



PUBLIC REATIONS SOCIAL MEDIA SUPPORT 2021

REQUEST FOR PROPOSAL

Document Reference USO-PRSOCIALMEDIA2021

KEY DATES	
Request for Proposal Posting Date	March 6, 2021
Request for Proposal Released	March 15, 2021
Deadline for Questions	March 29, 2021
Projected Questions & Answers Response	April 5, 2021
Deadline for Quotes & Proposals	April 19, 2021
Projected Award Date	April 26, 2021
Projected Start Date	May 3, 2021



ABOUT THE UNITED SERVICE ORGANIZATIONS

Amidst extraordinary global change, United States military service members continue to rise to every challenge our country asks them to face. Each day, they voluntarily make sacrifices for our nation, selflessly stepping into danger to be a force for good in the world. But what does it take to keep them strong? It takes a force – a Force Behind the Forces®.

We are the *Force Behind the Forces*. The USO strengthens America’s military service members by keeping them connected to family, home and country, throughout their service to the nation. We believe that all Americans — united in spirit and action for our service members — can change lives, communities, our military and our country, all for the better. Together, we express America’s gratitude and commitment to the Armed Forces.

Since 1941, the USO, a private, nonprofit organization, has served the men and women in the U.S. military and their families throughout their service – from the moment they join, through their deployments and as they transition back to their communities. Whether they’re in Iraq, South Korea or on the front lines of the COVID-19 pandemic – military members and their families need to know there is a force behind them ensuring that home is always by their side. Through a global network of more than 250 USO centers, the USO provides programs, services and entertainment focused on connection, strengthening, wellness and resiliency.

Although the USO is congressionally chartered and works in close partnership with the Department of Defense, the USO is not part of the federal government. Millions of generous donors, tens of thousands of volunteers and a few hundred employees form the *Force Behind the Forces*. Fueled by the collective impact of this network of military supporters, we go where no other nonprofit organization goes to keep our service members connected to everything that gives meaning to their service.

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

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



PROJECT SUMMARY

The USO seeks an agency that can help execute existing communications plans and operationalize our Give More Than Thanks campaign. In short, we are looking for “arms and legs” as well as strategic counsel. We are looking to hire a firm who has a reputation of doing – not talking or strategizing. We want a firm that has relationships, experience, and knowledge to help us advance our mission.

We are a fast-moving organization that needs an agency that can be nimble, yet organized; can laugh, but know when to focus; and is able to deliver results, but also willing to try and fail – yet get back up and go at it again. We need a firm with fortitude, grit, and determination to succeed in our mission of strengthening the connection between our military, family, home and country.

PURPOSE

The USO expects to make one award under this RFP. The period of performance is **May 3, 2021 – December 31, 2021**. The anticipated contract award date is approximately **April 26, 2021**.

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 in the course of 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.

Funding for the attached SOW will be between \$160,000 to \$185,000.

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



Contents

PURPOSE *iii*

PROJECT REQUIREMENTS 2

Scope of Work (SOW) 2

Cost Proposal 5

TERMS AND CONDITIONS 6

Project Summary..... 6

Purpose 6

Submission Deadline..... 6

Key Deliverables..... 7

Period of Performance..... 7

Other Requirements 7

 Coupa Sourcing Management Software.....7

 Furnishing of Equipment/Property7

 Place of Performance7

 Hours of Service7

 Insurance.....7

 Non-Disclosure Agreement7

 Organizational Conflict of Interest7

 Compliance.....8

 Quote Evaluation Criteria.....8

Post-Submission Information..... 9

 Withdrawal or Modification of Proposals9

 Late Submissions.....9

 Best and Final Offers9

 Retention of Proposals.....10

Post-Award Information 10

 Anticipated Award Date10

 Post-Award Conference/Kickoff Meeting.....10

 Notice to Proceed.....10

 Period of Performance10

 Documentation Requirements.....11

 Basis of Compensation to the Vendor.....11

 Debrief – Post-award.....11

 Protests/Appeals.....11

Appendix A: Past Performance Chart 12



PROJECT REQUIREMENTS

Scope of Work (SOW)

The Vendor selected will provide ongoing counsel, thought leadership & content development, media relations, social media recommendations and reporting & analytics in support of various public relations and strategic communications activities outlined below.

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

Task 1. Ongoing Counsel: Offer strategic perspectives on:

- 1.1 Media strategy
- 1.2 Integrated thought leadership plan
- 1.3 Give More Than Thanks campaign
- 1.4 Key USO activities and milestones

Task 2. Thought Leadership & Content Development:

- 2.1 Build upon existing USO Thought Leadership plan
- 2.2 Identify speaking, podcast, radio, television, op-ed placements and other executive-level opportunities
- 2.3 Create content such as articles, infographics/infographics, bylines, blog posts, white papers, press releases

Task 3. Support for Give More Than Thanks Campaign:

- 3.1 Working with the USO staff, develop plan for Q2-Q4 execution
- 3.2 Identify national earned media opportunities
- 3.3 Pitch long-lead news stories
- 3.4 Develop ideas as extensions for existing campaign activities

Task 4. Provide Support for Planned Activities

- 4.1 Execute on plan to support with media relations, content development and counsel for several activities planned in Q2-Q4 including:
 - 4.1.1 Military Virtual Programming promotion (Ongoing)
 - 4.1.2 USO T-Shirt campaign (May)
 - 4.1.3 Month of the Military and Military Family (May)
 - 4.1.4 Fourth of July (July)
 - 4.1.5 September 11th 20th Anniversary Remembrance (September)
 - 4.1.6 Veterans Day (November)
 - 4.1.7 USO Holidays (December)



Task 5. Media Relations:

- 5.1 On behalf of the USO conduct media relations including drafting media advisories, pitch notes, edit/draft press releases, and journalist engagement for the activities related to activities and programs in addition to Give More Than Thanks campaign
- 5.1 Conduct strategic, ongoing media outreach on behalf of USO's CEO and SLT to top national, broadcast and trade media targets to enhance thought leadership recognition and brand awareness, as well as provide strategic support around inbound inquiries; repurpose existing content for PR where applicable

Task 6. Social Media:

- 6.1 Provide recommendations for social media amplification to extend earned media and thought leadership perspectives online
- 6.2 Develop, with the USO, social media strategies and tactics for its platforms (Facebook, Twitter, LinkedIn, Instagram). Note: Due to DOD restrictions, the USO cannot – at this time – have a presence on TikTok.
- 6.3 Make recommendations for content for USO's audiences
- 6.4 Anticipate and communicate trends, strategies, and tactics that will help the USO meet its operational and fundraising goals.

Task 7. Reporting & Analytics:

- 7.1 Deliver monthly coverage reports—including seasonal analysis to gauge trending topics over time—to feed broader discussion around program priorities, tactics and goals.

Scope of Work Format Detail

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.

1. Statement of Understanding

- State a clear understanding of the mission of the USO and this project.
- Maximum length: 2 pages

2. Technical Solution

- Describe your proposed approach to each requirement included in the Scope of Work.
- Maximum length: 1 page per requirement

3. 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.
- Maximum length: 2 pages



3.1 Management Plan

- Describe the overall plan for organizing, staffing, and managing the tasks required by the Scope of Work. 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: 2 pages

3.2 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. Individual 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.
- Maximum length: 2 pages (excluding resumes)

3.3 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 directly relevant technical and substantive experience (capabilities, skills, resources, team members, etc. that uniquely qualify the Vendor for the Scope of Work).
- Maximum length: 1 page

4 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 at least 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.
- Maximum length: 5 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							

Pricing by Key Personnel

Note: You may add as many rows as necessary.

Name	Title/Role on Project Team	Rate	Hours	Direct Cost	Indirect Cost	Total Cost
Key Person #1						
Key Person #2						
Key Person #3						

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



TERMS AND CONDITIONS

Project Summary

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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 in the course of 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.

Submission Deadline

All quotes and proposals should be submitted on or before 5:00 pm (ET) on **April 19, 2021** through Coupa Sourcing.

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. Strategic counsel on earned and social media trends, topics, and USO activities	Ongoing (May-December 2021)
2. Monthly development of content for social and earned media including pitch notes, press releases, social posts, talking points, and other written content	Monthly (May-December 2021)
SOW and/or Task Specific Deliverables	Timing
3. Public relations support for specific programs such as T-shirt campaign, July 4 th celebration, 9/11 anniversary and other key dates and milestones	Ongoing (May-December 2021)
4. Develop and execute executive and thought leadership campaign, building upon existing USO plans	Plan due June – July 2021 with ongoing activities through December 2021
5. Help the USO secure 50 feature stories about the USO, its centers, and leadership	Ongoing (May-December 2021)
6. Monthly reporting of activities, metrics and analysis	Monthly (May-December 2021)



Period of Performance

The period of performance for the project is **May 3, 2021 – December 31, 2021**.

Other Requirements

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 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; 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. The Vendor, at its own expense, shall provide and maintain Errors and Omissions and Media Liability insurance in support of an awarded contract for the entire duration, including option years.

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)).

Quote 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	35%
Management Approach	35%
Past Performance	10%
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.



The USO utilizes “Coupa Sourcing” for all Vendor Bidding

- **Supplier Response**
 - **Format**
 - All text should be Calibri 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 ‘**Terms & Conditions**’
 - Download ‘**Coupa Step-By-Step Documentation**’
 - Download ‘**Cover Letter**’ Guide
 - Upload completed “**Cover Letter**”
 - Upload “**Presentation**” (if applicable)
 - **Forms**
 - **Download** “Scope of Work” Questionnaires
 - Technical Solution
 - Management Solution
 - Corporate Qualifications
 - Past Performance
 - Cost Proposal
 - **Upload** completed responses to each “Scope of Work” Questionnaire
 - **Items and Lots**
 - Add total cost

Post-Submission Information

Withdrawal or Modification of Proposals

A Vendor may modify or withdraw its proposal on or before **April 12, 2021, 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 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 **April 26, 2021**.

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 8 months (December 31, 2021)**. 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			