



USO TALENT AGENCY RFP

REQUEST FOR PROPOSAL

Document Reference USO-TALENTAGENCY2023

April 26, 2023

KEY DATES	
RFP Posted	April 26, 2023
Request for Proposal Released	May 3, 2023
Deadline for Questions	May 19, 2023
Projected Questions and Answers Response	May 26, 2023
Deadline for Proposals	June 7, 2023
Downselect Notification	June 26, 2023
Target Week for Presentations	July 10 – 14, 2023
Projected Award Date	August 1, 2023
Projected Start Date	January 1, 2024



ABOUT THE UNITED SERVICE ORGANIZATIONS

OUR MISSION: The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation.

Since 1941, the USO has been the nation's leading charitable organization to serve the men and women in the U.S. military, and their families, throughout their time in uniform. From the moment they join, through their assignments and deployments, and as they transition back to their communities, the USO is always by their side.

Today's USO continuously adapts to the needs of our men and women in uniform and their families, so they can focus on their very important mission. We operate USO centers on or near military installations across the United States and throughout the world, including in combat zones, and in un-staffed USO service sites in places too dangerous for anyone but combat troops to occupy.

USO airport centers throughout the country offer around-the clock hospitality for traveling service members and their families. Our trademark USO entertainment tours bring America and its celebrities to service members who are assigned far from home, to entertain them and convey the gratitude and support of the nation. Our many specialized programs offer a continuum of support to service members throughout their journey of service, from the first time they don the uniform until the last time they take it off.

The USO is not part of the federal government. A congressionally chartered, private organization, the USO relies on the generosity of individuals, organizations and corporations to support its activities, and is powered by a family of dedicated staff and thousands of volunteers to accomplish our mission of connection.

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

**United Service Organizations
2111 Wilson Blvd, Suite 1200
Arlington, Virginia 22201
Phone: (703) 908-5265**



ABOUT GLOBAL USO ENTERTAINMENT

Entertaining troops and families since its founding in 1941, the USO's Global Entertainment department delivers first-class entertainment programming to U.S. military service members and their families. Partnering with the Department of Defense and the entertainment and sports industries, the USO brings a wide variety of high visibility celebrities and athletes to military locations worldwide. Through one of a kind, in-person tours and its Military Virtual Programming (MVP) series, online sessions providing celebrities and service members the chance to interact virtually, the USO creates meaningful interactions that uplift & strengthen service members and their families.

In 2022, the USO delivered 27 tours and 34 MVP sessions to over 40,000 service members and their families, across 30 countries, and 427 military sites including tours to Australia, Colombia, and Greenland.

To date, the MVP series has featured more than 270 celebrity guests, visiting with service members and families from every U.S. state & territory, 39 countries and 29 ships at sea.

USO Global Entertainment also offers worldwide limited on-demand content streaming through its mobile app, to its centers & airport lounges as well as across USO social media platforms. To date, content streamed across USO platforms has garnered over 1 million views and featured artists such as Carrie Underwood, Ne-Yo, Idina Menzel, Ewan McGregor, and Dolly Parton.

The purpose of USO's entertainment program is to uplift & strengthen the Military through entertainment programming featuring recognizable personalities who can positively influence, inspire, and uplift our Military community by sharing their time, Talents, lifestyles and authentic stories.

Talent is defined at the USO as any individual, group or industry partner in the visual arts, culinary arts, literary arts, performing arts, sports, media, or digital media sectors willing to provide their time and skills in support of the USO's mission.

An overview of our 2022 programming & more detail on the overall program can be referenced here:

<https://www.dropbox.com/sh/kpuzv81noazafei/AADVYO-wLPe9XCmzvE-AnVRwa?dl=0>



PROJECT SUMMARY

Global Entertainment is a core program of the USO and its team leads USO's global efforts in:

- Industry engagement across music, comedy, TV/Film, sports, gaming/influencers genres to acquire celebrities and industry partners for mission fulfillment and, at times, high-level fundraising initiatives.
- Execution of high-touch mission fulfillment events (virtual and in-person) with high visibility talent and produces on-demand content to meet its customers anywhere in the world, any time.
- Prioritizing its programming offerings based on military customer needs, interests and content consumption, internal/external military requests and talent availability and interest.

The Vendor selected will demonstrate broad industry relationships, with particular emphasis on music talent and industry relationships, and will have sufficient resources to lead a heavy volume of industry outreach to meet Global Entertainment's needs, to include mission delivery of entertainment as well as support of USO fundraising initiatives.

PURPOSE

The USO expects to make one award under this RFP. The period of performance is **12 months (Jan – 2024 – December 2024)**. The anticipated contract award date is approximately **August 1, 2023**.

This will be a **Time and Materials contract**. All labor will be delivered through a **Time and Materials Contract**. Any related travel expenses required to support the contract if encountered during this contract will be billable on a cost reimbursable basis with no fee. The Vendor will operate at the direction of and receive guidance from the USO.

Anticipated funding for this project will be between \$200,000 - \$275,000

RESERVATION OF RIGHTS

The USO reserves the right to make no award or to cancel the RFP at any time prior to a written contract.



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PROJECT REQUIREMENTS

Scope of Work (SOW)

The Vendor selected will 1) support USO's entertainment programming against the outlined talent booking deliverables below, focusing first on talent that resonates with 18–34-year-olds. and 2) build USO's music artist bookings outside of the country genre.

Vendor responses are being evaluated to ensure best value for the organization.

Technical Proposal

Vendor will work with the USO Global Entertainment Partnerships team to discuss past bookings and relationships with celebrities in order to analyze past history and ways to improve the booking process.

Vendor will coordinate with the USO on requests to celebrities to fulfill its mission delivery programming, working in a seamless manner to address both USO and talent needs during the booking process. Further, Vendor will reach out to entertainment industry contacts on behalf of the USO to help confirm tours and MVP bookings. Likewise, Vendor will consult on and support all key talent bookings for the USO throughout the year.

Vendor will provide monthly reports that provide both quantitative and qualitative results, as well as measure the level of effort required to get the specific tours and events off the ground. Vendor will also create a talent calendar of various tours and events throughout the year to update USO personnel in real time. Further, vendor will provide USO digital access to view real time updates of talent outreach if so desired.

Statement of Understanding

Vendor should demonstrate a clear understanding of the mission of the USO and this project.

Technical and/or Service Requirements

1. Task 1 – Demonstrate level of industry relationships

1. The vendor will provide data and insights into its client roster, clearly demonstrating its level of relationships across the music, TV/Film, sports and gaming genres.
2. The vendor will provide a case study or studies of its work with high visibility talent with a non-profit or cause oriented project.

2. Task 2 – Demonstrate reporting capabilities

1. The vendor will provide an overview of its internal and external data management processes and platforms.
2. The vendor will provide an example of a report it can provide for the USO.

3. Task 3 - Virtual Programming Fulfillment

1. The Vendor will demonstrate its ability to book talent for up to 30 virtual sessions per year, with celebrities and/or industry personalities for USO's MVP (Military Virtual Programming) series within priority genres identified by the entertainment team.



2. The Vendor will demonstrate ability to book Talent for up to 10 interviews per year, utilizing celebrities, emerging Talent or industry personalities for USO's *Open Source* short form digital series, distributed only on the USO app to a military audience.

4. Task 4 – In-Person Fulfillment

1. The Vendor will demonstrate its ability to book talent for in-person Global Entertainment tours:
 - I. 4 music related tours with bands or single musical artists
 - II. 4 tours with film, TV, comedians, athletes, etc.
 - III. 2 Senior Leadership Tours (multi-act tours)

5. Task 5 - High Impact Brand Awareness or Fundraising Initiatives

1. The Vendor will demonstrate ability to recruit celebrity talent to participate in USO Development campaigns:
 - i. Procure 2-4 celebrities for high-level campaigns, including coordination of conversation and any deliverables the celebrity may need to provide USO (photo, video, etc.)
 - ii. Procure 6-8 high visibility celebrities annually for participation in brand awareness asks through increased social traffic and/or funds that contribute to the overall campaign goals.
 - iii. Procure 1-2 celebrities to participate in two annual galas in the Washington, DC and Chicago markets.

Management Approach/Plan

- 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.
- 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.

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 quickly 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 put qualified staff in place 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.
- 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.

Cost Proposal

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 must be broken out by tasks and subtasks. Vendors must include a rate card, and anticipated hours per person per month. Travel will be reimbursed, at cost, according to USO travel guidelines (based on federal travel regulations).

Key Deliverables

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

SOW and/or Task Specific Deliverables	Timing / Dates
Tasks 1 through 5	Ongoing throughout 2024
Outreach reporting	Monthly and/or weekly



Scope of Work Details

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: **12 pages**

Management Approach/Plan

- 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.
- 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: **5 pages**

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
- Maximum length: **1 page**



Corporate Qualifications

The work described in this RFP must be performed quickly 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 put qualified staff in place 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.
- Maximum length: **2 pages**

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. (provided in sourcing event)
- 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.

Cost Proposal

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 must be broken out by tasks and subtasks. Vendors must include a rate card, and anticipated hours per person per month. Travel will be reimbursed, at cost, according to USO travel guidelines (based on federal travel regulations).



TERMS AND CONDITIONS

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.

Security Clearance (If required provide levels, etc. – If not required delete)

Vendor must provide evidence of a Security Clearance necessary to access the U.S. Military bases in Afghanistan, Djibouti, Jordan, Kuwait and Iraq without USO assistance to work on this project.

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 Task 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; Juneteenth; 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 the contract award, the Vendor may be required to sign a Nondisclosure 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 the 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 the 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

The USO will evaluate proposals in compliance with the Scope of Work and requirements stated in this RFP. An award may be made to the Vendor who proposes the best overall value for the USO as determined by USO in its sole discretion. 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 unreasonable 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	40%
Management Approach	30%
Past Performance	10%
Cost	20%

The 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 **Coupa Step-by-Step Documentation**
- Download and review **RFP Document including the Terms and Conditions**

Response 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 RFP Response Forms

Forms

- Upload completed RFP Response Forms

Items and Services

- Enter total proposed cost

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.

Withdrawal or Modification of Proposals

A Vendor may modify or withdraw its proposal on or before **June 9, 2023, at 5:00 pm**. 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 RFQ. 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 **August 1, 2023**.

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 12 months or longer as annual contract renewals are possible based on the needs and requirements of the Locations service. 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 variable cost-plus type 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.