#### **B.4 STATEMENT OF WORK**



**Statement of Work (SOW)** 

## 1. Background:

is responsible for implementing effective outreach campaigns th	nat educate and
and community awareness of services and benefits associated w	ith Department-
wide major initiatives. There are a number of initiatives that will require ext	ensive outreach
efforts to a broad and diverse set of and their extended support commu	inities.
to increase awareness, education, and confidence using specific and ta	argeted outreach
activities and communication materials and products. Each outreach campaig	gn will increase
awareness of available benefits, specific events, or important services	s and will build
and public confidence in	

## 2. Objective:

objective is to award a contract to firms that have extensive knowledge and expertise in
constructing, implementing, and measuring outreach campaigns. To provide the resources
necessary to develop and implement a variety of effective outreach campaigns aligned with
major initiatives, the vendor will need to engage a diverse set of and a multitude of
federal and community organizations, family and friends, and policy makers that support the
. The vendor shall provide expertise in communication and outreach support
that includes:

- Analysis: collecting and analyzing demographic data, gathering community, stakeholder, and outreach points of contact, and selecting and making recommendations on other viable information to ensure messages reach targeted audiences
- Outreach: providing support to assist in developing plans for various Department-wide outreach campaigns and recommending the most effective way of communicating a message in print, electronic format, or both
- **Product Development**: developing clear and appealing products using best practices, document design principles, high resolution imagery, and other fundamental concepts of effective communication
- **Graphics Design:** providing professional graphics design support to plan, analyze, and create visual solutions that meet communications requirements using a variety of methods such as color, type, illustration, photography, animation, and various print and layout techniques and producing promotional displays, communication materials (brochures, posters, fact sheets, etc.), and signage systems

- **Media Development:** developing media plans and providing assistance for media placement.
- Web Design and Customer Usability: recommending improvements to existing websites and pages to more broadly and effectively appeal to targeted audiences and stakeholders and improve customer usability experiences; developing and maintaining current written web site content; and, researching current trends to identify creative webbased internet programs, such as blogs, pod-cast, video-casts or any other multimedia and social media tools
- Community Partnerships and Relationship Management: assist in developing, tracking, and maintaining relationships with community based and other non-governmental organizations enabling to leverage and maximize their ability to reach intended audiences and stakeholders
- **Metrics of Success:** design, tailor, and adjust key metrics to monitor and ensure communications materials and other communication mediums are achieving intended results, improving Veteran education, and increasing positive outreach
- Media Buying: negotiate media in accordance with research and analysis and purchase paid advertising to impact targeted audiences. Generate excitement and awareness of benefits and services. The contractor shall meet all deadlines to ensure on time placement. All media buys must be pre-approved by and only placed in areas approved by the Government. Suggested media buys shall not placed in controversial venues or considered offensive or unprofessional. The cost of media purchases shall be passed on to the Government as an other direct cost (ODC) with no additional markups in pricing

office may task the contractor to support more than two concurrently running outreach campaigns and develop a variety of innovative communication products, if the need arises.

In accordance with FAR 52.227-14, Rights in Data-General, all data, media products, and other materials (hard copies and electronic versions) produced under this contract and its subsequent Task Orders (TO) is the sole property of the ...

#### 3. Period of Performance

The period of performance for this contract is one base year with four option years, beginning from the date of contract award. Work at the government site shall not take place on Federal holidays or weekends unless directed by the Contracting Officer (CO).

#### 4. Place of Performance

Work shall be performed at the government's site(s) in Washington, DC and contractor's site, which will be specified with each task order. All meetings shall be held at the government's site(s) in Washington, DC or by conference call.

#### 5. Government Provided Equipment

#### None

#### 6. Government Furnished Information:

The government will provide access to information necessary for the execution of each task. Contractor staff shall sign non-disclosure statements prior to using this information.

## 7. Government Responsibilities

The Government responsibility to provide equipment or workspaces shall be determined on a case by case basis with each TO.

#### 8. Travel

If travel outside of the Washington, DC area is deemed necessary, a not-to-exceed amount will be specified with each task order. Travel costs incurred shall be billed in accordance with the guidelines provided by the Federal Travel Regulations (FTR).

## 9. Potential Tasking

As a five-year IDIQ contract, VA may task the contractor with a wide variety of strategic outreach support services. Such services will be specified in each task order issued hereunder and may include, but not be limited to the tasks identified in *Section 2* of this SOW.

The Government may provide a desired labor mix and level of effort or request the Contractor to propose a labor mix or level of effort.

In accordance with FAR 16.504(a)(4)(ii) the maximum aggregate value for all TOs awarded as a result of this solicitation is \$250,000,000.00 The contract minimum dollar value is \$1,000,000 per awardee.

10. Task Order Proposal Request (TOPR) Procedures

One or more TOs will be issued during the performance period of the contract. The process for requesting TO proposals, evaluating the proposals, awarding each TO, issuing the TO, and the commencement of services under each TO is as follows:

## 1) TOPR

- a) CO will issue a written TOPR and forward it to awardees
- b) The TOPR will include as a minimum the following information:
  - i) The due date of TOPR
  - ii) Description of services and required deliverables
  - iii) The period of performance
  - iv) Any additional instructions for proposal submission not contained in this section
  - v) Any other information deemed necessary
  - vi) Labor Schedule

## 2) Proposal Submission

- a) If awardee is unable to submit a proposal, they must notify the Contracting Officer in writing as soon as practicable. A brief written statement as to why the awardee is unable to submit a proposal is required. Failure to submit a TO proposal without sufficient justification may be considered as negative past performance information, which may jeopardize the award of future TOs.
- b) The contractor's TO proposal shall always be required to contain a proposed level of effort unless the Government otherwise provides the estimated labor hours. The contractor shall submit supporting information (basis of estimate) in order to determine if the proposed level of effort meets the needs of the requirement.

## 3) Evaluation

- a) The Government will evaluate the proposed level of effort and labor mix to determine if it is fair and reasonable by reviewing the specific elements of the supporting information provided by the contractor. information provided by the contractor.
- b) Past Performance on TOs issued under the base contract will be considered for all TOs under this IDIQ. If the there is no TO Past Performance the Government will consider the Past Performance evaluated under the base contract.
- c) The COTR shall utilize the Past Performance Questionnaire found at Attachment 5 to assess past performance on TOs during the course of this contract.
- 4) TO Award—CO will issue a TO provided an acceptable level of effort has been proposed
- 5) TOs may be issued on a sole-source basis in the interest of economy and efficiency as a logical follow-on to a TO already issued under the contract, provided that all awardees were given fair opportunity to be considered for the original order. For the purposes of this solicitation the CO may negotiate a sole source logical follow-on TO with the current contractor providing previously competed services. When deciding whether to negotiate a sole source logical follow-on TO with the current contractor, consideration will be given to the contractor's past performance and price.
- 6) Task orders may be issued on a sole-source basis when it is necessary to place an order to satisfy a minimum guarantee. All successful contract awardees are guaranteed a minimum award of a task order(s) totaling \$1,000,000.

## 11. Labor Categories

Below is a listing of labor categories with minimum qualifications for this contract and all subsequent TOs. The contractor shall provide an equivalent labor category that can be found on its Federal Supply Schedule 541 Advertising and Integrated Marketing Solutions.

## **Principle Meeting/Consultant**

Analyzes client information and develops and evaluates top-line outreach strategies to meet objectives. He/she demonstrates in-depth knowledge and manages the client service aspects of the account portfolio and assumes responsibility for bottom-line results. They develop and implement high-level strategic communications; manage, motivate, and lead staff; and build and manage project teams. In addition, they ensure the contract team performs work on schedule and budget.

Responsibilities include managing large client portfolios, establishing a strong track record of

developing account and support staff and delivering products on schedule and within budget, and exercising good judgment on personnel issues in line with company policy.

Minimum/General Experience: 12 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## **Principle Strategist**

Analyzes client information and develops and evaluates top-line strategy, and associated metrics, to achieve communication campaign messaging and aesthetic objectives. Provides high-level communication strategies and plans with an ability to execute and implement and a high-level ability to think creatively and plan strategically. He/she understands how to integrate all facets of communications strategies/plans for comprehensive campaigns, including media, advertising, and internet-based communications and demonstrates in-depth knowledge across the firm's areas of expertise.

Minimum/General Experience: 12 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

#### **Creative Director**

Assists Government as strategic partner in defining and influencing strategy. Extends counsel beyond core implementation and requires expertise in graphics design, production, advertising, print broadcast services and Web site design. Responsible for the review, revision and development of creative brand campaigns, including direct-mail, television, radio, press, e-mail and other channels to effectively communicate brand message. Works closely with assigned Program Directors, Analysts and other staff in ensuring that focus is maintained on creating an effective strategy to communicate a particular message or brand.

Minimum/General Experience: 8 years of general experience Minimum Education: Master's Degree in Marketing or Communications or equivalent

#### Senior Video Producer

Works with the Government and other necessary contract personnel to manage broadcast production projects from start to completion. Performs high-level production work in TV, radio, long-format, and event production. Oversees all aspects of pre- and post-production including, budgeting, booking, crews/studios and talent, scouting locations, scheduling, managing shoots/records, color correction, footage transfer, offline editing, graphics production, music composition/sweetening, on-line editing, and duplication/distribution. Responsibilities also include overseeing the work of support staff and ensuring program scripts meet intentions and requirements expressed by management. Senior Producers are highly proficient in editing and familiar with a variety of the field's concepts, practices, and procedures. A wide degree of creativity and latitude is expected.

Minimum/General Experience: 10 years of relevant experience

Minimum Education: Bachelor's degree or equivalent

## **Principle Evaluation Specialist**

Works with the Government to design and implement evaluation and effectiveness systems, measuring program impact and activities and is skilled in content analysis, quantitative tracking, and qualitative assessment. Uses tools such as surveys, focus groups, structured interviews, and secondary research. Oversees performance report generation and communication and integration of findings into current strategies. Meets with Government regularly to discuss progress, propose initiatives, and establish priorities. Develops and coordinates strategic integration of evaluation processes into program activities. Oversees performance report design and generation and communication and integration of findings into current strategies.

Minimum/General Experience: 10 years of relevant experience

Minimum Education: Bachelor's degree or equivalent

## **Evaluation Specialist (mid)**

Supports evaluation tasks and applies expertise in quantitative analysis to support the design and implementation of evaluation processes. Uses analytical reports to help refine and redefine program strategies. Meets with Government frequently to relay progress, propose creative solutions to work challenges, and establish priorities. Supports evaluation efforts through extensive information gathering, report generation, and data analysis.

Minimum/General Experience: 5 years of relevant experience

Minimum Education: Bachelor's degree or equivalent

## Principle Media Buyer/Planner

Works with client and account teams to develop strategies and objectives for media buys and determines the effective mix of advertising types for each specific campaign and target audience. Creates and implements a plan to meet media objectives within an established budget and timeframe. Negotiates with media sales representatives to buy and place advertising for a company or clients where it will have the greatest impact, calculates rates and budgets, and ensures that ads appear as specified. Has strong analytical, negotiation and organizational skills. Tracks, analyzes and interprets results of advertising expenditures. Has strong research and analytical skills.

Minimum/General Experience: 10 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

#### **Principle Designer/Creative**

Oversees the artistic development of marketing and promotional materials including print, radio and television advertisements; collateral, and internal and external corporate publications. Supervises illustrators, photographer, and production artists on projects.

Oversees and supports the design and development of complex graphics and illustrations for use in technical materials, manuals, and publications. Artwork may include tables, logos, charts, Power Point presentations, flowcharts, viewgraphs/slides, brochures, forms, illustrations, photographs, promotional materials, posters, postcards, and book covers. Material may be presented in magazines, books, newspapers, or via television, computer monitor, Web site, CD-

ROM, or other visual communication media.

He/she has the ability to take projects from conception through completion and are fluent in the Adobe Creative Suite and Power Point.

Minimum/General Experience: 10 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## **Senior Designer/Creative**

Works with the Government and supports the artistic development of marketing and promotional materials including print, radio and television advertisements, collaterals, and internal and external Government publications. Supervises illustrators, photographer, and production artists on projects. Supports the design and development of complex graphics and illustrations for use in technical materials, manuals, and publications. Artwork may include tables, logos, charts, Power Point presentations, flowcharts, viewgraphs/slides, brochures, forms, illustrations, photographs, promotional materials, posters, postcards, and book covers. Material may be presented in magazines, books, newspapers, or via television, computer monitor, Web site, CD-ROM, or other visual communication media.

He/she has the ability to take projects from conception through completion and are fluent in the Adobe Creative Suite and Power Point.

Minimum/General Experience: 7 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## Principle Social/New/Multi Media

Is responsible for overseeing the design, development, and maintenance of social/new/multi-media and activities for an assigned project. Provides a variety of strategic communications and organizational support, coordination, and configuration management to various project teams and senior managers. Has demonstrated a broad range and diverse skills across the media spectrum. He/she performs a variety of tasks related to designing, developing, troubleshooting, debugging, and implementing social/new/multi-media.

He/She possesses a solid understanding of creative trends, current design, and development technologies, including current web development, video, and social media trends.

Minimum/General Experience: 7 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## Senior Social/New/Multi Media

Is responsible for supporting the design, development, and maintenance of social/new/multi-media and activities for an assigned project. Provides a variety of communications and organizational support, coordination, and configuration management to various project teams and senior managers. Has demonstrated broad ranging and diverse skills across the media spectrum. He/she performs a variety of tasks related to designing, developing, troubleshooting, debugging, and implementing social/new/multi-media.

He/she possesses a solid understanding of creative trends, current design, and development technologies, including current web development, video, and social media trends.

Minimum/General Experience: 3 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## Copywriter/Editor

Responsible for all print/electronic elements of marketing communications including assembling, editing, and writing descriptive copy for reports, summary reports, newsletters, abstracts, research publications, monographs, multimedia materials, trip reports, media advisories, scripts, training materials, proposals, public relations materials, other technical and non-technical information, and PowerPoint presentations. Possesses strong experience in all media (print, collateral, direct mail, Web, broadcast, and video) and a good understanding of production aspects (costs, time frames, and available resources).

Minimum/General Experience: 5 years of relevant experience

Minimum Education: BA/BS degree in English, journalism, or a related technical field, or the equivalent education and/or experience

## **Principle Associate**

Provides a variety of communications and organizational support, coordination, and configuration management to various project teams and senior managers. He/she helps to successfully execute strategic plans and meet client objectives, which include preparing key documents for clients and organizing events, and client meetings. Is fluent in Microsoft Office Suite and related applications (i.e. SharePoint 2007).

Minimum/General Experience: 5 years of relevant experience Minimum Education: BA/BS degree in an applicable field of study

## **Experience Substitutions:**

H.S. Diploma + 4 years additional experience = Bachelors Degree (i.e. A **Principle Meeting/Consultant requires** 12 years of relevant experience and a minimum education of a BA/BS degree in an applicable field of study. This may be substituted with a H.S. Diploma and four years experience plus 12 years of relevant experience for a total of sixteen years of experience.

#### **Education Substitutions:**

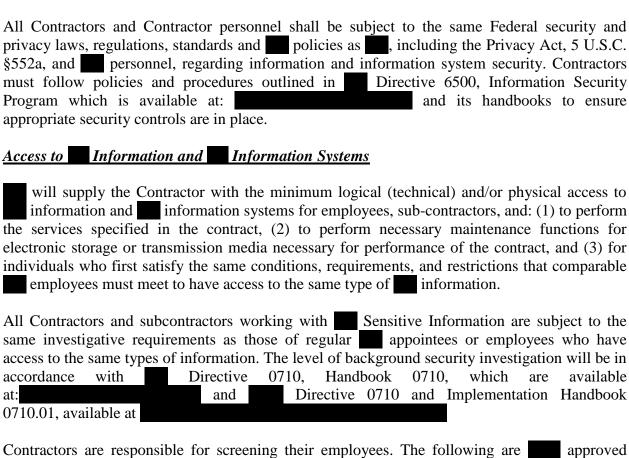
- A PhD may be substituted for three years of required experience with a Masters Degree or four years with a Bachelors Degree.
- A Masters Degree may be substituted for two years of required experience with a Bachelors Degree.

 A Bachelors Degree may be substituted for four years of required experience with a HS Diploma.

## 12. Security

The contractor must meet the following security requirements.

# Information and Information System Security/Privacy Requirements General



Contractors are responsible for screening their employees. The following are approved policy exceptions for meeting background screenings/investigative requirements for certain types of Contractor personnel:

- Contractor personnel not accessing information resources, such as personnel hired to maintain the medical facility grounds, construction contracts, utility system contractors, etc.
- Contractor personnel with limited and intermittent access to equipment connected to networks on which no sensitive information resides
- Contractor personnel with limited and intermittent access to equipment connected to networks on which limited sensitive information resides and with limited and intermittent access to facilities at which they are escorted

## **Information System Security**

The Contractor shall ensure adequate LAN/Internet, data, information, and system security in accordance with standard operating procedures and standard contract language, conditions laws, and regulations. The Contractor's firewall and web server shall meet or exceed the government minimum requirements for security. All government data shall be protected behind an approved firewall. Any security violations or attempted violations shall be reported to the Information Security Officer (ISO) as soon as possible. If the ISO cannot be reached, contact the by email or phone 866-407-1566 and report the incident. The Contractor shall follow all applicable policies and procedures governing information security, especially those that pertain to certification accreditation.
Internet and Intranet Standards
The contractor shall adhere to and comply with Directive 6102 and Handbook 6102, Internet/Intranet Services, including applicable amendments and changes, if the contractor's work includes managing, maintaining, establishing, and presenting information on Internet/Intranet Service Sites. This pertains, but is not limited to: creating announcements; collecting information; databases to be accessed, graphics and links to external sites.  • Internet/Intranet Services Directive 6102 is posted at:  • Internet/Intranet Services Handbook 6102 is posted at:
These documents contains information regarding cookie use policy, privacy statements, Section 508 applicability, posting "Hot Topics", warning notices and editorial changes.
Security Requirements for Unclassified Information Technology Resources (Interim-October 2008)
The contractor and their personnel shall be subject to the same Federal laws, regulations, standards, and policies as personnel, regarding information and information system security. These include, but are not limited to Federal Information Security Management Act (FISMA), Appendix III of Circular A-130, and guidance and standards, available from the Department of Commerce's National Institute of Standards and Technology (NIST). This also includes the use of common security configurations available from NIST's Web site at: <a href="http://checklists.nist.gov">http://checklists.nist.gov</a> .
To ensure that appropriate security controls are in place, Contractors must follow the procedures set forth in "Information and Information System Security/Privacy Requirements for IT Contracts" located at the following Web site:

Information Custodial Requirements
information provided to the Contractor for either the performance or administration of this contract shall only be used for those purposes. No other use is permitted without the CO's express written authorization. This clause expressly limits the Contractor's rights to use data as described in Rights in Data - General, FAR 52.227-14(d)(1). The Government shall retain the rights to all data and records produced in the execution or administration of this contract.
Prior to termination or completion of this contract, Contractor will not destroy information received from or gathered or created by the Contractor in the course of performing this contract without prior written approval by the CO. A Contractor destroying data on behalf must do so accordance with National Archives and Records Administration (NARA) requirements as outlined in Directive 6300, Records and Information Management and its Handbook 6300.1 Records Management Procedures, and applicable Records Control Schedules. All data and reports shall be transferred to upon contract completion.
The Contractor shall not make copies of information, electronic or otherwise, except as necessary to perform the terms of the agreement or to preserve electronic information stored on Contractor electronic storage media for restoration in case any electronic equipment or data used by the Contractor needs to be restored to an operating state.  The Contractor shall not use technologies banned in in meeting the requirements of the contract (e.g., Bluetooth-enabled devices).
Physical Security
If the contract requires taking data to a contractor site and the data contains Personally Identifiable Information, the contractor will provide an independent physical security assessment of their facility to the COTR prior to commencing work. General guidelines for physical security can be found in Directive 0730, Section 6 (Physical Security) and Memorandum (subj: IT Oversight & Compliance Information Physical Security Assessments) dated October 24, 2007.
<u>Training</u>
All Contractor and subcontractor personnel requiring access to information and information systems shall complete the following before being granted access to VA information and networks:
<ol> <li>Sign and acknowledge understanding of and responsibilities for compliance with the <i>National Rules of Behavior</i> related to access to information and information systems</li> <li>Successfully complete Cybersecurity Awareness training and annual refresher training as required</li> <li>Successfully complete General Privacy training and annual refresher training as required</li> </ol>

personnel with equivalent information system access
The Contractor shall provide to the COTR a copy of the training certificates for each applicable employee within 1 week of the initiation of the contract and annually thereafter, as required. These online courses are located at
Failure to complete this mandatory training within the timeframe required will be grounds for suspension or termination of all physical and/or electronic access privileges and removal from work on the contract until such time as the training is completed.
Contractor Personnel Security
All contract employees who require access to the site(s) and/or access to local area network (LAN) systems shall be the subject of a background investigation and must receive a favorable adjudication from the Security and Investigations Center (SIC). These requirements are applicable to all subcontractor personnel requiring the same NACI Background Investigation.
The level of background security investigation will be in accordance with dated September 10, 2004 and is available at the following:
Background Investigation
The contract employee level of background investigation required for this effort is: NACI
Contractor Responsibilities
1. The Contractor shall bear the expense of obtaining background investigations. Only the prime contractor is responsible for obtaining background investigations, not the subcontractor. The cost of the background investigations is as follows: Low Risk (NACI) \$231, Moderate Risk (MBI) \$825, High Risk (BI) \$3,465. will pay for investigations processed through the SIC and conducted by the Office of Personnel Management (OPM) in advance, however, the Contractor shall reimburse the full cost of background investigations to within 30 days of Bill of Collections from shall send up to three plus one final delinquent notice to the Contractor. If the Contractor does not adhere to the Bill of Collections, future invoices may be subject to be offset by to recoup background investigation costs.
2. Immediately after contract or task order award, the Contractor must submit a completed <b>Contractor Background Investigation Request Worksheet</b> , <b>Attachment G</b> for all contract employees working the contract, who have access to facilities, systems, or privacy
<ul><li>data, to the COTR.</li><li>3. The Contractor and Contractor point of contact (POC) will receive an email notification from SIC identifying the website link that includes detailed instructions regarding completion of</li></ul>

- the background clearance application process and what level of background was requested. Reminder notifications will be sent if the complete package is not submitted by the due date.
- 4. The Contractor shall prescreen all personnel who require access to site(s) and/or access to LAN systems to ensure they maintain a U.S. citizenship or Alien Registration that authorizes them to work in the U.S. and are able to read, write, speak and understand the English language.
- 5. Contractors who have current favorable background investigation conducted by OPM or Defense Security Service (DSS) may be accepted through reciprocation. However, it does not preclude the Contractor from submitting a completed Contractor Background Investigation Request Worksheet, Attachment G form immediately after contract or task order award for all contract employees working on the contract to the COTR.
- 6. Contract performance **shall not** commence before SIC confirmation that it received the investigative documents, that they are complete, and that the security investigation has been released to for scheduling of the background investigation. Once the Contractor's background investigation has been released to for scheduling of the background investigation, contract performance may commence. The COTR will notify and forward the Contractor a copy of the Certificate of Eligibility (form 4236) to the Contractor when the investigation has been favorably completed and adjudicated. The Contractor, if notified of an unfavorable adjudication by the Government, shall withdraw the employee from consideration from working under the contract. Failure to comply with the Contractor personnel security requirements may result in termination of the contract for default.
- 7. If the security clearance investigation is not completed prior to the start date of the contract, the contract employee may work on the contract with an initiated status while the security clearance is being processed. However, the Contractor will be responsible for the actions of those contract and subcontract employees they provide to perform work for almost an authorized the contract, the Contractor will be responsible for resources necessary to remedy the incident.
- 8. Should the Contractor use a vendor other than or to conduct investigations, the investigative company must be certified by DSS to conduct Contractor investigations. The Vendor Cage Code number must be provided to the SIC, which will verify the information and conclude whether access to the Government's site(s) and/or LAN systems can be.

The investigative history for Contractor personnel working under this contract must be maintained in the databases of either or the Defense Industrial Security Clearance Organization (DISCO).