



USO Strategic & Creative Agency

REQUEST FOR PROPOSAL

Document Reference USO-CREATIVEAGENCY 2021

December 13, 2021

KEY DATES	
RFP Posted on uso.org and RFPDB sites	December 13, 2021
Request for Proposal Released	December 22, 2021
Deadline for Questions	January 5, 2022
Q&A Shared with all Vendors	January 12, 2022
Deadline for Proposals	February 2, 2022
In-Person or Virtual Presentations (Invite Only)	February 9, 2022 – February 18, 2022
Projected Award Date	February 25, 2022
Projected Start Date	March 4, 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 intent of this Request for Proposal (RFP) is to identify and engage the lead strategic and creative partner for the market activation phase of the USO's Brand Transformation Initiative. This initiative is one of the five Strategic Priorities within the USO Strategic Plan, which was formally adopted by the USO Board of Governors in November 2020. The USO's driving strategic vision is that "The USO is *the* way Americans support all service members and their families." To realize this compelling vision, the USO team is taking action to transform this iconic brand. We will evolve how its critical mission of strengthening service members and their families is positioned and articulated, and we will invest in building awareness, consideration to donate, and donation conversion among a priority segment of the US population. It's worth noting, that in parallel, an effort will be underway to drive higher awareness and brand usage among service members and their families.

We need a highly capable and collaborative strategic and creative agency partner to help us drive toward our Vision. As detailed in the Scope of Work, this engagement will include foundational and ongoing strategic planning support, creative platform and execution development, communication and media channel strategy delivery, marketing asset production management, and holistic account management.

PURPOSE

The USO expects to make one award under this RFP. The period of performance is from March 4, 2022 to December 31, 2022.

The anticipated contract award date is approximately February 25, 2022.

All labor will be delivered through a **Time and Materials Contract**. Invoicing for this T&M agreement will be on a monthly basis until the entire SOW has been completed or the associated agreement is terminated. All invoices payable to the USO are net 30. Awarded vendor may request a pre-payment prior to services rendered to the USO after contract execution; however, amount may not exceed 10% of the entire SOW.

Any travel expenses required to support the contract must be billed on a cost reimbursable basis with no mark-up fee. USO shall reimburse Vendor for reasonable and necessary out-of-pocket expenses incurred in performance of Vendor's obligations under this Scope of Work. Any expenses over \$50 and all long-distance travel and lodging expenses must be approved by USO in advance and substantiated with appropriate documentation.

Reasonable travel and necessary out-of-pocket expenses should be included in this funding, not to exceed \$15,000. Funding for the attached SOW will be between \$650,000 and \$750,000.

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



Submission Deadline

All proposals must be submitted no later than 5 pm (ET) on February 2, 2022.

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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 February 2, 2022.



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BACKGROUND

The USO leadership decided to prioritize the Brand Transformation Initiative for a few key reasons.

- 1) We have seen softening in key Brand Health metrics. In early 2019 among U.S. nonprofit donors age 18+, Total Brand Awareness was 59%, with Top Two Box Donation Intent at only 18%. For the long-term health of the brand, we need to increase Brand Awareness and build greater understanding of the importance of the USO's mission among the American public.
- 2) We have a need to acquire a large number of new, younger donors to counterbalance natural attrition. A significant percentage of the USO's annual funding comes from individual donors. The majority of these donations are received through Direct Mail solicitation, although email solicitation is growing at pace. In 2020, approximately 80% of the Direct Mail donors were age 65+, and ~65% of the email (online) donors were age 55+. Many nonprofits are facing challenges with aging donor populations (average nonprofit donor age in the U.S. in 2020 was 64), however it is an exacerbated issue for the USO.

To obtain key strategic guidance, the USO team is in the process of conducting an attitudinal segmentation of nonprofit donors in Generation X and Millennials (approx. 30 - 55). This research will be used to identify our key target consumer segment(s). This research will provide key outputs needed for this Scope, including demographic, psychographic, and media / retail channel usage of the priority segment(s). We are also including a separate cell of current donors (Baby Boomer/Traditionalists) in this research to make sure that we do not move in a positioning or messaging direction that will alienate them.

- 3) Societal headwinds present a challenge. The "Military-Civilian Divide" is a reality that impacts the relevancy of the USO mission among the U.S. public. The dynamics of military service have changed significantly with generations after Baby Boomers. The U.S. military became an all-volunteer force in 1973, which means that no Gen X American was drafted to serve, unlike generations before. Overall, a smaller percentage of Americans serve in the military than in the past so fewer people have a family member or friend who is serving.
- 4) The USO recently concluded a strategic consolidation effort. The USO is now fully one legal entity after years of having geographically based Charter Centers, along with directly managed locations. The organization is now in a position to develop and execute a fully unified brand positioning.



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 – Develop a Brief

The Vendor will create an insightful, inspiring, and strategically sound creative brief that enables the development of a powerful and effective creative platform and executions. This task, which likely involves the lead account and strategic planning team members, includes all of the foundational work needed to develop the brief. Please note at the beginning of the engagement, the USO team will work quickly to onboard the Vendor through inclusion in ongoing consumer research, providing of key documents and research reports, and discussions with various team members.

Task 1 for this project should include:

- Subtask 1.1: Vendor should outline an approach to lead the client team through a rigorous process to develop the creative brief. The outline should include a timing plan, the roles of Vendor team members who will be involved, and the process or approach to develop the key aspects of the brief, such as Business Objective, Communication Objective, Key Insight, and Primary Communication Point. (Note: Target audience information will be provided by the USO via an attitudinal donor segmentation currently underway.)
- Subtask 1.2: Vendor should provide an overview of how they would approach the development of strategic communication channel guidance. This could include information about in-house media channel expertise and information about your process in this area.

2. Task 2 – Creative Platform & Executions and Communication Channel Strategy Development

The Vendor will develop a creative platform, with supporting executions, that delivers on the aligned brief. The Vendor will develop a communication channel strategy that works in tandem with the creative platform to deliver on the communication objectives with the target consumer, as articulated in the brief.

Task 2 for this project should include:

- Subtask 2.1: Vendor should provide an overview of how they would tackle the creative development piece of this Task. The overview should include process milestones, rationale for their approach, roles of the Vendor team members involved in this phase, a timing plan, and insight into engagement points with the client team.
- Subtask 2.2: Vendor should provide an overview of their approach to the communication channel strategy piece of this Task. The overview should include process milestones, rationale for their approach, roles of the Vendor team members involved in this phase, a timing plan, and insight into engagement points with the client team.

3. Task 3 – Creative Asset Production

The Vendor will lead the production of agreed upon creative assets. These are likely to include the primary Digital assets (such as video, display assets, etc.) If a subcontractor is used for asset production, the USO may require a minimum of three vendor bids, with visibility into the detailed production costs as provided by the competing production vendors selected by the agency.



Task 3 for this project should include:

- Subtask 3.1: Vendor should provide information on their approach to creative production. This could include information on process, roles of involved Vendor team members, process to identify production subcontractors, and a rough timeline. It could also include information on how this process may vary by asset type.

4. Task 4 – Lead Channel Planning Partner

The Vendor will assist the client in developing the full cross-channel plan by collaborating with USO team members responsible for different channels, as well as channel specific agency partners, such as the lead PR firm and the lead Direct Response agency.

Task 4 for this project should include:

- Subtask 4.1: Vendor should provide information on how they approach partnering within an agency team. This information could include your view on “best practices” in this area, and the roles of Vendor team members to accomplish this task.

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	March 4 – May 8, 2022
2. Task 2	April – June 2022
3. Task 3	July – December 2022
4. Task 4	April – December 2022



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.
- Maximum length: 2 pages

Technical Solution

- Describe your proposed approach to each requirement included in the Scope of Work.
- Maximum length: 4 pages not including graphs, graphics, charts, etc.

Management Approach

1. Task 1 – Overview

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.

2. Task 2 - Response to a Brief

The purpose of this task is to provide the USO RFP Evaluation team with a basis for understanding the key capabilities of the Vendor team that is put forward in the proposal. Our goal is to understand how your team leverages your combined expertise to deliver effective creative. Please develop a digital communication asset (such as a short, i.e., less than :60, video, or a small set of digital display assets, or other asset type) in response to this “brief.”

- Target viewer: Non-brand management or marketing USO team member. Could work in Finance, Operations, Corporate Alliances, Major Gifts, or Human Resources on the HQ team, or in Field Operations in various parts of the world. They are not well versed in what a brand is or what having a strong brand can do for the organization.
- Key insight: I don't really understand why we're investing in transforming the USO Brand right now. We seem to be doing fine in delivering the Mission.
- Key takeaway message: Now is the time to transform the USO brand.
- Reasons-to-believe:
 - We are now one USO organization. (Just completed consolidation into one nonprofit organization after years of operating separately by geography.)
 - Declining Brand Health - Too many Americans don't know about the USO or understand what it does. (2019 U.S. Nonprofit donors 18+ ; Total Brand Awareness - 59%; Familiarity Top 2 Box – 38%; Past 2-year donation – 13%)
 - Opportunity to better deliver the mission – Gen Z service members (18–25-year-olds) 49% Aided Awareness – Half of the fastest growing Active-Duty population don't know this brand.
 - A stronger USO brand is more attractive to potential corporate and foundation partners.
- Tone: Down-to-earth, optimistic, trustworthy
- Other information to take into consideration: Strategic Vision provided in the Terms & Conditions document and the USO mission and programs outlined on USO.org.



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
- Maximum length: 3 pages

Proposed Project Team Members

- List proposed project team staff, subcontractors, and consultants. Identify key personnel. For key personnel, state 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.
- Describe your procedure for replacement of identified personnel in this proposal, to include subcontractors and consultants, to account for project team members who become unavailable to complete or unable to perform on this project upon Agreement execution.
- Maximum length: 2 pages not including Resumes. Please provide all project team member's information, as well as potential team members in the instance that members are moved to other projects.

The USO reserves the right to review and approve all project team members if circumstances require new team members. Vendor will provide the USO with resume information for all proposed new team members.

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. If not applicable, please confirm it as such.
- Maximum length: 1 page

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 in place to begin work rapidly. The Vendor must also have the ability to organize and manage resources and personnel effectively.



1. Task 1 - Overview

- Describe projects that are currently being managed.
- Provide a discussion of directly relevant technical and substantive experience, including a list of prior, similar projects.
- Maximum length: 2 pages

2. Task 2 – Case Study

Provide a relevant case study that showcases your agency's capabilities in the key areas of this SOW, including strategic planning, account & project management, creative development & execution, and media channel usage expertise. At minimum, the overview should include articulation of the business problem addressed, relevant key insights, the work created to tackle the problem, and the business / organization / marketing results driven by the work.

We understand that prospective vendors may not have a Case Study exactly matching this scope of work. Therefore, we are providing these factors that enhance the relevancy of the selected case study to the USO scope:

- Recent – from past 2-3 years
- Similar age target consumer – Designed to resonate with Gen X and/or Millennials
- Marketing objectives include Awareness-building, revitalizing or modernizing a “weathered” brand, and/or driving to conversion
- Digital assets/channels are the core of the marketing plan
- Total creative asset production costs in the \$600K-\$700K range
- Annual media spend in the \$4-7million range
- Composition of the team involved in the Case Study is the same/ very similar to the team put forward in the proposal to work on the USO brand

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.
- The projects provided in this section may include the project used in the case study (Corporate Qualifications Task 2.)
- 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.
- Maximum length: 3 pages



Cost Proposal

1. Quote for Services

1.1 Provide a quote in table form that supports the entire Scope of Work, including all expected expenditures and fees. The quote should list key services with corresponding prices. Quotes may be broken out by tasks / subtasks, or by key personnel. Vendors may break out costs by each task/heading within the project, or by key personnel working on the project with expected hours per month. Travel will be reimbursed, at cost, according to USO travel guidelines (based on federal travel regulations).

Sample templates for labor category and rates:

Pricing by Task

Note: Under "Task," please list each task or service from the Scope of Work or group of tasks combined into a project phase. You may add as many rows as necessary.

Task	Due Date	Type of Service/Activity	Rates (broken out by key personnel)	Hours	Direct Cost	Indirect Cost	Total Cost
Task #1							
Task #2							
Task #3							

1.2 **Brief budget narrative** (no more than 2 pages) may be included to clarify unusual budget items or calculations.



TERMS & CONDITIONS

Period of Performance

The period of performance is from March 4, 2022 to December 31, 2022.

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 it determines in its sole discretion 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.

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	35%
Management Approach	40%
Past Performance	5%
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.

Digital assets (e.g., video or display units, etc.) developed for the case study should be provided through a link in the case study documentation to an easy-to-use, password protected platform.

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
 - Technical Task 2
 - Technical Task 3
 - Technical Task 4
 - Management Approach Task 1
 - Management Approach Task 2
 - Management Plan
 - Proposed Project Team Members
 - Subcontracting Plans (If Relevant)
 - Corporate Qualifications Task 1
 - Corporate Qualifications Task 2
 - Past Performance
 - Cost Proposal

Cost (Items & Lots)

- **Enter Total Cost of Your Proposal**



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 February 2, 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 constitute a contract, nor does it 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 February 25, 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 10 months (December 31, 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			