14058's mandate for transforming the federal customer experience, HHS must implement a cohesive CX strategy that integrates human-centered design, secure data management, and advanced analytics into a unified framework. This requires solutions that:

- Enable secure, real-time access to accurate customer data across programs.
- Standardize CX performance measurement using VAULTIS-aligned KPIs.
- Ensure FedRAMP-ready cloud services and compliance with ISO 9001:2015 and ISO 27001:2022 standards.
- Support rapid, low-risk deployment within federal acquisition and budget cycles.
- Facilitate integration with modern identity management, ABAC controls, and multi-channel engagement tools.

Capture and Program Delivery Implications

For capture managers, these pain points translate into clear RFP requirements for interoperable, compliant, and measurable CX solutions. Agencies are increasingly emphasizing CX in evaluation criteria under Section L&M, making early alignment with these mandates a competitive differentiator. Failure to address CX gaps in proposals risks lower technical scores, longer procurement cycles, and diminished chances of award.

The absence of a coherent CX strategy is not simply a technical problem—it is a mission-level challenge that directly affects how well HHS serves the public and meets its legislative and executive mandates. Addressing it requires solutions that blend innovation, compliance, and integration readiness into a delivery model designed for the federal environment.

Proposed Solution: A Standards-Based Framework for Customer Journey Mapping and Analytics

The proposed **CX Strategy Development** solution is a comprehensive, standards-based framework designed to modernize, unify, and optimize customer experience capabilities across the Department of Health and Human Services (HHS). It combines proven methodologies, technology enablers, and governance models to address the agency's most pressing service delivery challenges while aligning with federal compliance, security, and performance mandates.

At its core, the solution is grounded in **ISO 9001:2015** quality management principles, ensuring that CX initiatives are executed with a disciplined focus on continual improvement, process efficiency, and measurable outcomes. This alignment provides capture teams with a recognized quality benchmark that supports strong proposal scoring for past performance and process maturity. The framework also incorporates **ISO 27001:2022** information security controls, embedding data privacy and protection into every stage of CX design, delivery, and monitoring. This ensures that customer interactions are safeguarded against unauthorized access, data loss, or privacy breaches, maintaining public trust and satisfying federal cybersecurity requirements.

From a technical readiness perspective, the solution is currently assessed at **Technology Readiness Level (TRL) 8–9**. Core components have been proven in operational environments across multiple federal agencies, with documented improvements in customer satisfaction scores, service efficiency, and program adoption rates. This maturity minimizes implementation risk and accelerates deployment timelines.

FedRAMP readiness is an inherent feature of the solution. The architecture is built on a foundation of FedRAMP Moderate and High-authorized cloud service offerings, ensuring that hosting environments meet federal security baselines. This enables rapid Authority to Operate (ATO) processes within HHS and allows seamless integration with existing agency cloud ecosystems such as HHS Cloud and agency-managed SaaS platforms.

Ease of integration is another key differentiator. The solution employs open standards, API-driven interoperability, and modular service components that fit within current HHS enterprise architectures. Whether integrating with legacy systems, modern SaaS

solutions, or case management platforms, the approach minimizes disruption to ongoing operations and reduces the need for costly system overhauls.

The technical differentiators of this solution include:

- **Integrated CX Governance Layer** – A centralized management framework that harmonizes policies, performance metrics, and accountability across multiple HHS operating divisions.
- **Customer Journey Mapping and Analytics Engine** – AI-enabled tools for real-time service feedback analysis, trend detection, and predictive modeling to improve service outcomes.
- **Human-Centered Design (HCD) Toolkit** – Standardized design methods and templates that accelerate program-specific CX initiatives while maintaining alignment with agency-wide strategy.
- **Performance Measurement Framework** – Pre-configured dashboards and KPIs that align with OMB Circular A-11 Section 280 and the President’s Management Agenda for CX reporting.

From a capture strategy standpoint, this solution reinforces high-value proposal themes:

- **Low risk** – Built on proven, production-tested components and compliant with established federal quality and security standards.
- **Rapid deployment** – Modular design and reusable artifacts enable phased implementation within months, not years, aligning with agency funding cycles.
- **Compliance advantage** – ISO-certified processes, FedRAMP-ready infrastructure, and pre-mapped security controls reduce the compliance burden and accelerate approval timelines.

By unifying CX strategy development with rigorous compliance alignment, mature technology components, and low-risk integration methods, this approach enables HHS to modernize service delivery while ensuring security, quality, and operational continuity. The result is a measurable improvement in customer satisfaction, greater public trust, and a more agile and responsive service delivery framework—positioning HHS to meet evolving mission demands effectively and efficiently.

Capture-Ready Benefits: Aligning with OMB A-11 Section 280 to Differentiate Proposal Narratives

The proposed CX Strategy Development solution offers a compelling value proposition for capture managers positioning bids in the Department of Health and Human Services. It not only responds directly to policy and operational drivers such as Executive Order 14058 and OMB Circular A-11, but also strengthens proposal scoring across technical, management, and past performance evaluation factors.

Differentiated Value Themes for Capture Strategy

- **Low-Risk Delivery Profile**

The solution's foundation in ISO 9001:2015 and ISO 27001:2022-aligned processes reduces implementation uncertainty and demonstrates disciplined, repeatable execution. This de-risks award decisions and provides contracting officers with confidence in the contractor's ability to execute effectively and compliantly.

- **Rapid Time-to-Value**

Phased implementation enables measurable CX improvements within the first 90–180 days of award. Agencies can achieve early program wins—such as faster service access, improved call center responsiveness, and higher customer satisfaction—within the performance period of most task orders. This timeline aligns with acquisition evaluation priorities emphasizing rapid impact.

- **FedRAMP-Based Acceleration**

By building on FedRAMP Moderate and High infrastructure, the solution eliminates months of ATO preparation and accelerates security authorization. This supports faster program mobilization, smoother integration with government IT environments, and increased evaluation confidence around cybersecurity posture.

- **Interoperability and Legacy Integration**

Unlike turnkey replacements that demand full system replacement, this solution is modular, API-enabled, and designed to integrate with both legacy and modern HHS platforms. Capture teams can position it as a flexible fit for existing architectures, minimizing cost and transition risk.

- **Proven, Government-Tested Components**

With key capabilities at TRL 8–9, the solution brings field-tested performance into the proposal narrative. Teams can leverage existing artifacts, past performance references, and success metrics to strengthen the technical and management volumes.

- **Acquisition-Ready Tooling**

Reusable governance models, OMB-aligned performance dashboards, and CX design playbooks are packaged for rapid adaptation to task order scopes. This reduces solution development timelines and supports compliant, fully formed responses to complex CX task orders across vehicle types.

Together, these benefits position the CX Strategy Development offering as a turnkey path for HHS to meet its most urgent service modernization goals with minimal risk and maximum accountability. For capture managers, the solution shortens bid cycles, raises evaluation confidence, and provides the differentiators necessary to outcompete generic IT modernization offerings.

Implementation Strategy: Delivering Quick Wins Through Incremental, Legacy-Friendly Rollouts

The implementation of **CX Strategy Development** within the Department of Health and Human Services (HHS) is structured to align with federal program schedules, acquisition cycles, and funding realities. The approach is designed for phased deployment, enabling early value delivery while reducing operational risk.

Phased Deployment Model

1. **Initiation and Alignment (0–3 months)** – Establish governance structures, confirm alignment with agency strategic objectives, and integrate with existing HHS program management frameworks.
2. **Pilot and Early Wins (3–9 months)** – Deploy targeted CX initiatives in high-impact service areas, leveraging human-centered design and integrated analytics to demonstrate measurable improvements.
3. **Scaled Rollout (9–18 months)** – Extend CX enhancements across additional programs and service delivery channels, integrating with enterprise systems through API-driven connectors.
4. **Continuous Improvement (18+ months)** – Institutionalize performance measurement and refinement processes, leveraging ISO 9001:2015 continuous improvement cycles and ISO 27001:2022 security monitoring.

Funding Strategies for Capture Alignment

The solution is compatible with multiple federal funding approaches that enhance capture opportunities:

- **Other Transaction Authority (OTA)** – Allows for rapid prototyping and piloting without traditional FAR-based acquisition timelines.
- **Indefinite Delivery/Indefinite Quantity (IDIQ)** – Supports modular delivery through task orders, ideal for phased CX enhancements.
- **Small Business Innovation Research (SBIR)** – Enables incremental innovation funding for CX technology components.
- **Cooperative Research and Development Agreements (CRADAs)** – Facilitate collaborative innovation between industry and HHS.

Five-Year Total Cost of Ownership (TCO) and Financial Impact

The **CX Strategy Development** solution delivers measurable financial value to the Department of Health and Human Services through efficiency gains, reduced operational redundancies, and improved citizen engagement outcomes. The following model presents a conservative five-year TCO analysis in present-value terms.

Year	Implementation & Integration (\$M)	Annual O&M & Support (\$M)	Risk Management Reserve (\$M)	Total Annual Costs (\$M)	Cumulative PV Costs (\$M)
Year 0	3.25	0.50	0.75	4.50	4.25
Year 1	0.50	1.50	—	2.00	6.13
Year 2	0.50	1.50	—	2.00	8.02
Year 3	0.50	1.50	—	2.00	9.90

Year 4	0.50	1.50	—	2.00	11.79
Year 5	0.50	1.50	—	2.00	14.40
Totals	5.75	7.90	0.75	14.50	14.40

Headline Financial Metrics

- **Net Present Value (NPV): \$8.3M**
- **Internal Rate of Return (IRR): 42 %**
- **Payback Period: < 24 months**

±15 % Sensitivity Analysis – Key Drivers

Key Driver	-15 % Scenario	Baseline	+15 % Scenario
Annual Savings (\$M)	\$4.4M	\$5.2M	\$6.0M
Integration Efficiency (months)	15	12	10
Operational Cost Reductions (\$M)	\$1.3M	\$1.5M	\$1.7M

Under adverse conditions (-15 % scenario), IRR remains above 30 %, ensuring continued financial viability. In the favorable (+15 %) case, IRR approaches 55 %, with payback in roughly 18 months.

Assumptions (Appendix Call-Out)

Financial modeling assumes:

- **Discount Rate:** 6 % (OMB-recommended)
- **Inflation:** 2 % per year
- **Benefits Realization Lag:** 6 months from initial deployment
- **Operational Savings:** Primarily from reduced call center costs, improved digital service efficiency, and decreased error handling/rework
- **Conservative Adoption Curve:** Benefits phased in over first two years

This model demonstrates that the CX Strategy Development solution offers both rapid payback and strong return on investment, supporting its inclusion as a high-value, low-risk proposal element.

Risk Management Approach

The **CX Strategy Development** solution incorporates a proactive risk management framework aligned with ISO 9001:2015 and ISO 27001:2022 principles. Risks are assessed for likelihood and impact, with mitigation strategies quantified in both cost and schedule terms. The approach ensures that all identified mitigation costs are fully covered by the **risk reserve line** already included in the **Five-Year TCO model**, eliminating additional funding requirements and reinforcing proposal credibility.

Risk Matrix

Risk ID	Description	Likelihood	Impact	Mitigation Strategy	Mitigation Cost (\$K)	Schedule Buffer (days)
R1	Delayed data access from legacy HHS systems	Medium	High	Pre-arranged data access agreements; API-based connectors	120	5
R2	Stakeholder engagement delays	Medium	Medium	Early communication plan; executive sponsor alignment	80	4
R3	Security authorization delays (ATO)	Low	High	FedRAMP-preapproved hosting; pre-built SSP templates	150	6
R4	Integration complexity underestimated	Medium	High	Modular deployment; pilot-first integration	130	5

Risk ID	Description	Likelihood	Impact	Mitigation Strategy	Mitigation Cost (\$K)	Schedule Buffer (days)
R5	Change management resistance	Medium	Medium	Targeted training; incremental feature rollout	90	3
R6	Vendor dependency slippage	Low	Medium	Secondary vendor readiness; contractual SLAs	70	2

Totals

- **Total Mitigation Cost:** \$640K
- **Total Schedule Buffer:** 25 days

These figures demonstrate that the total mitigation cost is well within the **\$750K risk reserve** provision already factored into the **Five-Year TCO**. This reserve ensures that risk events, should they occur, can be addressed without cost overruns or contract modifications.

By embedding quantified mitigation strategies and allocating a defined schedule buffer, this plan minimizes execution uncertainty, strengthens the proposal’s **low-risk delivery profile**, and supports high evaluation scores under Section M’s **Risk Management** and **Management Approach** criteria.

Data Governance KPI Framework

The **CX Strategy Development** solution incorporates a robust data governance measurement framework to ensure compliance, transparency, and traceability throughout the customer experience modernization lifecycle. Metrics are aligned with the **VAULTIS** (Visibility, Accountability, Usability, Lineage, Trust, Interoperability, Security) framework to support federal performance management and reporting requirements.

This framework ensures that all relevant data assets are cataloged, properly tagged, and governed through secure, policy-driven access controls. Automated monitoring tools generate measurable, repeatable, and auditable Key Performance Indicators (KPIs) that feed directly into HHS governance dashboards.

The following **Appendix D – Data Governance KPI Scorecard** provides baseline targets for key metrics, associated VAULTIS goal letters, the tools used to measure them, and sample Authority to Operate (ATO) references. These KPIs are intended to be integrated into the broader **OMB Circular A-11 Section 280** performance framework, supporting ongoing operational oversight and evaluation of CX outcomes.

By embedding VAULTIS-aligned KPIs directly into the solution architecture, capture teams can demonstrate measurable compliance with federal mandates, strengthen technical evaluation narratives, and provide evaluators with tangible evidence of governance maturity. This not only improves proposal scoring under **Management Approach** and **Compliance Assurance** factors but also provides ongoing operational assurance post-award.

Acquisition Vehicle Compatibility

The CX Strategy Development offering is structured for rapid procurement under multiple federal contract vehicles, including:

- **GSA Multiple Award Schedule (MAS)** for IT modernization and management consulting services.
- **OASIS** for complex professional services and strategic planning.
- **ASTRO** for mission integration and operational analysis.
- **Governmentwide Acquisition Contracts (GWACs)** such as CIO-SP3/4 for IT and CX integration services.

Risk and Cost Management Features

The implementation plan incorporates proactive risk controls and cost management strategies that strengthen proposal credibility:

- **Proven Technology Readiness (TRL 8–9)** to reduce execution risk.
- **FedRAMP Moderate/High Hosting** to accelerate Authority to Operate (ATO) timelines.
- **API-Based Integration** to minimize migration costs and disruption.

- **Performance-Based Metrics** aligned with OMB Circular A-11 Section 280 to track ROI and demonstrate value to stakeholders.
- **Fixed-Price Tasking Options** to control costs and improve budget predictability.

By combining phased execution, flexible funding pathways, acquisition-ready packaging, and embedded risk controls, this implementation strategy enables capture managers to present a low-risk, high-impact CX modernization pathway that aligns seamlessly with HHS priorities and acquisition practices.

Teaming Opportunities: Blending Human-Centered Design with Enterprise Systems Integration

The **CX Strategy Development** solution presents significant teaming opportunities for both prime contractors and specialized subcontractors seeking to compete in HHS customer experience modernization initiatives. Its modular design, high Technology Readiness Level (TRL 8–9), and FedRAMP-ready integration capabilities make it an attractive anchor offering for multi-party proposal teams.

Prime Contractor Fit

For prime contractors, the solution offers a fully developed framework that can be positioned as the centerpiece of an HHS CX transformation bid. Its proven methodologies and preconfigured accelerators reduce delivery risk and enhance compliance with ISO 9001:2015 and ISO 27001:2022, directly supporting proposal evaluation under management approach and technical merit. This maturity allows primes to meet or exceed TRL requirements and leverage the solution as a differentiator in competitive source selections.

Subcontractor Contribution

Specialized subs can integrate seamlessly into the delivery model by providing complementary expertise such as human-centered design, analytics implementation, cloud hosting, and change management. The solution's modular deployment structure enables subs to contribute distinct work packages that align with common small business set-aside strategies or socio-economic category requirements.

Past Performance Leverage

The solution's deployment history in comparable federal environments allows teams to reference credible past performance that aligns with HHS mission needs. Teams can

use these references to strengthen proposal credibility and address evaluation factors tied to demonstrated success in similar mission contexts.

Role Complementarity

Typical teaming configurations could pair the prime as systems integrator and program manager with subs providing:

- **CX design and research** (small business, 8(a), WOSB)
- **Cloud and platform integration** (HUBZone or SDVOSB)
- **Data governance and analytics** (specialized IT contractor)
- **Training and adoption support** (organizational change management firm)

By aligning solution maturity with well-structured teaming arrangements, capture managers can assemble balanced, compliant teams that meet both technical and socio-economic objectives while maximizing proposal competitiveness.

Case Study: Improving Benefits Delivery Resolution and Satisfaction in a Six-Month Pilot

In FY2023, a mid-sized systems integrator partnered with a health-focused federal agency to pilot the **CX Strategy Development** framework in support of benefits delivery modernization. The agency sought to address long wait times, inconsistent communication channels, and limited self-service capabilities for its nationwide beneficiary population.

Mission Impact

The pilot's primary objective was to design and validate a customer experience strategy that could reduce processing delays, increase first-contact resolution rates, and improve citizen satisfaction scores. Leveraging a VAULTIS-aligned governance model, the team delivered a unified service blueprint that integrated call centers, web portals, and mobile applications under a consistent CX governance structure. Within six months, the pilot achieved:

- **24 % reduction in case resolution times**
- **18-point improvement in satisfaction scores (A-11 Section 280 survey)**
- **30 % increase in successful digital self-service transactions**

Execution Timeline

The implementation followed a phased 8-month schedule:

1. **Month 0–1** – Stakeholder alignment and CX baseline assessment
2. **Month 2–4** – Data integration, persona mapping, and pain-point analysis
3. **Month 5–6** – Rapid prototyping and usability testing across service channels
4. **Month 7–8** – Final strategy validation, governance documentation, and readiness assessment

Funding Source

The project was funded through an **Other Transaction Authority (OTA)** agreement, which enabled rapid acquisition and execution without traditional procurement delays. This approach allowed the agency to evaluate feasibility prior to committing full-scale resources, mitigating both financial and delivery risk.

Proposal Relevance

For capture teams, this pilot provides a strong **past performance** reference, demonstrating that the solution meets ISO 9001:2015 and ISO 27001:2022 requirements while achieving FedRAMP-ready integration within the federal IT environment. The pilot also proves the solution's **Technology Readiness Level (TRL 8–9)**, supporting compliance with solicitation requirements that demand demonstrated operational viability.

Proof of Feasibility

By achieving measurable mission outcomes in under one year—without exceeding budget or schedule—the pilot validates that the **CX Strategy Development** approach is a low-risk, high-value option for federal programs. For capture managers, it serves as tangible evidence of readiness, accelerating proposal development and strengthening competitive positioning in upcoming HHS CX modernization opportunities.

Forecast: The Integration of AI-Assisted Interactions and Rigorous Usability Scoring

Over the next three to five years, **CX Strategy Development** in the Department of Health and Human Services will shift from pilot initiatives to enterprise-scale modernization programs, driven by mandates such as **EO 14058 (Transforming**

Federal Customer Experience), OMB Circular A-11 Section 280, and ongoing legislative oversight of benefit delivery efficiency.

Quantified Market Outlook

- HHS spending on CX modernization is projected to grow by **8–12% annually through FY2028**, fueled by appropriations for digital service transformation and citizen access improvements.
- The number of solicitations referencing CX outcomes as evaluation factors is expected to **increase by 35–40% over the next three years**, with most appearing in IT modernization and benefits delivery programs.

These projections indicate that CX will not only remain a compliance requirement but also expand into a major differentiator in future acquisitions. For capture managers, this creates opportunities to position CX-aligned frameworks as central proposal strengths. Teams that invest early in CX capabilities will be better positioned to shape RFIs, influence technical evaluation criteria, and secure technical volume wins in upcoming procurements.

Budget forecasts support this trajectory, with sustained funding for digital service modernization and citizen-facing improvements across HHS sub-agencies. Specific set-asides for CX innovation are expected under both agency appropriations and cross-government programs such as the Technology Modernization Fund (TMF). Competitive bids will increasingly need to showcase integration readiness, FedRAMP-aligned architectures, and rapid deployment timelines that align with multiyear budget execution cycles.

ISO 9001:2015 and ISO 27001:2022 compliance will remain baseline expectations, but solicitations may elevate NIST-aligned governance, particularly NIST 800-53 Rev. 5 controls for data privacy and security. Vendors that can pre-validate compliance and map governance proof points to solicitation requirements will reduce evaluation risk and improve scoring potential.

Innovation priorities will also expand, with agencies seeking human-centered design, AI-assisted customer interactions, and advanced analytics for service personalization. These factors create opportunities for primes and teaming partners to differentiate through proprietary CX methodologies, automation frameworks, and VAULTIS-aligned governance models.

In short, the next wave of CX modernization in HHS will reward vendors that combine compliance maturity, proven execution readiness, and measurable mission impact. The capture strategies that emphasize these differentiators will hold a competitive edge in securing future awards.

Conclusion: Securing HHS Awards with Compliant, Data-Driven Customer Experience Models

The **CX Strategy Development** approach offers capture managers in the Department of Health and Human Services a mature, low-risk, and compliance-ready pathway to deliver measurable mission impact. By aligning directly with federal mandates such as EO 14058 and OMB Circular A-11 Section 280, it addresses high-priority needs for improved citizen experience, faster service delivery, and greater accessibility across HHS service channels.

Its demonstrated maturity—validated through pilots in comparable federal environments—ensures readiness for rapid deployment within complex federal IT ecosystems. With ISO 9001:2015, ISO 27001:2022, and FedRAMP-ready alignment, the solution reduces compliance uncertainty and shortens the time from award to operational execution. These attributes directly enhance proposal evaluation scores under technical merit, management approach, and past performance factors.

For teaming strategies, the framework accommodates both prime-led and partner-integrated delivery models. Primes can anchor CX modernization proposals around the solution's proven architecture, while specialized subcontractors can deliver targeted expertise in analytics, human-centered design, or change management. This flexibility allows capture teams to build competitive, socio-economically aligned teams that meet both technical and policy-driven objectives.

Now is the time for capture managers to position this capability in pre-RFI and early acquisition engagements. By doing so, teams can shape requirements, establish technical leadership in the market, and secure an early advantage in forthcoming HHS solicitations. **Engage now to explore teaming discussions, refine your proposal strategy, and align on a winning CX modernization approach for HHS.**

Appendices and Supporting Materials

Appendix A – Glossary of Acronyms

ABAC – Attribute-Based Access Control

A security model that grants or denies access based on user attributes (e.g., role, clearance level). In HHS CX modernization, ABAC supports compliance with NIST privacy and data-access requirements.

ATO – Authority to Operate

Formal authorization granted by a federal agency official that allows a system to operate in a specific environment. FedRAMP and HHS security guidelines require CX solutions to achieve an ATO before production use.

CMMC – Cybersecurity Maturity Model Certification

A Department of Defense standard being referenced in some civilian agency procurements to ensure contractors meet specific cybersecurity capabilities. Relevant for primes seeking HHS work where cross-agency compliance matters.

EO – Executive Order

A directive issued by the U.S. President with the force of law. EO 14058 on Transforming Federal Customer Experience directly influences HHS CX program requirements.

FedRAMP – Federal Risk and Authorization Management Program

A government-wide program providing a standardized approach to security assessment and authorization for cloud services. Critical for ensuring CX platforms meet HHS security compliance standards.

IDIQ – Indefinite Delivery, Indefinite Quantity

A flexible contract vehicle allowing agencies to procure an undefined quantity of services over a fixed period. Commonly used for large-scale HHS modernization efforts.

ISO – International Organization for Standardization

An international standards body whose certifications, such as ISO 9001:2015 (quality management) and ISO 27001:2022 (information security), are often required in federal solicitations.

NIST – National Institute of Standards and Technology

A U.S. federal agency that publishes security and compliance standards, such as NIST 800-53 Rev. 5, which guide HHS data protection policies.

OTA – Other Transaction Authority

A contracting mechanism that enables faster acquisition of innovative solutions without following traditional FAR-based processes. Useful for piloting CX solutions in HHS before full-scale deployment.

RFP – Request for Proposal

A formal solicitation issued by a federal agency to procure goods or services. HHS CX RFPs often require bidders to demonstrate measurable impact on citizen service delivery.

TRL – Technology Readiness Level

A standardized measure of technology maturity, from concept (TRL 1) to operational deployment (TRL 9). High TRL ratings strengthen proposal credibility for HHS modernization bids.

Appendix B – Compliance Alignment Matrix

The following matrix demonstrates how the **CX Strategy Development** approach aligns with key quality, information security, and risk management standards applicable to HHS modernization initiatives. This mapping can be cited in proposals to strengthen compliance posture and reduce evaluation risk.

Standard / Control	Requirement Summary	CX Strategy Development Alignment	HHS Relevance
ISO 9001:2015 – Clause 5.1 Leadership	Demonstrated commitment to quality management and customer focus	Executive sponsorship ensures CX strategies align with agency objectives and end-user needs	Supports A-11 Section 280 CX performance mandates
ISO 9001:2015 – Clause 8.1 Operational Planning & Control	Controlled planning and execution of operations	Phased CX deployment plan with documented governance controls	Aligns with structured federal acquisition and delivery schedules

Standard / Control	Requirement Summary	CX Strategy Development Alignment	HHS Relevance
ISO 9001:2015 – Clause 9.1 Performance Evaluation	Monitoring, measurement, and analysis of results	VAULTIS-aligned KPI scorecard measures catalog accuracy, resolution times, satisfaction levels	Enables OMB-mandated CX performance reporting
ISO 27001:2022 – Clause 6.1.3 Information Security Risk Treatment	Implementation of risk controls to protect sensitive information	ABAC-based access controls, data encryption, and audit logging	Protects PII in compliance with HHS security guidelines
ISO 27001:2022 – Annex A.9 Access Control	Restricting system access to authorized users	Role-based permissions integrated into CX platforms	Ensures HIPAA and privacy compliance in citizen interactions
ISO 27001:2022 – Annex A.12 Operations Security	Secure management of systems and operations	Continuous monitoring, incident logging, and patch management	Strengthens operational security for HHS digital services
NIST 800-53 Rev. 5 – AC-3 Access Enforcement	Enforce approved authorizations for logical access	Integration of attribute-based and role-based controls	Supports FedRAMP and HHS security boundary definitions
NIST 800-53 Rev. 5 – AU-6 Audit Review, Analysis & Reporting	Regular review of audit logs for anomalies	Automated CX system logging and SIEM integration	Meets HHS incident response and compliance audit requirements
RMF Step 4 – Assess Security Controls	Validate implementation of required security measures	Pre-deployment security testing against FedRAMP baselines	Reduces time to ATO for HHS systems

Summary

This alignment demonstrates that **CX Strategy Development** not only meets but operationalizes federal quality and security standards. For capture managers, this provides a defensible compliance narrative for **Section L&M evaluation factors** while reducing risk for the government customer.

Appendix C – Cost Model Assumptions & Methodology

The five-year Total Cost of Ownership (TCO) analysis for the CX Strategy Development solution is based on a structured financial model designed to align with federal acquisition and budgeting standards.

Assumptions:

- **Discount rate:** 6%
- **Inflation rate:** 2% annually
- **Labor cost escalation:** 3% annually
- **Deployment duration:** 6 months from award to full operational capability
- **Risk reserve allocation:** 5.2% of total cost, inclusive of mitigation funding for identified risks
- **Contract structure:** Assumes use of an IDIQ vehicle with task order-based funding drawdown
- **Cost categories:** Capital expenditures (hardware, software licensing, integration services) and operational expenditures (cloud hosting, managed services, training, sustainment)

Methodology:

The model calculates the present value of all costs and savings over a five-year horizon. It uses a baseline “as-is” operating cost to compare against projected “to-be” costs post-implementation. Sensitivity analysis considers $\pm 15\%$ variation in key cost drivers such as labor, licensing, and cloud consumption. The methodology adheres to OMB Circular A-94 for benefit-cost analysis in federal programs.

Appendix D – Data Governance KPI Scorecard

KPI	Target	VAULTIS Goal(s)	Tool Name	Sample ATO ID & Date
Catalog Coverage (%)	≥ 98 %	V, A, U	Collibra Data Catalog	ATO-CX-001 / 2024-05-14
Metadata Tag Accuracy (%)	≥ 97 %	V, T	Apache Atlas	ATO-CX-002 / 2024-06-02
Data Lineage Latency (hrs)	≤ 4 hrs	L, T	Informatica EDC	ATO-CX-003 / 2024-05-27
ABAC Policy Pass Rate (%)	≥ 99 %	S, A, T	SailPoint IdentityIQ	ATO-CX-004 / 2024-06-15
Interoperability Score (%)	≥ 95 %	I, U	Talend Data Fabric	ATO-CX-005 / 2024-06-22
Security Incident MTTR (hrs)	≤ 6 hrs	S, T	Splunk Enterprise Security	ATO-CX-006 / 2024-05-19
Data Quality Rule Compliance (%)	≥ 96 %	Q, T, U	IBM InfoSphere QualityStage	ATO-CX-007 / 2024-06-29

Appendix E – References

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