



USO Young Veteran Employment Ecosystem

REQUEST FOR PROPOSAL

Document Reference USOIT-YVEE 2021

November 29, 2021

KEY DATES	
RFP posted on uso.org and RFPDB sites	November 29, 2021
Request for Proposal Released through Coupa sourcing	December 10, 2021
Deadline for Questions	December 15, 2021
Q&A Shared with all Vendors	December 21, 2021
Deadline for Proposals	January 7, 2022
Target Week for Oral Presentations	January 10 – 14, 2022
Projected Award Date	January 14, 2022
Projected Start Date	January 24, 2022



ABOUT THE UNITED SERVICE ORGANIZATIONS

The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation. We are the Force Behind the Forces®. Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform – from the moment they join, through their deployments and as they transition back to their communities.

Today's service members need the care, comfort, connection and support that can only be provided by an organization that is with them at every point of their military journey, wherever they serve. The USO is continuously adapting to the needs of our men and women in uniform and their families so they can focus on their important mission.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DoD), the USO is not part of the federal government.

We are a family of volunteers, sustained by the charitable contributions of millions of generous Americans and united in our commitment to support America's service members by keeping them connected to the very things they've sworn to defend – family, home and country. Our work is America's most powerful expression of gratitude to the men and women who secure our nation's freedoms.

The USO remains dedicated to expanding access to USO centers and programs around the world, increasing annual service connections and boosting transition services for our service members and their families throughout their time of duty. In every corner of the world, our service members will know that the USO is always by their side.

USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a gold-level GuideStar Exchange participant, demonstrating its commitment to transparency.

For more information, visit www.uso.org/about

United Service Organizations
2111 Wilson Blvd, Suite 1200
Arlington, Virginia 22201



PROJECT SUMMARY

The USO, and partner organizations, identified that junior enlisted (E1 – E4) are the least likely to participate in professional services support and transition assistance programs and when they do participate, they are often 3 or more years past their military service end. The purpose of this request is to identify a partner to implement a Young Veteran Employment Ecosystem (YVEE), integrated to USO's Data Layer, using Profisee as the selected Master Data Management solution and following the established architecture depicted in subsection "Future Architecture State" below. The implementation will increase the scope and impact of the transition programs, resulting in an increase in the placement of transitioning service members and avoidance of gapped time without employment during the early phases of their transition.

This ecosystem will be initially utilized by USO and two partner nonprofit organizations in the transition space; Hire Heroes USA and VETJOBS. However, it needs to be designed and implemented to easily scale to up to 10 partner agencies over the lifecycle of the system.

The successful bidder will expand USO's Data Layer by deploying, configuring, and integrating Profisee to receive master data and transfer data among three partner organizations who are contributing to the service member transition process. The shared data among these three partner organizations will create a digitally driven ecosystem which will improve the effectiveness of all three organizations, increasing the reach to service members in transition and improve their hiring experience.

USO's Data Layer

The Data Layer is a PaaS infrastructure hosted in Azure. It's mainly composed of:

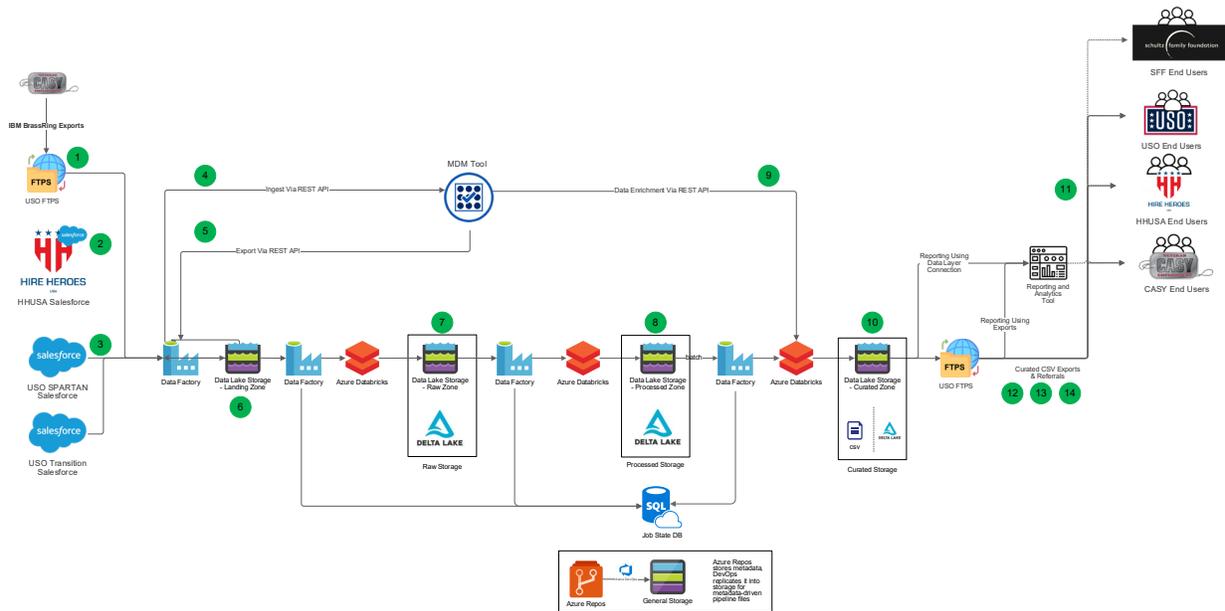
1. Data Lake to store raw, processed, and curated data,
2. Data Factory to orchestrate data ingest and data processing, and
3. Databricks to manipulate and apply business logic to data.

The Data Layer currently extracts data from two Salesforce Orgs, a MS SQL database, and several SharePoint files through the already configured Data Factory instance. Data is stored in an already existing data lake, processed via Databricks clusters and notebooks, and consumed via Power BI.

The vendor shall utilize this existing USO Data Layer that is depicted in the Future Architecture State below.

Future Architecture State

The expected resulting architecture after implementing this request is as pictured and described below:



1. CSV exports from partner stakeholder VETJOBS IBM BrassRing system are dropped into USO's FTPS to be picked up by Azure Data Factory (ADF).
2. ADF pulls exports from partner stakeholder HHUSA's Salesforce instance via bulk API.
3. ADF pulls exports from both of USO's Salesforce Orgs via bulk API. *(Already exists)*.
4. Data pulled from all sources is ingested into the Profisee platform via REST API.
5. Golden record data is exported from Profisee via REST API.
6. Source system and golden record data is placed into the landing zone.
7. ADF kicks off a Databricks job to read in the data in the landing zone and appends it to a Delta table in the raw zone. Landing data can then be deleted.
8. ADF kicks off a Databricks job to read data from the raw Delta table and ingests it into the processed Delta table via upsert, snapshot, or Incremental append.
9. Workflows in the curated zone can pass data via a REST API to Profisee to get additional data for enrichment if required.
10. Curated Delta tables and outputs are stored in the curated zone which can be transferred out or connected to BI tools.
11. Curated outputs are used to build dashboards and KPIs in a reporting and analytics tool. These dashboards can be directly connected to the data layer or built using curated CSV files from the FTPS site.
12. The ingested partner data that was deduped and enriched during the process is sent back to partner organizations via CSV files in FTPS.
13. Referrals identified during data processing are also sent back to partner organizations via CSV files in FTPS.
14. Alerts are delivered to partner organizations as referrals are identified.



The vendor is not expected to configure new instances of Azure Data Factory, Data Lake or Databricks, but rather use the existing Data Layer infrastructure to configure additional data extraction pipelines, data processing, data exports and alerts components.

The only component in the architecture that is new and needs to be implemented and integrated from scratch is the Profisee MDM solution.

PURPOSE

The USO expects to make one award under this RFP. The period of performance is January 24, 2022 to July 1, 2022 or as otherwise proposed by the vendor and accepted by USO.

The anticipated contract award date is approximately January 14, 2022.

This will be a **Time and Materials contract**. All labor will be delivered through a **Time and Materials Contract**. Any travel expenses required to support the contract must be billable on a cost reimbursable basis with no mark-up. The Vendor will operate at the direction of and receive guidance from the USO.

The USO reserves the right to make no award or to cancel this RFP at any time.

Submission Deadline

All proposals must be submitted no later than 5 pm (ET) on January 7, 2022 via Coupa Sourcing.

KEY DATES	
RFP posted on uso.org and RFPDB sites	November 29, 2021
Request for Proposal Released through Coupa sourcing	December 10, 2021
Deadline for Questions	December 15, 2021
Q&A Shared with all Vendors	December 21, 2021
Deadline for Proposals	January 7, 2022
Target Week for Oral Presentations	January 10 – 14, 2022
Projected Award Date	January 14, 2022
Projected Start Date	January 24, 2022



RECOMMENDED STEPS FOR SUBMISSION

1. Review the Requirements

Examine all sections of the RFP and learn about the USO.

2. Consider the Evaluation Criteria

Consider the organization eligibility requirements and the USO's specific requirements to see whether your organization, your interests, and your capabilities fit this project. Check with the USO for any modifications or amendments up to the submission deadline.

3. Develop Your Proposal

Develop your response to accomplish the Scope of Work (SOW).

4. Follow Submission Guidelines

See the [Submission Guidelines](#) section of this document.

5. Submit Your Proposal

Proposals are due by 5 pm (ET) on January 7, 2021.



Contents

ABOUT THE UNITED SERVICE ORGANIZATIONS	ii
PROJECT SUMMARY	iii
USO’s Data Layer.....	iii
PURPOSE	v
RECOMMENDED STEPS FOR SUBMISSION	vi
BACKGROUND.....	2
PROJECT REQUIREMENTS	3
Scope of Work (SOW)	3
Tasks and Subtasks.....	3
Key Deliverables.....	6
TERMS AND CONDITIONS	9
Overview	10
SUBMISSION GUIDELINES	11
Post-Submission Information.....	11
Withdrawal or Modification of Proposals	12
Late Submissions	12
Best and Final Offers	12
Retention of Proposals.....	13
Post-Award Information	13
Anticipated Award Date	13
Post-Award Conference/Kickoff Meeting.....	13
Notice to Proceed.....	13
Period of Performance	13
Documentation Requirements.....	14
Basis of Compensation to the Vendor.....	14
Debrief – Post-award.....	14
Protests/Appeals.....	14
Appendix A: Past Performance Chart	15



BACKGROUND

The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation. We are the Force Behind the Forces®. Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform – from the moment they join, through their deployments and as they transition back to their communities.

Today's service members need the care, comfort, connection and support that can only be provided by an organization that is with them at every point of their military journey, wherever they serve. The USO is continuously adapting to the needs of our men and women in uniform and their families so they can focus on their important mission.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DoD), the USO is not part of the federal government.

We are a family of volunteers, sustained by the charitable contributions of millions of generous Americans and united in our commitment to support America's service members by keeping them connected to the very things they've sworn to defend – family, home and country. Our work is America's most powerful expression of gratitude to the men and women who secure our nation's freedoms.

The USO remains dedicated to expanding access to USO centers and programs around the world, increasing annual service connections and boosting transition services for our service members and their families throughout their time of duty. In every corner of the world, our service members will know that the USO is always by their side.

USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a gold-level GuideStar Exchange participant, demonstrating its commitment to transparency.

For additional information on the USO visit www.uso.org



PROJECT REQUIREMENTS

Scope of Work (SOW)

The Vendor selected will be responsible for performing all tasks and subtasks listed below, as well as additional tasks to be assigned, and mutually agreed upon deliverable dates.

Tasks and Subtasks

1. Task 1 – Project Management

The Vendor will provide project management support throughout the lifecycle of the project. This includes the management and oversight of all contractor activities to satisfy the requirements identified in this SOW, communications and coordination with USO stakeholders, financial tracking and periodic reporting.

The contractor shall identify a Project Manager (PM) by name, who shall serve as the primary interface and point of contact with the USO assigned project manager.

Task 1 for this project shall include the following subtasks

- 1.1 Subtask 1.1 Kickoff Meeting. Coordinate and conduct a project kickoff meeting, including but not limited to the following topics.
 - i. Introduction of team members and personnel involved with the delivery of the project including roles and responsibilities.
 - ii. Overview of understanding of the objectives of the project.
 - iii. Overview of notional project timeline with identification of critical path highlighting dependencies on USO staff for successful implementation.
 - iv. Communication plan.
 - v. Risk assessment of top project risks including proposed risk mitigation highlighting areas of assistance needed from USO.
 - vi. Projected project financial burn line from kickoff through project completion.
- 1.2 Subtask 1.2 Weekly Progress Report. Provide weekly progress summary in Microsoft Word or PowerPoint form, including but not limited to the following:
 - i. Summary of activities completed in previous week.
 - ii. Planned activities for following week.
 - iii. Upcoming key project milestones.
 - iv. Newly identified risks.
 - v. Questions or concerns requiring USO response and action.
- 1.3 Subtask 1.3 Monthly Progress Report and Meeting. Provide monthly progress summary, including but not limited to the following:
 - i. Summary of accomplishments in the previous month.
 - ii. Progress relative to project schedule with updated revised dates and explanation of changes to project schedule as needed.



- iii. Projected activities for the upcoming month.
- iv. Financial status including expenditures to date relative to projected burn line and estimated burn to completion.

2. Task 2 – Implementation

Using methodology of their choice, the vendor shall develop, configure, implement, test and deploy Profisee and necessary processes to transfer data into and from USO's Data Layer, meeting all the agreed upon requirements.

Task 2 for this project shall include the following subtasks.

- 2.1 Subtask 2.1 Scoping of Domains and Data Attributes to Master. The vendor shall coordinate with all 3 current partners to identify the domains and data attributes to master as well as business logic to apply to generate the curated and referrals data exports.
- 2.2 Subtask 2.2 Enablement and Configuration. The vendor shall either create a new or utilize an existing sandbox to configure the solution based on the approved user stories captured during the discovery phase and approved by the USO.
- 2.3 Subtask 2.3 Test and Validation. The vendor shall compose User Acceptance Test (UAT) test scripts, conduct UAT events validating the accepted requirements and assist USO in the conduct of joint user acceptance testing with all three current partners.

3. Task 3 – Change Management, Transition, & Governance Planning

The vendor shall provide sufficient knowledge transfer and change management to support the successful adoption, utilization of full capabilities and successful maintenance of the deployed system.

Task 3 for this project will include the following subtasks.

- 3.1 Subtask 3.1- Change management strategy and communications. The vendor shall provide a change management strategy that includes an impact assessment of all impacted stakeholder groups, steps to address change readiness and user adoption, stakeholder readiness assessment, and communications plan including draft communications materials to accomplish sufficient awareness to ensure adoption and full utilization of the deployed system. The strategy will include all USO stakeholders impacted by the system as well as projected impact on external stakeholders.
- 3.2 Subtask 3.2- User training. The vendor shall prepare and deliver user training materials and conduct the user training. The vendor shall deliver, at minimum, one directed training session per each ecosystem partner (3). The sessions are to be conducted virtually, recorded, and accompanied by role-oriented detailed process guides and summary quick reference guides.

The training materials will describe all user capabilities and be delivered in a format that can be updated with subsequent system changes. In addition, the training will be delivered in a format that will support retraining with employee turnover. The training shall include but not limited to Quick Reference Guides, training sessions recorded in .mp4 format and other training artifacts as proposed. The combined artifacts will describe the end-to-end functionality of the system with "how-to" descriptions.



3.3 Subtask 3.3- System administrator training- The vendor shall provide 1:1 system administrator training which reviews the specifics of the solution architecture and integration of the deployed system.

3.4 Subtask 3.4- Ecosystem governance plan – The vendor shall deliver a governance plan for the deployed ecosystem. The plan shall consider the three initial partners, while also establishing the minimum data standards which must be met for any and all future ecosystem partners. The governance plan will define the “who” , “what” , “when” and “how” needed to maintain data accuracy and veracity throughout the lifecycle of the deployed ecosystem.

4. Task 4 (Optional Award) – Report Environment Analysis, Platform Recommendation, and Deployment

Using methodology of their choice, the vendor shall perform an analysis of the existing USO reporting environment, and alternatives, to determine the best-fit for USO consumption of reports and dashboards using the curated Young Veteran Employment Ecosystem data. The vendor will implement the recommendation and develop prioritized reports/dashboards. The cost of this task shall be provided separately as an independent severable task.

Task 4 will include the following sub-tasks:

4.1 Subtask 4.1 – Reporting Environment Analysis and Recommendation – The vendor shall conduct requirements gathering of USO reporting and dashboarding needs. The vendor shall perform an analysis of the existing USO reporting environment to determine fit-gap with the gathering requirements. If needed, the vendor shall evaluate alternative reporting environments and provide a recommendation on the best-fit USO reporting platform.

4.2 Subtask 4.2 - Enablement and Configuration. The vendor shall either create a new or utilize the existing reporting environment to configure the recommended platform based on the approved user stories captured during the discovery phase and approved by the USO.

4.3 Subtask 4.3 - System administrator training- The vendor shall provide 1:1 system administrator training which reviews the specifics of the solution architecture and integration of the deployed system.



Key Deliverables

The Vendor shall provide the following deliverables according to the tentative time frames identified in the tables below. Final time frames will be negotiated post-award between the Vendor and the USO.

SOW and/or Task Specific Deliverables	Timing
1. Task 1.1- Project kickoff meeting slides including but not limited to the elements listed in task 1.1	Within 14 calendar days of contract award and signature of MSA & SOW.
2. Task 1.2- Weekly reports- including but not limited to the elements listed in task 1.2	Weekly no later than Wednesday COB of the following week.
3. Task 1.3- Monthly reports- including but not limited to the elements listed in task 1.3	Within 5 business days of the first of each month.
4. Task 2.1 Scoping of domains and data attributes to master	As proposed by the vendor
5. Task 2.1 Deployed instance of Profisee	As proposed by the vendor
6. Task 2.2 – User acceptance test scenarios and scripts	As proposed by the vendor
7. Task 3.1 – Change management strategy and communications	As proposed by the vendor
8. Task 3.2 – User training materials	As proposed by the vendor
9. Task 3.3 – Administrator training materials	As proposed by the vendor
10. Task 3.4 – Ecosystem governance plan	As proposed by the vendor
11. Task 4.1 – Reporting platform analysis, platform recommendation, and implementation plan	If, and when tasked by the USO
12. Task 4.2 – Deployed reporting environment and prioritized reports/dashboards	If, and when tasked by the USO
13. Task 4.3 Administrator training materials	If, and when tasked by the USO



Technical Proposal

Describe a plan to provide, prioritize, and manage the tasks included in the Scope of Work. Describe the knowledge, experience, and capabilities related to provision of the range of support needs described.

Statement of Understanding

- State a clear understanding of the mission of the USO and this project.

Technical Solution

- Describe your proposed approach to each requirement included in the Scope of Work.

Management Approach

- Describe a plan to manage the operation to ensure successful program support, including program management, financial resources or ability to obtain them, equipment and facilities, quality assurance, internal controls, and staffing.

Management Plan

- Describe the overall plan for organizing, staffing, and managing the tasks required by the SOW. Indicate how roles and responsibilities will be divided, decisions made, work monitored, and quality and timeliness assured.
- Explain how this management and staffing plan will enable the Vendor to start projects quickly, conduct multiple projects concurrently, complete complex tasks within narrow time periods, and assure quality of products

Proposed Project Team Members

- List proposed project team staff, subcontractors, and consultants. Identify key personnel. For key personnel, state of level of effort.
- Provide resumes for all proposed team members. Include proposed job title and a brief description of qualifications, including education and experience. Resumes should be no longer than two pages.
- Describe how the individual expertise of each proposed team member and the combined, complementary expertise of the project team are appropriate for supporting each of the requirement sections of the RFP.

Subcontracting plans

- If the proposal includes subcontractors, we encourage large businesses to meet federal small business, labor surplus area, and minority business requirements.
- If applicable, please provide a description of planned usage of subcontractors

Corporate Qualifications

The work described in this RFP must be performed on a time is of the essence basis and meet exceptionally high-quality standards. It is essential that the Vendor demonstrate the technical



and subject-matter expertise to design and conduct the activities described in the Scope of Work and to dedicate qualified staff to begin work rapidly. The Vendor must also have the ability to organize and manage resources and personnel effectively.

- Describe projects that are currently being managed.
- Provide a discussion of directly relevant technical and substantive experience, including a list of prior, similar projects.

Past Performance

It is essential that the Vendor demonstrate the previous experience required to design and conduct the various activities described in the Scope of Work. Of particular interest is experience in responding to similar requests from other clients or customers.

- For the Vendor and each proposed major subcontractor, identify up to three existing projects or projects completed within the last five years that are consistent in scope, nature, and effort for commercial customers, non-profit clients, or local, state, or federal governments.
- Complete table in Appendix A.
- For each selected project, submit a synopsis of work performed (no longer than two pages). Provide information on problems encountered on the contracts and subcontracts and corrective actions taken to resolve those problems. Do not provide general information on performance on the contracts because we will obtain that information from the references.



TERMS AND CONDITIONS

Period of Performance

The period of performance for the project is January 24, 2022 to July 1, 2022 or as otherwise proposed by the vendor and accepted by USO.

Coupa Sourcing Management Software

This RFP will be hosted using Coupa Sourcing Management Software. The Vendor is required to use Coupa Sourcing for all communication and submissions related to this RFP. The USO will provide the Vendor with all necessary tools to access the Coupa Sourcing Management Software.

Furnishing of Equipment/Property

The Vendor shall furnish its own office, equipment, personnel, and technology.

Place of Performance

With the exception of travel and/or specific requirements as outlined in the RFP that relate to the Scope of Work and/or Tasks and Deliverables, the Vendor is required to provide the facilities necessary to execute the SOW. The Vendor shall choose its staff or acquire the necessary personnel support and provide suitable work facilities.

Hours of Service

The Vendor shall be available Monday through Friday, between 8:30 am and 5:30 pm (ET). USO has regular observance of federal holidays: New Year's Day; Birthday of Martin Luther King, Jr.; Washington's Birthday; Memorial Day; June Nineteenth, Independence Day; Labor Day; Veterans Day; Thanksgiving Day; Day after Thanksgiving Day and Christmas Day.

Insurance

The Vendor, at its own expense, shall provide and maintain the general liability insurance in support of an awarded contract for the entire duration, including option years, with \$1 million minimum coverage and up to \$3 million or at a level required and relevant to the project requirements. The Vendor assumes absolute responsibility and liability for any and all personal injuries or death and/or property damage or losses suffered due to negligence of the Vendor's personnel in the performance of the services required under this contract.

Non-Disclosure Agreement

The Vendor shall not release any sensitive, confidential, or proprietary information without prior written approval from the USO. At the time of contract award, the Vendor may be required to sign a Non-Disclosure Agreement (NDA), and at each subsequent option year, if applicable and exercised.

Organizational Conflict of Interest

The Vendor agrees to disclose any conflicts of interest on the part of Vendor that has the potential to bias or has the appearance of biasing its obligations under this RFP. Vendor warrants that there is no



undisclosed conflict of interest in Vendor’s other contracts or agreements or other employment or in the operation of Vendor’s business with the proposed services to be performed under this RFP.

Compliance

Upon the request of employees or other persons with disabilities participating in official business, the Vendor must arrange necessary and reasonable accommodations for the impaired individual(s) per Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

Proposal Evaluation Criteria

Overview

The USO will evaluate proposals in compliance with the Scope of Work and requirements stated in this RFP. An award will be made to the Vendor who proposes the best value, with the technical solution being most important. The USO will consider the evaluation factors indicated below. See Submission Guidelines (below) for a description of the categories.

The USO reserves the right to reject proposals that are unreasonably low or high in price. The price will be determined with regard to the fulfillment of the requirements listed in the Scope of Work.

The price will be determined with regard to the fulfillment of the requirements listed in the Scope of Work. In Coupa Sourcing, the Scope of Work is split out under forms: 1.) Technical Solution 2.) Management Solution 3.) Corporate Qualifications 4.) Past Performance

Category	Weight of Rating Factor
Technical Solution	40%
Management Approach	10%
Past Performance	30%
Cost	20%

USO will assign the following evaluation scores:

- **Outstanding** – The Vendor has demonstrated that there is a high probability of success in a combination of past results, low risk, and professional distribution of services.
- **Good** – The Vendor has demonstrated that there is a good probability of success in a combination of past results, moderate risk, and professional distribution of services.
- **Fair** – The Vendor has demonstrated that there is marginal probability of success in a combination of past results, marginal risk, and professional distribution of services.
- **Poor** – The Vendor has not demonstrated that there is a reasonable probability of success in this services-based effort.



SUBMISSION GUIDELINES

The USO utilizes **Coupa Sourcing** for all Vendor Bidding

Acceptance of Coupa Sourcing Event

- Click on the link provided in the email invite from Coupa Sourcing
- Download **Vendor Step by Step Guide**
- Download and review **Terms & Conditions**

Format

- All text should be Arial or Times New Roman font, no less than 11 point with one-inch margins and single-spaced
- Graphics and tables may be included. We accept MS PowerPoint, MS Word, MS Excel, or Adobe PDF formats.

Attachments

- Download **Coupa Sourcing Guide for Bidding**
- Download **Supporting Documentation** (If applicable)
- Download **Cover Letter** Guide
- Upload completed **Cover Letter**

Forms

- **Download** Scope of Work Form in Coupa Sourcing and **Upload** responses.
 - Statement of Understanding
 - Technical Task 1 (Project Management)
 - Technical Task 2 (Implementation)
 - Technical Task 3 (Management, Transition, & Governance Planning)
 - Technical Task 4 (Optional Award)
 - Management Approach
 - Management Plan
 - Proposed Project Team Members
 - Corporate Qualifications
 - Past Performance
 - Cost Proposal:

Cost (Items & Lots)

- **Enter Total Cost of Your Proposal (Excluding Optional Task 4)**
- **Enter Total Cost of Optional Task 4**

Post-Submission Information

Vendor Proposal Down Select

Using the evaluation factors and scoring stated within Proposal Evaluation Criteria of this RFP, the USO reserves the right to down select the submitted vendor proposals for the opportunity to provide an oral presentation.



Oral Presentation

Presentation Guidelines

Selected vendors shall conduct an Oral Presentations of the submitted proposal. Cost should not be discussed during this presentation.

The Vendor may present either in person at 2111 Wilson Blvd, Suite 1200, Arlington VA 22201 or virtually, at the vendors discretion. Virtual presentations can be conducted using Zoom or Microsoft Teams meeting platforms.

The total duration of the presentation will be total of 60 minutes, starting when the lead presenter indicates readiness to proceed. At the end of 60 minutes of elapsed time the presentation will be terminated. Any material not covered during the 60-minute period will not be evaluated, and information not covered will be omitted from the proposal. The Vendor may only present material that has been previously submitted at the submission deadline date. Modifications to the proposal after the deadline will not be accepted.

Following the 60-minute presentation period the vendor team will be escorted to an adjacent location or put in a virtual waiting room for a 10-minute caucus. After the 10-minute caucus period the vendor team will be invited back for a 20-minute question and answer session with the evaluation team. The bidder team may caucus if desired to address any questions from the evaluation team.

Although not required, it is desirable for the presenters to be primarily composed of the bid delivery team key personnel. When introductions are made, the presenter(s) shall identify whether or not they will be involved with delivery post award, and if so in what role. Multiple presenters are acceptable. Every presenter shall introduce themselves by their title and position on the proposed delivery team.

Withdrawal or Modification of Proposals

A Vendor may modify or withdraw its proposal on or before January 7, 2022. This is done through Coupa Sourcing.

Late Submissions

Late proposals, requests for modification, or requests for withdrawal shall not be considered.

Best and Final Offers

Subsequent to receiving the original proposals, USO reserves the right to notify all technically acceptable Vendors within the competitive range and to provide them an opportunity to submit written best and final offers (BAFOs) at the designated date and time. This will be done through Coupa Sourcing "Messaging" tool.

BAFOs shall be subject to the late submissions, late modifications, and late withdrawals of proposals provision of this RFP. After receipt of a BAFO, no discussions shall be reopened unless the USO determines that it is in the USO's best interest to do so (e.g., that information available at that time is inadequate to reasonably justify Vendor selection and award based on the BAFOs received). If discussions are reopened, the USO shall issue an additional request for BAFOs to all technically acceptable Vendors still within the competitive range.



At its discretion, the USO reserves the right to also invite Vendors who are technically acceptable to make a presentation to the USO on the proposed effort for technical and management approaches identified in the submission. The USO will notify Vendors who meet the qualifications and provide the date, time, and format for the presentation.

This RFP does not commit the USO to engage in any business transactions or enter into any contractual obligations with Vendors.

Retention of Proposals

All proposal documents shall be the property of the USO, retained by the USO, and not returned to the Vendors.

Post-Award Information

Anticipated Award Date

The anticipated notice of award date is January 14, 2022.

Post-Award Conference/Kickoff Meeting

Upon notice of award, the USO will coordinate an award kickoff meeting within 7 days with the Vendor. The date, time, and location will be provided at the time of the award.

Notice to Proceed

Immediately upon receipt of notice of award, the Vendor shall take all necessary steps to prepare for performance of the services required hereunder. The Vendor shall have a maximum of 10 calendar days to complete these steps.

Following receipt from the Vendor of acceptable evidence that the Vendor has obtained all required licenses, permits, and insurance and is otherwise prepared to commence providing the services, the USO shall issue a Notice to Proceed.

On the date established in the Notice to Proceed (this notice will allow a minimum of seven calendar days from the date of the Notice to Proceed unless the Vendor agrees to an earlier date), the Vendor shall start work.

Period of Performance

The performance period of this contract is from the start date established in the Notice to Proceed and continuing for a one-time project-based effort, **lasting 5 months (July 1, 2022)**. The initial period of performance includes any transition period authorized under the contract.



Documentation Requirements

The Vendor may be required to provide documentation to support its legal ability to operate facilities in the United States.

Basis of Compensation to the Vendor

The USO expects to award a Time and Materials contract for the SOW and budget that is proposed; negotiated with the USO during the contract award or the Best and Final Offer process; and listed in the agreement executed between the organizations. Any Vendor quality issues that result in the re-drafting of work or increased labor required to meet deliverables during the performance of the contract are the financial responsibility of the Vendor, and re-work will be done at the Vendor's expense.

Billing and Payment Procedures

The USO currently utilizes electronic invoicing. Invoices shall be provided to the USO on a monthly basis by submission to "Coupa Supplier Portal". Instructions on accessing the portal will be provided post-award.

Debrief – Post-award

The Vendor(s) not selected may receive a post-award debriefing provided a written request is submitted to procurement@uso.org within three calendar days from the Notice of an Award. At the USO's sole discretion, the debriefing will be provided verbally.

Protests/Appeals

USO is not a government agency and therefore, USO's procurement decisions, including awards and decisions not to award, resulting from requests for procurement, requests for quotes, requests for information, or other procurement processes, are made in USO's sole discretion and are not subject to protest or right of appeal.



Appendix A: Past Performance Chart

Vendor shall submit the following information as part of the proposal for both the Vendor and proposed major subcontractors. A list of three contracts completed during the past five years, or currently in process, Contracts listed may include those entered into by the federal government, agencies of state and local governments, and commercial clients. Include the following information for each contract and subcontract:

	Contract 1	Contract 2	Contract 3
Name of contract			
Name of client or customer			
Contract type			
Dates of performance			
Total contract value			
Program manager and telephone number			
Contracting officer and telephone number			
Administrative contracting officer, if different from contracting officer, and telephone number			
List of major subcontracts			