

<b>SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS</b> <i>OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30</i>				1. REQUISITION NUMBER		PAGE 1 OF 23		
2. CONTRACT NO.		3. AWARD/EFFECTIVE DATE	4. ORDER NUMBER		5. SOLICITATION NUMBER FA7014-15-R-5021		6. SOLICITATION ISSUE DATE 27-Aug-2015	
7. FOR SOLICITATION INFORMATION CALL:		a. NAME MELISSA TAMAYO			b. TELEPHONE NUMBER (No Collect Calls) 240-612-6138		8. OFFER DUE DATE/LOCAL TIME 10:00 AM 14 Sep 2015	
9. ISSUED BY FA7014- AIR FORCE DISTRICT OF WASHINGTON 1500 W PERIMETER RD SUITE 2720 (PK) ANDREWS AFB MD 20762  TEL: FAX:			CODE FA7014		10. THIS ACQUISITION IS <input type="checkbox"/> UNRESTRICTED <input checked="" type="checkbox"/> SET ASIDE: 100% FOR <input checked="" type="checkbox"/> SB <input type="checkbox"/> HUBZONE SB <input type="checkbox"/> 8(A) <input type="checkbox"/> SVC-DISABLED VET-OWNED SB <input type="checkbox"/> EMERGING SB SIZE STD: \$15M NAICS: 541613		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE	12. DISCOUNT TERMS
15. DELIVER TO SAF/PA - F1AF2G LT COL DAVE KOEWLER 1690 AIR FORCE PENTAGON RM 4A120 WASHINGTON DC 20330-1690 TEL: 703-697-1046 FAX: 703-693-9452			CODE F1AF2G		16. ADMINISTERED BY CODE			
17a. CONTRACTOR/OFFEROR   TEL.			CODE		18a. PAYMENT WILL BE MADE BY CODE			
FACILITY CODE								
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM				
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES				21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
<b>SEE SCHEDULE</b>								
25. ACCOUNTING AND APPROPRIATION DATA						26. TOTAL AWARD AMOUNT (For Govt. Use Only)		
<input checked="" type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1. 52.212-4. FAR 52.212-3. 52.212-5 ARE ATTACHED. ADDENDA <input checked="" type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED								
<input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED								
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <u>1</u> COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN. <input checked="" type="checkbox"/>					29. AWARD OF CONTRACT: REFERENCE <input type="checkbox"/> OFFER DATED . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)			31c. DATE SIGNED	
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)			30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT)			
					TEL: EMAIL:			

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS  
(CONTINUED)**

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
<p><b>SEE SCHEDULE</b></p>					

32a. QUANTITY IN COLUMN 21 HAS BEEN  
 RECEIVED  INSPECTED  ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED: \_\_\_\_\_

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE
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32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE
	32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE

33. SHIP NUMBER	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	37. CHECK NUMBER
<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL				

38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY
------------------------	------------------------	-------------

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT	42a. RECEIVED BY ( <i>Print</i> )		
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER	41c. DATE	42b. RECEIVED AT ( <i>Location</i> )	
		42c. DATE REC'D ( <i>YY/MM/DD</i> )	42d. TOTAL CONTAINERS

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with the services described in the PWS. FOB: Destination SIGNAL CODE: A	1	Lot		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
5001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
6001 OPTION	Executive Management Social Media Review FFP Non-personal services. The contractor shall provide all tools, transportation, supplies, labor, materials, equipment and supervision necessary to provide the SAF/PA with an additional month of research services on social media, using the same personnel used for the services in CLIN 0001. Deliverables will be draft findings and final report in accordance with the PWS. FOB: Destination SIGNAL CODE: A	1	Months		

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NET AMT

**INSPECTION AND ACCEPTANCE TERMS**

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
3001	Destination	Government	Destination	Government
4001	Destination	Government	Destination	Government
5001	Destination	Government	Destination	Government
6001	Destination	Government	Destination	Government

**DELIVERY INFORMATION**

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 22-SEP-2015 TO 21-DEC-2015	N/A	SAF/PA - F1AF2G LT COL DAVE KOEWLER 1690 AIR FORCE PENTAGON RM 4A120 WASHINGTON DC 20330-1690 703-697-1046 FOB: Destination	F1AF2G

1001	POP 22-DEC-2015 TO 21-JAN-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G
2001	POP 22-JAN-2016 TO 21-FEB-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G
3001	POP 22-FEB-2016 TO 21-MAR-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G
4001	POP 22-MAR-2016 TO 21-APR-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G
5001	POP 22-APR-2016 TO 21-MAY-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G
6001	POP 22-MAY-2016 TO 21-JUN-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F1AF2G

#### CLAUSES INCORPORATED BY REFERENCE

252.201-7000	Contracting Officer's Representative	DEC 1991
252.203-7000	Requirements Relating to Compensation of Former DoD Officials	SEP 2011
252.203-7002	Requirement to Inform Employees of Whistleblower Rights	SEP 2013
252.203-7005	Representation Relating to Compensation of Former DoD Officials	NOV 2011
252.204-7000	Disclosure Of Information	AUG 2013
252.204-7003	Control Of Government Personnel Work Product	APR 1992
252.204-7004 Alt A	System for Award Management Alternate A	FEB 2014
252.204-7012	Safeguarding of Unclassified Controlled Technical Information	NOV 2013
252.209-7004	Subcontracting With Firms That Are Owned or Controlled By The Government of a Country that is a State Sponsor of Terrorism	DEC 2014
252.232-7003	Electronic Submission of Payment Requests and Receiving Reports	JUN 2012
252.232-7010	Levies on Contract Payments	DEC 2006
252.243-7001	Pricing Of Contract Modifications	DEC 1991
252.243-7002	Requests for Equitable Adjustment	DEC 2012
252.244-7000	Subcontracts for Commercial Items	JUN 2013

#### CLAUSES INCORPORATED BY FULL TEXT

##### 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 3 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 7 days before

the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 12 months.

(End of clause)

#### 252.232-7006 WIDE AREA WORKFLOW PAYMENT INSTRUCTIONS (MAY 2013)

(a) Definitions. As used in this clause--

Department of Defense Activity Address Code (DoDAAC) is a six position code that uniquely identifies a unit, activity, or organization.

Document type means the type of payment request or receiving report available for creation in Wide Area WorkFlow (WAWF).

Local processing office (LPO) is the office responsible for payment certification when payment certification is done external to the entitlement system.

(b) Electronic invoicing. The WAWF system is the method to electronically process vendor payment requests and receiving reports, as authorized by DFARS 252.232-7003, Electronic Submission of Payment Requests and Receiving Reports.

(c) WAWF access. To access WAWF, the Contractor shall--

(1) Have a designated electronic business point of contact in the System for Award Management at <https://www.acquisition.gov>; and

(2) Be registered to use WAWF at <https://wawf.eb.mil/> following the step-by-step procedures for self-registration available at this Web site.

(d) WAWF training. The Contractor should follow the training instructions of the WAWF Web-Based Training Course and use the Practice Training Site before submitting payment requests through WAWF. Both can be accessed by selecting the "Web Based Training" link on the WAWF home page at <https://wawf.eb.mil/>.

(e) WAWF methods of document submission. Document submissions may be via Web entry, Electronic Data Interchange, or File Transfer Protocol.

(f) WAWF payment instructions. The Contractor must use the following information when submitting payment requests and receiving reports in WAWF for this contract/order:

(1) Document type. The Contractor shall use the following document type(s).

2-in-1

(2) Inspection/acceptance location. The Contractor shall select the following inspection/acceptance location(s) in WAWF, as specified by the contracting officer.

F1AF2G

(3) Document routing. The Contractor shall use the information in the Routing Data Table below only to fill in applicable fields in WAWF when creating payment requests and receiving reports in the system.

Routing Data Table\*

Field Name in WAWF	Data to be entered in WAWF
Pay Official DoDAAC	F67100
Issue By DoDAAC	FA7014
Admin DoDAAC	FA7014
Inspect By DoDAAC	F1AF2G
Ship To Code	N/A
Ship From Code	N/A
Mark For Code	N/A
Service Approver (DoDAAC)	F1AF2G
Service Acceptor (DoDAAC)	F1AF2G
Accept at Other DoDAAC	N/A
LPO DoDAAC	N/A
DCAA Auditor DoDAAC	N/A
Other DoDAAC(s)	N/A

(4) Payment request and supporting documentation. The Contractor shall ensure a payment request includes appropriate contract line item and subline item descriptions of the work performed or supplies delivered, unit price/cost per unit, fee (if applicable), and all relevant back-up documentation, as defined in DFARS Appendix F, (e.g. timesheets) in support of each payment request.

(5) WAWF email notifications. The Contractor shall enter the email address identified below in the “Send Additional Email Notifications” field of WAWF once a document is submitted in the system.

Not applicable

(g) WAWF point of contact. (1) The Contractor may obtain clarification regarding invoicing in WAWF from the following contracting activity's WAWF point of contact.

Cassidy Noble	cassidy.m.noble2.civ@mail.mil	240-612-5953
Michelle Beasley-Odum	Michelle.R.Beasley-Odum.Civ@mail.mil	240-612-5906
Alfred Young	alfred.young3.ctr@mail.mil	2406125912
LIEZL. MOORE	liezl.t.moore.ctr@mail.mil	240-612-5929
Mary Logan	mary.j.logan4.civ@mail.mil	240-612-5941

(2) For technical WAWF help, contact the WAWF helpdesk at 866-618-5988.

(End of clause)

## 5352.201-9101 Ombudsman

As prescribed in 5301.9103, insert the following clause:

## OMBUDSMAN (APR 2014)

(a) An ombudsman has been appointed to hear and facilitate the resolution of concerns from offers, potential offers, and others for this acquisition. When requested, the ombudsman will maintain strict confidentiality as to the source of the concern. The existence of the ombudsman does not affect the authority of the program manager, contracting officer, or source selection official. Further, the ombudsman does not participate in the evaluation of proposals, the source selection process, or the adjudication of protests or formal contract disputes. The ombudsman may refer the interested party to another official who can resolve the concern.

(b) Before consulting with an ombudsman, interested parties must first address their concerns, issues, disagreements, and/or recommendations to the contracting officer for resolution. Consulting an ombudsman does not alter or postpone the timelines for any other processes (e.g., agency level bid protests, GAO bid protests, requests for debriefings, employee-employer actions, contests of OMB Circular A-76 competition performance decisions).

(c) If resolution cannot be made by the contracting officer, the interested party may contact the ombudsman, AFDW/PK Deputy at Phone # 240-612-6110, 1500 W Perimeter RD Suite 5750, Joint Base Andrews MD 20762. Concerns, issues, disagreements, and recommendations that cannot be resolved at the Center/MAJCOM/DRU/HQ AFICA/AFISRA/SMC ombudsman level, may be brought by the interested party for further consideration to the Air Force ombudsman, Associate Deputy Assistant Secretary (ADAS) (Contracting), SAF/AQC, 1060 Air Force Pentagon, Washington DC 20330-1060, phone number (571) 256-2395, facsimile number (571) 256-2431.

(d) The ombudsman has no authority to render a decision that binds the agency.

(e) Do not contact the ombudsman to request copies of the solicitation, verify offer due date, or clarify technical requirements. Such inquiries shall be directed to the Contracting Officer.

ADDENDUM TO FAR 52.212-1

**IMPORTANT:** Notice to Offeror(s)/Supplier(s): Funds are not presently available for this effort. No award will be made under this solicitation until funds are available. The Government reserves the right to cancel this solicitation, either before or after the closing date. In the event the Government cancels this solicitation, the Government has no obligation to reimburse an offeror for any costs.

ADDENDUM TO FAR 52.212-1 – Instructions to Offerors – Commercial Items. (Apr 2014)

The following are hereby deleted from the basic clause:

(h) Multiple awards is hereby removed.

The following instructions are hereby added to the basic clause:

(b)(4) **Factor 2 – Technical.** The offeror shall submit a technical volume as part of its proposal. The technical proposal shall be clear, concise, and include sufficient detail that substantiates stated claims. The proposal shall not simply rephrase or restate the Government’s requirements, but rather provide convincing rationale to address how the Offeror intends to meet requirements. Offerors shall assume that the Government has no prior knowledge of the Offeror’s capabilities. The Government will base its evaluation primarily on the information presented in the proposal, but the Government may consider additional sources at its discretion. The technical proposal will be limited to fifteen pages. The technical proposal will be incorporated into any resulting contract. The page limitation does not include the cover page, table of contents, Knowledge, Skill and Ability (KSA)/qualifications, sample audit, strategic plan and key personnel resumes. The technical proposal must address the following:

**Subfactor - 1 Sample Audit and Strategic Plan:** The offeror must provide a sample product of an enterprise-wide social media audit and strategic plan that resulted from a consultation it led or one led by its key personnel whose qualifications are listed in the past performance volume.

**Subfactor - 2 Technical Approach:** The proposal must clearly address offeror’s understanding of the PWS requirements and the personnel resources and skill sets (number and mix) necessary to fulfill the PWS requirements. The offeror must provide the labor category for the tasks as well as the minimum KSAs, education, and qualifications it will provide for each labor category. Additionally, the technical proposal must explain how the number and mix of personnel proposed will be successful in completing the requirements in the short timeframe of this requirement.

(b)(10) **Factor 1 – Past Performance.** The offeror shall submit a past performance volume as part of its proposal. Only references for relevant work are desired. Offerors are cautioned that the Government may use data provided by each offeror and data obtained from other sources in the evaluation of past performance. The offeror and its key personnel shall submit a client authorization form allowing the references to speak with the Government regarding its past performance. Offeror shall submit a list of its recent and relevant past performance data on contracts within the past three (3) years. The offeror shall provide this information on itself and its key personnel.

(i) This volume is limited to a maximum of five (5) references for the company and there is no limit to the information on the key personnel’s past performance. The following information must be provided for each reference:

Company/Division Name  
 Program Title, Contracting Agency  
 Contract Number (when applicable)

Brief Description of the Contract/Effort  
 Type of Contract (if applicable)  
 Period of Performance  
 Original Contract Value (\$) and Current Value (\$) (if applicable)  
 Point of Contact Name, Address, Telephone Number and Email  
 Comments regarding any known performance determined unacceptable to the customer, or not in accordance with contract terms and conditions.

(ii) For a contract to be considered recent, the contract must have been performed or completed within the past three years. For Key Personnel experience to be considered recent, it must have occurred within the past 10 years. Relevance, as related to this contract, is defined in the addendum to FAR 52.212-2.

(iii) If a joint venture or teaming arrangement is contemplated, provide complete information as to the arrangement, including any relevant and recent past performance information on previous teaming arrangements or joint ventures with the same partner. If this is a first time joint effort, each party to the arrangement must provide a list of past, present, recent, and relevant contracts.

(c) Period for acceptance of offers. The offeror agrees to hold the prices in its offer firm for 120 calendar days from the date specified for receipt of offers.

ADDENDUM TO FAR 52.212-2

ADDENDUM TO FAR 52.212-2 EVALUATION--COMMERCIAL ITEMS (OCT 2014)

(a) The Government will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government, price and other factors considered. The following factors shall be used to evaluate offers:

1. Past Performance
2. Technical
3. Price

Past Performance and Technical, when combined, are significantly more important than cost or price.

(b) Options. The Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. The Government may determine that an offer is unacceptable if the option prices are significantly unbalanced. Evaluation of options shall not obligate the Government to exercise the option(s).

(c) A written notice of award or acceptance of an offer, mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer, shall result in a binding contract without further action by either party. Before the offer's specified expiration time, the Government may accept an offer (or part of an offer), whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award.

(d) The Government will select the best overall offer, based upon a comparative assessment of Technical/Technical Risk, Past Performance, and Cost/Price. A contract may be awarded to the offeror who is deemed responsible in accordance with the FAR, as supplemented, whose proposal conforms to the solicitation's requirements (to include all stated terms, conditions, and all other information required by 52.212-1 and the addendum to 52.212-1, and is judged, based on the evaluation factors and subfactors to represent the best value to the Government. The Government seeks to award to the offeror who gives the Air Force the greatest confidence that it will best meet, or exceed, the requirements. This may result in an award to a higher rated, higher priced offeror, where the decision is consistent with the evaluation factors, and the Contracting Officer reasonably determines that the technical and/or overall business approach and/or past performance of the higher price offeror outweighs the cost difference. The Contracting Officer will base the source selection decision on a comparative assessment of proposals against all source selection criteria in the solicitation (described below). While the Government source selection evaluation team and the Contracting Officer will strive for maximum objectivity, the source selection process, by its nature, is subjective; and therefore, professional judgment is implicit throughout the entire process.

(e) This Task Order is a small business set-aside under the One Acquisition Solution for Integrated Services (OASIS) Small Business (SB) Indefinite Delivery/Indefinite Quality (IDIQ). The Government intends to award one (1) contract for the SAF/PA Executive Management Social Media Review Services; however, the Government reserves the right to make no award at all. This acquisition will result in a Firm Fixed Price contract.

(f) If more than five offers are received, the Government will establish an evaluation pool for efficiency purposes. To determine this pool, the proposals will be quickly reviewed to determine the five offers with the most relevant and recent past performance by its key personnel and the company, as defined in PWS paragraph 4.3.3. Key personnel past performance will be considered during this review to determine the evaluation pool.

(g) **FACTOR 1: Past Performance.** Those included in the evaluation pool will be scheduled for oral presentations, to be given by the offeror's key personnel. We will conduct oral presentations locally, in the Washington DC area about 21 and 22 September 2015. The presentation will be part of the past performance evaluation.

(1) Offerors will earn strengths and weaknesses on its key personnel during oral presentations based on information provided about key personnel demonstrated experience and expertise:

- leading social media strategy, plans, assessments, and operations at a large (fortune 500 equivalent) company or non-profit
- leading social media strategy consulting activities for large non-government organizations, resulting in enterprise-wide social media strategies

- in social media based on results/effectiveness (e.g. the experience above should be with a company recognized as performing extremely well in social media).
- with the full range of social media strategies, from tactical level engagements and content planning to integration of all platforms with organizational-level strategies and goals.
- interacting at the CEO level in order to integrate broad-based social media strategies.

(2) The company will be evaluated for past performance based on recency and relevancy using both the key personnel past performance and its own past performance. Recency is defined as performance that has occurred within the last three years from the proposal due date. Relevancy is defined in Table 1 below. An overall past performance confidence rating will be assigned by the evaluation team at the factor level, based on the information obtained from references, the oral presentations and any other means available to the Government (such as PPIRS, other Government personnel, etc.). The overall confidence rating will be assigned using the definitions in Table 2.

Table 1 – Past Performance Relevancy Ratings	
Rating	Definition
VERY RELEVANT	Present/past performance effort involved both the company and its key personnel performing an enterprise-wide social media audit and strategic plan for a Fortune 500 equivalent company that resulted from the audit.
RELEVANT	Present/past performance effort involved either the company or its key personnel performing an enterprise-wide social media audit and strategic plan for a Fortune 500 equivalent company that resulted from the audit.
SOMEWHAT RELEVANT	Present/past performance effort involved either the company or its key personnel performing an enterprise-wide social media audit and strategic plan for a commercial company that resulted from the audit.
NOT RELEVANT	Present/past performance effort involved neither an enterprise-wide social media audit nor a strategic plan resulting from the audit.

TABLE 2 – PERFORMANCE CONFIDENCE ASSESSMENTS	
Rating	Description
SUBSTANTIAL CONFIDENCE	Based on the offeror's recent/relevant performance record, the Government has a high expectation that the offeror will successfully perform the required effort.
SATISFACTORY CONFIDENCE	Based on the offeror's recent/relevant performance record, the Government has a reasonable expectation that the offeror will successfully perform the required effort.
LIMITED CONFIDENCE	Based on the offeror's recent/relevant performance record, the Government has a low expectation that the offeror will successfully perform the required effort.
NO CONFIDENCE	Based on the offeror's recent/relevant performance record, the Government has a no expectation that the offeror will be able to successfully perform the required effort.
UNKNOWN CONFIDENCE (NEUTRAL)	No recent/relevant performance record is available or the offeror's performance record is so sparse that no meaningful confidence assessment rating can be reasonably assigned.

(h) **Factor 2: Technical.** The technical evaluation will be performed after the past performance evaluation as follows:

(1) **Subfactor - 1 Sample Audit and Strategic Plan .** The sample audit and strategic plan will be evaluated on:

- Assessment of current social media activity/presence/public perception versus organizational priorities and objectives
- Assessment of the organization's "brand" within social media
- Assessment of reach, cross channel integration, metrics and performance measures
- Audience understanding and prioritization
- Prioritization and optimization of platforms and accounts
- Alignment of platforms/channels with strategic objectives
- Identification of key influencers and associated engagement strategies
- Organizational structure and process for crisis management as well as long-term engagement and narrative development
- Content and engagement best practices aligned with organizational objectives

(2) **Subfactor - 2 Technical Approach.** The technical approach will be evaluated to determine the offerors understanding of the requirement and whether there is adequate skill sets, mix and number of personnel proposed to fulfill the tasks of the PWS. This requirement is met when the proposal **clearly** addresses adequate knowledge, skills, abilities, qualifications and labor mixes the offeror will provide the Government to perform the requirements of the PWS.

(i) An overall technical/risk rating will be assigned by the evaluation team at the factor level using the ratings and definitions in Table 3.

TABLE 3 – TECHNICAL/RISK RATINGS		
Color	Rating	Description
Blue	Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. Strengths far outweigh any weaknesses. Risk of unsuccessful performance is very low.
Purple	Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low.
Green	Acceptable	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance. Risk of unsuccessful performance is no worse than moderate.
Yellow	Marginal	Proposal does not clearly meet requirements and has not demonstrated an adequate approach and understanding of the requirements. The proposal has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.
Red	Unacceptable	Proposal does not meet requirements and contains one or more deficiencies. Proposal is unawardable.

(j) **Factor 3: Price.** The offeror's proposal will be evaluated using one or more of the techniques defined in FAR 15.404, in order to ensure it is fair and reasonable. The Government will evaluate the affordability of each offeror's Cost/Price by comparing the total proposed price to the budgetary information available to the Government.

(k) The Contracting Officer will select the source whose proposal offers the best value to the Government in accordance with the established criteria in this RFP. Trade-offs may be utilized to award to the best-value source based on a comparative assessment of the evaluated proposals in accordance with the established criteria and with consideration of the recommendations and minority opinions presented to the Contracting Officer.

(End of provision)

PWS

Secretary of the Air Force Public Affairs

Performance Work Statement (PWS)

For

Air Force Public Affairs Executive Management Social Media Review

12 August 2015

**1.0 INTRODUCTION/BACKGROUND.** The Secretary of the Air Force Office of Public Affairs (SAF/PA) is the principal staff director and advisor to the Secretary of the Air Force (SecAF) and Chief of Staff of the Air Force (CSAF) on internal/external communications, social media communication activities and opinion research, among other duties. In support of this mission, SAF/PA has a requirement for contractor support to conduct an independent strategic review of Air Force effectiveness on social media, to include an audit and assessment of current operations, effectiveness, and recommendations for future content and engagement strategies. The contractor will be responsible for providing best practices and actionable paths to guide Air Force social media communication strategy in alignment with overall Air Force priorities and goals, while increasing branding recognition and consistency.

**2.0 OBJECTIVE.** The contractor shall provide all services including materials, equipment, facilities, and travel (except as otherwise specified in this contract) necessary to provide SAF/PA with an executive level review of Air Force social media practices. The executive level review will include Final Report, Executive Level Out-briefings and Final Briefing Slides. These products will provide a strategic review of social media effectiveness to ensure correct alignment and execution with Air Force strategic priorities and goals, identification of best practices and actionable paths to improve agility within social media, and other findings to ensure most effective use of social media platforms for the Air Force at the strategic level. They will also provide an audit that will at minimum assess current Air Force social media activity, presence, and public perception compared to Air Force organizational priorities and objectives. The audit will include an assessment of the Air Force's brand within social media. Additionally, the audit of social media efforts will include an analysis and report on audiences, topics and themes, channel selection, editorial calendars, micro content formats, employee guidelines and crisis plans, integration with content marketing, employee participation, fan/advocate participation, metrics and other key performance indicators.

**3.0 REFERENCE.** N/A

**4.0 TASK REQUIREMENTS.** Contract personnel supporting this contract must be capable of working independently. The personnel must have extensive experience in conducting similar social media strategic reviews and consultations for senior executives at multiple Fortune 500 level corporations or equivalent organizations. The contractor must have demonstrated skill and experience developing presentations and briefing complex results and implications to senior level executives. The contract support employees will be qualified and required to perform the following duties:

**4.1 Task 1 – Program-Level Program Management**

**4.1.1 Subtask 1-1. Program-Level Program Management.** The contractor shall provide the technical and functional activities at the contract level needed to manage the tasks of this PWS.

**4.1.2** Subtask 1-2. Task Order Management. Within 7 days of the start of work, Contractor shall attend a kick off meeting specific to the task order requirement with the COR and the Contracting Officer. During the kick-off meeting the contractor shall provide a schedule of activities.

**4.1.3** Subtask 1-3. The contractor will also schedule and conduct a bi-weekly status report addressing progress, accomplishments, work planned, and problems encountered for each task.

## **4.2 Task 2 – Social Media Audit and Consultation.**

**4.2.1** Subtask 2-1. The contractor shall conduct an independent strategic review that covers the spectrum of all Air Force owned social media accounts to include an audit and assessment of current operations, effectiveness, and recommendations for future content and engagement strategies. The review will focus on the social media accounts sponsored by the Air Force and by Senior Air Force Leadership (SecAF, CSAF, General Officers, Commanders and Chiefs), but will also cover the interactions and roles of accounts at all other levels, to include the MAJCOM, Base, Wing, Squadron, and Unit level. The contractor will be responsible for providing best practices and actionable paths to guide Air Force social media communication strategy in alignment with overall Air Force priorities and goals, while increasing branding recognition and consistency.

**4.2.2** Subtask 2-2. Initial Assessment of USAF Effectiveness and Findings. The contractor shall provide an initial assessment of USAF social media account effectiveness and audit findings. The contractor will provide an update to SAF/PA to review initial findings within 30 days of contract start date.

**4.2.3** Subtask 2-3. Draft Briefing Slides and Draft Report. The contractor shall provide initial draft briefing slides and a draft report, targeted to Senior Air Force Leaders, to cover all key findings and recommendations. Due within 60 days of contract start date.

**4.2.4** Subtask 2-4. Final Briefing Slides. The contractor shall provide a final briefing slide deck 75 days after contract start date.

**4.2.5** Subtask 2-5. Senior Leader Out briefs. The contractor shall provide and deliver out-briefings for senior AF leaders to include SecAF and CSAF 90 days after the contract start date.

**4.2.6** Subtask 2-6. Final Report. Completed 90 days after start of contract

**4.2.7** Subtask 2-7. Strategic Plan. The contractor shall provide a strategic plan, in Microsoft Office, to guide social media effectiveness to ensure correct alignment and execution with Air Force strategic priorities and goals, identification of best practices and actionable paths to improve agility within social media, and recommendations to ensure most effective use of social media platforms for the Air Force at the strategic level. The strategic plan for social media efforts

will include best practices to address, at a minimum, the Objectives outlined in PWS paragraph 2.0. Completed 90 days after start of contract.

### **Roles and Responsibilities.**

**4.2.8** The contractor shall provide an individual to facilitate government-contractor communications. This individual shall be responsible for the performance of the work and shall be the Contracting Officer's Representative's (COR's) point of contact for program management issues. The contractor POC, and an alternate or alternates, who shall act for the contractor when the primary POC is absent, shall be designated in writing to the COR. The contractor primary POC or alternate(s) will have full authority to act for the contractor on all contract matters relating to daily operations. During business days the contractor POC or alternate(s) must be reachable by phone and/or email during normal government business hours, 7:30 am - 5:30 pm ET.

**4.2.9** The contractor POC shall have a minimum of four (4) years of senior-level management experience, leading multi-disciplined teams. The contractor POC shall have a minimum of four (4) years of senior level project management experience, including requirement gathering, design, implementation, and program management.

**4.3 KEY PERSONNEL.** Key personnel shall be identified in the contractor's proposal. This individual shall not be changed, substituted during the duration of the contract without pre-approval by the Contracting Officer. Personnel substitution shall have equal or greater qualifications.

The contractor shall provide an executive-level social media consultant who has previous experience in social media consulting at Fortune 500 level companies, non-profit or their equivalent. The consultant shall have experience interacting at the CEO level to develop and integrate broad-based social media strategies for large corporations. The executive-level consultant shall have experience leading social media strategy consulting activities for large non-government organizations, resulting in enterprise-wide social media strategies. The individual shall also have demonstrated expertise in social media based on results/effectiveness within a Fortune 500 level company. The consultant shall have expertise and experience of a full range of social media strategies ranging from tactical level engagements and content planning to integration of all platforms with organizational strategies and goals. Contractor must have excellent writing skills and be able to communicate orally and in writing. The executive-level social media consultant shall be involved in all meetings and briefings with senior Air Force leadership.

**4.4 Deliverables.** The contractor shall provide Contract deliverable(s) in Microsoft Office. The Contracting Officer does not require copies of listed deliverables. All deliverables will be reviewed for timeliness and accuracy. If a deliverable due date falls on a weekend or holiday, the Contractor shall submit the deliverable on the last work day prior to the due date.

Clarity - Work products will be clear and concise. Writing shall meet college Baccalaureate degree standards for English grammar, spelling, and composition.

<b>Table 1 - Deliverables</b>		
<b>Deliverables</b>	<b>PWS Reference</b>	<b>Due Date</b>
Bi-Weekly Status Report	4.1.3	Start within the first 7 days of the start of the contract, and occurs every 14 days or less afterwards
Initial Assessment and Findings	4.2.2	Within 30 days after start of contract
Draft Briefing Slides and Draft Report	4.2.3	Within 60 days after start of contract
Final Briefing Slides	4.2.4	75 days after start of contract
Senior Leader Outbrief	4.2.5	Completed 90 days after start of contract
Final Report	4.2.6	Completed 90 days after start of contract
Strategic Plan	4.2.7	Completed 90 days after start of contract

**Services Summary:** Attachment A

## **5.0 GOVERNMENT FURNISHED PROPERTY/INFORMATION**

**5.1 Air Force Communication Messages and Themes.** The government shall provide documentation outlining intended Air Force messaging for all relevant topics. Actual document titles and format will vary. Documentation will be emailed to the contractor and/or posted on a Share Point web site for the contractor to access. All documentation will be managed as “For Official Use Only” and shall be handled appropriately by the contractor. Documentation shall be destroyed upon supersedence or upon contract completion, whichever comes first.

**5.2 Government Provided Equipment/Office.** No government –furnished equipment will be made available to the contractor during the period of performance. The contractor shall provide all necessary equipment to fulfill the requirements of the contract (i.e. CAC readers, computers, etc.).

**5.3 Data.** The Government has unlimited rights to all deliverables of this contract to include intellectual property rights.

**5.3.1** Documents, data files, reports, correspondence, and all other documents and writings, together with any charts, graphs, tables, illustrations, photographs, images, and other illustrative, explanatory, historical documents related thereto or independent thereof, regardless of the medium (or media) by which they were produced, preserved, stored, or created in connection with or for purpose(s) of work performed under this PWS and contract, are property of the government and shall be delivered to the COR promptly, upon request.

**5.3.2** The contractor agrees to assume responsibility for protecting the confidentiality of government records which are not considered public information and may be exempt from

disclosure under the Freedom of Information Act/ and or the Privacy Act. Each contractor or employee of the contractor to whom information may be made available or disclosed shall be notified in writing by the contractor that such information may be disclosed only for purposes and to the extent authorized herein. The contractor shall not release any information related to this contract to the public, media or other unauthorized persons or organizations unless the government has conducted the appropriate security review and granted written approval.

**5.4 Traffic Laws.** The contractor and its employees shall comply with base traffic regulations.

**5.5 Weapons, Firearms, and Ammunition.** Contractor employees are prohibited from possessing weapons, firearms, or ammunition, on themselves or within their contractor-owned vehicle or privately-owned vehicle while on the Pentagon reservation.

**5.6 For Official Use Only (FOUO).** The contractor shall comply with DoD 5400.7-R, Chapter 4, DoD Freedom of Information Act (FOIA) Program, requirements. This regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding FOUO material.

**5.7 Reporting Requirements.** Contractor personnel shall report to an appropriate authority any information or circumstances of which they are aware may pose a threat to the security of DOD personnel, contractor personnel, resources, and classified or unclassified defense information. Contractor employees shall be briefed by their immediate supervisor upon initial on-base assignment.

**5.8 Physical Security.** The contractor shall be responsible for safeguarding all government property and controlled forms provided for contractor use. At the end of each work period, all government facilities, equipment, and materials shall be secured.

## **5.9 ADMINISTRATION CONSIDERATIONS**

**5.9.1 Place of Performance.** The primary place of performance shall be the contractor's facility to perform and accomplish tasks identified in this task order. Coordinate visits to the Pentagon Reservation with the COR.

**5.9.2 Contractor Inventory.** In accordance with Section 8108 of Public Law 112-10 of the Department of Defense and Full-Year Continuing Appropriations Action, 2011.

**5.9.3** The Contractor shall report ALL labor hours required for performance of services provided under this Contract via the secure Contractor Manpower Reporting Application (CMRA) data collection site. The Contractor is required to completely fill in all required data fields at: <http://www.ecmra.mil>. Reporting inputs shall be for the labor executed during the period of performance for each Government fiscal year (FY), which runs 1 October through 30

September. While inputs may be reported anytime during the FY, all data shall be reported not later than 31 October of each calendar year. The Contractor may direct questions to the CMRA help desk. The prime Contractor is responsible to ensure all subcontractor data is reported.

**5.9.4 Uses and Safeguarding of Information.** Information from the secure web site is considered to be proprietary in nature when the contractor number and the Contractor identity are associated with the direct labor hours and direct labor dollars. At no time will any data be released to the public with the Contractor name and contract number associated with the data.

**5.9.5 User Manual.** Data for the AF services requirements must be input at the AF CMRA link. However, user manuals for Government personnel and Contractors are available at the U.S. Army CMRA link at <http://www.ecmra.mil>.

**5.9.6 Subcontractor Input in CMRA.** Prime Contractors are responsible to ensure all subcontractor data is reported. Subcontractors will not be able to enter any data into CMRA, but will enter their information into a Bulk Loader spread sheet available from the AF CMRA helpdesk. Subcontractor shall fill in columns A-C then return it to the AF CMRA helpdesk after it's completed and a technician team will enter the information into CMRA.

## Attachment A: Services Summary

<b>Table 2 - Services Summary</b>		
<b>Performance Objective</b>	<b>PWS Paragraph</b>	<b>Performance Threshold</b>
Provide key personnel meeting or exceeding minimum qualifications.	4.3	Performance is acceptable when Qualified key personnel are on the job at Contract Start
Develop and submit all required deliverables on or before the due dates specified in this performance work statement.	4.4	Performance is acceptable when 100% of deliverable requirements are met and received on time.
Clarity - Work products will be clear and concise. Writing shall meet college Baccalaureate degree standards for English grammar, spelling, and composition.	4.4	Any/all diagrams shall be easy to understand and be relevant to the supporting narrative, with no more than 10 minor errors in the product. Any errors identified must be corrected within one business day of notification by the COR
Format	4.4	Work products shall be submitted via email using Microsoft Office suite (e.g., Word, Excel, and PowerPoint). There shall be no more than one error per month. Any errors must be corrected within one business day of notification by COR. Exceptions may be approved by the COR.
Availability - Contractor personnel are reachable during normal government business days and hours, 7:30 am -5:30 pm ET	4.2.8	Availability is acceptable when there is no more than one incident per month where the POC did not return the CORs call or email within one business day

**Note:** The government reserves the right to inspect or test services that have been tendered for acceptance. The government may require performance of any nonconforming services at no increase in contract price. If performance will not correct the performance issue or is not possible, the government may seek an equitable price reduction or contractual processes will begin to terminate the contract.