RAPID ACQUISITION CSO CALL 006 – Amendment 1

FA700025SC001
U.S. Air Force Academy

Focused Interest Period - USAFA-001, LEADERSHIP – 006 USAFA Brand Analysis

1.1. This is **Call 006** placed against the United States Air Force Academy (USAFA) Rapid Acquisition Commercial Solutions Opening (CSO) FA700025SC001 (see attachments). The Area of Interest (AoI) is **USAFA-001, Leadership.** The CSO is a closed CSO with calls. Calls for proposals will be issued by the Government as amendments to the CSO and may be made at any time during its open period when support for innovative commercial requirements supporting USAFA priorities are identified. Please refer to the body of the CSO for further information and a complete overview of the function and process of the CSO. Offerors may submit proposals only in response to a specified area of interest issued during an open call for proposals. The focused area of interest described in this call will be open for submission until **~~4:00 PM MDT on 10 Jun 2026.~~ 10:00 AM MDT on 18 June 2026**

1.2. USAFA seeks innovative, commercial methodologies for a comprehensive Brand Analysis and the development of a Strategic Brand Roadmap in accordance with the Performance Work Statement (PWS) at Appendix 1. The Solution Brief's "Technical Concept" must detail the Offeror's innovative methodology for achieving the multi-tiered benchmarking requirement (Gold Standard, Peer, Aspirational) and how this analysis will be synthesized into the actionable, 3-phased Strategic Brand Roadmap as defined in the PWS.

1.3. The Government's maximum budget for this effort is $65,000. Submissions with a Rough Order of Magnitude (ROM) exceeding this amount may be considered unawardable.

1.4. Questions regarding this focused area of interest will be accepted until **~~12:00 PM MDT on 3 June 2026.~~ 4:00 PM MDT on 12 June 2026.** Questions and answers will be compiled and made available as an amendment to this announcement prior to the deadline for submissions. Direct all questions to the following POC:

- Org Box: 10CONS.PKB.CSO@us.af.mil
  - Attn/Cc: Tammy Martin, Contracting Officer, tammy.martin.6@us.af.mil

1.5. Submission guidelines:

1.5.1. This call will be conducted in two or three phases as described in the body of the CSO. The Government reserves the right to forgo Phase II and go directly to Phase III based on technically competent Phase I submissions. Submission instructions for this call will follow the submission guidelines outlined in Part 5 of the body of the CSO.

1.5.2. Interested offerors must submit Quad Charts and Solution Briefs prepared in accordance with the formats in Attachments 1 and 2 respectively in the body of the CSO. Phase I submissions will be evaluated against criteria as described in Attachment 7 of the CSO.

1.5.2.1. All Quad Charts shall include the information indicated on the sample template in Attachment 1.

1.5.2.2. The Solution Brief narrative expands on the Quad Chart presentation. Instructions for format and content are located in Attachment 2.

1.5.2.3. Only documentation required for Phase 1 submissions are being accepted at this time. Proposals or other documentation will not be accepted.

1.5.3. As described in Attachment 7 of the CSO, the Government will determine the most technically competent and capable of the qualified Phase I offerors using the criteria below:

1.5.3.1. Technical merit / applicability,

1.5.3.2. Importance to agency programs; and

1.5.3.3. Funds availability.

1.5.4. Solution Briefs and quad chart submissions shall be sent to **10CONS.PKB.CSO@us.af.mil** and **tammy.martin.6@us.af.mil** for review by ~~**10 Jun 2026 at 4:00 PM MDT**~~ **18 Jun 2026 at 10:00 AM MDT**. All solution briefs must be unclassified. The Government will not pay companies for the costs associated with solution brief submissions.

1.5.5. All offerors providing Phase I submissions will be contacted by the Government, either with an email informing them that the effort proposed is not of interest to the Government at this time or with a request for either a pitch session OR request for proposal by a specific date.

1.5.6. The Government reserves the right to fund all, some, one, or none of the proposals submitted or may elect to fund only part of a submission under this CSO.

1.6. Appendix 1 – Performance Work Statement

PERFORMANCE WORK STATEMENT (PWS)

1 Purpose

1.1 **Introduction.** This is a non-personal services contract to provide Strategic Communications, Branding, and Outreach Support Services at the U.S. Air Force Academy (USAFA) via a web-based virtual approach. The Government will not exercise supervision over contractor personnel. Contractor personnel will be accountable solely to the Contractor, who in turn is responsible to the Government.

1.2 **Background.** Strategic Communications (CM) directs all institutional branding, messaging, media, and outreach efforts for the U.S. Air Force Academy. As a premier service academy with a national recruiting mandate, the Academy requires a forward-looking and comprehensive brand strategy built upon a multi-faceted analysis of the complete competitive landscape. This analysis will include a deep deconstruction of the current 'gold standard,' West Point; a thorough review of direct peer competitors like the U.S. Naval Academy; and an aspirational analysis of elite civilian universities like MIT, which compete for the same top-tier STEM and leadership talent. The outcome of this PWS will be a data-driven, actionable roadmap for USAFA's brand manager to build and sustain a brand synonymous with unparalleled excellence and future-focused leadership.

1.3 **Strategic Objectives.** Services required under this PWS include strategic planning, thought leadership program execution, brand analysis and benchmarking, digital performance analytics, and content and outreach support. All work shall be performed in accordance with this PWS and evaluated based on measurable performance outcomes.

The U.S. Air Force Academy provides a comprehensive developmental experience grounded in academic, military and athletic excellence to develop leaders of character for

the Air Force and Space Force. The Academy consistently ranks among the nation's top institutions, including:

- #2 Top Public Schools – National Liberal Arts Colleges
- #5 (tied) National Liberal Arts Colleges
- #7 (tied) Undergraduate Engineering Programs (non-doctorate)

To enhance its competitive position, Strategic Communications (CM) requires integrated support to assess, benchmark, and improve brand performance, audience engagement and national perception. Primary performance targets include:

1.3.1 Increase national brand awareness and comparative positioning against peer institutions.
1.3.2 Improve audience engagement and measurable performance across digital and social media platforms.
1.3.3 Deliver data-driven insights to inform communication strategy and leadership decision-making.
1.3.4 Strengthen thought leadership and institutional credibility through strategic content and outreach.

1.4 **Scope of Services**. The Contractor shall provide all personnel, equipment, tools, materials, supervision, and other items necessary to perform Strategic Communications, Branding, and Outreach Support Services in accordance with this Performance Work Statement (PWS). The performance period is one twelve (12) month period.

1.5 **Minimum Qualifications.**

1.5.1 Experience and Education Requirements. The contractor shall meet the following skills and qualifications:

a. Advanced knowledge of principles, practices, concepts, and technical requirements in university and or corporate marketing, strategic communication, thought leadership, public relations and internal communications.

b. General knowledge of issues in higher education Marketing and internal communications-related work with diverse markets, including college-age all the way through senior-level demographic.

c. Knowledge in a specialty area such as broadcast news including TV/radio, internet, social media and other emerging technologies.

d. Significant experience drafting public relations/marketing strategies and branding research and implementation.

2 General Service Requirements

2.1 **Mission Essential Services.** The services under this contract are not determined to be Mission Essential by the Mission Element commander IAW DFARS clause 252.237-7023, Continuation of Essential Contractor Services.

2.2 **Normal Hours of Operation.** USAFA's core hours of operation are 7:30 A.M. to 5:00

P.M. Mountain Standard Time (MST), Monday thru Friday. The contractor must be available via telephone during these hours.

2.3 **Federal Holidays.** The following federal holidays are currently observed by the Government. If a holiday falls on a Saturday, for most Federal employees, the preceding Friday will be treated as a holiday. It is the contractor's responsibility to remain aware of any changes to designated Federal holidays. The following Federal holidays are currently observed by the Government:

New Year's Day (January 1st)	Labor Day (1st Monday in Sep)
Martin Luther King, Jr. (3rd Monday in Jan)	Columbus Day (2nd Monday in Oct)
Washington's Birthday (3rd Monday in Feb)	Veterans Day (Nov 11th)
Memorial Day (Last Monday in May)	Thanksgiving Day (4th Thursday in Nov)
Juneteenth (June 19th)	Christmas Day (Dec 25th)
Independence Day (July 4th)	

2.4 **Contracting Officer Representative (COR).** A COR(s) may be appointed by the Contracting Officer (CO) to assist with monitoring all technical aspects of contract administration. Each COR shall have a letter of designation stating their responsibilities and limitations. A copy of the designation letter shall be sent to the Contractor. If at any point during contract performance a COR is not available (i.e. terminated, resigned, on leave) and an alternate COR has not been appointed, then those responsibilities previously delegated, shall be retained by the Contracting Officer until otherwise notified.

2.5 **Contract Management.** The Contractor shall respond to all Government requests, establish a primary point of contact, and maintain an adequate workforce for uninterrupted performance of all tasks defined within this PWS. The Contractor shall establish clear organizational lines of authority and responsibility to provide effective management and control of resources.

2.6 **Contractor Identification**. All contractor personnel shall be required to wear contractor identification badges when working on a Government installation. When working with Government personnel (i.e. meetings, telephone calls, email, conversations), contractor personnel shall identify themselves as such to avoid the appearance of being a Government employee.

3 Description of Services

The contractor shall be responsible for completing the following five (5) primary tasks.

3.1 **Task 1 - Strategic Communications Advisory and Planning.** The Contractor shall develop and deliver integrated strategic communications plans and execution support aligned with institutional priorities.

3.1.1 Develop communication strategies with defined objectives, audiences, and measurable outcomes.

3.1.2 Deliver strategic planning documents within 10 business days of request.

3.1.3 Provide monthly performance updates with actionable recommendations.

3.2 **Task 2 - Thought Leadership Program Development and Execution.** The Contractor shall design and execute a structured thought leadership program.

3.2.1 Deliver program framework within 30 days of contract start.

3.2.2 Conduct training sessions within 60 days.

3.2.3 Develop individualized strategies within 90 days.

3.2.4 Execute coaching sessions (minimum of four per participant).

3.2.5 Produce content supporting institutional visibility.

3.3 **Task 3 - Brand Analysis and Benchmarking.** The Contractor shall conduct a comprehensive, multi-tiered brand analysis to support USAFA's positioning as a premier institution.

3.3.1 **Gold Standard Benchmark Analysis.** Analyze United States Military Academy (West Point) brand attributes, messaging, and perception drivers.

3.3.2 **Direct Peer Analysis**. Conduct comparative analysis with peer institutions (e.g., U.S. Naval Academy), including messaging and performance benchmarking.

3.3.3 **Aspirational Benchmark Analysis.** Analyze leading STEM institutions (e.g., MIT, Stanford, Caltech) to identify best practices.

3.3.4 **Historical and Predictive Analysis**. Assess historical brand performance trends and provide forward-looking projections.

3.3.5 **Outputs.** Baseline assessment (30 days), Quarterly reports, Final analysis and strategic brand roadmap.

3.3.6 **Strategic Brand Roadmap.** Based on the comprehensive brand analysis, benchmarking, and multi-tiered competitor analysis, the Contractor shall develop a Strategic Brand Roadmap. This roadmap shall serve as an actionable, phased implementation plan for USAFA leadership and must include: a revised Brand Value Proposition, Phase 1 (Foundational Excellence - First 12 Months), Phase 2 (Strategic Ascent - Years 2-5), Phase 3 (The Pinnacle - Years 5+), and a framework of Key Performance Indicators (KPIs).

3.4 **Task 4 - Digital Analytics and Performance Assessment.** The Contractor shall collect, analyze, and report digital performance data.

3.4.1 Analyze website, social media, and radio metrics.

3.4.2 Evaluate minimum 1,000 annual posts from 2020-2026.

3.4.3 Deliver monthly reports.

3.4.4 Provide optimization recommendations.

3.5 **Task 5 - Content Development and Outreach Support.** The Contractor shall support content development and outreach initiatives.

3.5.1 Develop content aligned with messaging and brand standards.

3.5.2 Support campaign execution.

3.5.3 Provide engagement optimization recommendations.

4 Service Summary

Table 4-1, Service Summary, describes those performance requirements that have been determined to be most critical to achieve mission success. The table is organized into performance *objectives* that relate directly to mission essential items, and the performance *threshold* briefly describes the minimum acceptable levels of service required for each requirement.

Table 4-1 Service Summary

SS Item No.	Performance Objective	PWS Para. Ref.	Performance Threshold
SS-1	**Strategic Communications Advisory and Planning.** The Contractor shall develop and deliver integrated strategic communications plans and execution support aligned with institutional priorities.	**3.1-3.1.3**	Deliver strategic planning documents within 10 business days of request Provide monthly performance updates with actionable recommendations
SS-2	**Thought Leadership Program Development and Execution.** The Contractor shall design and execute a structured thought leadership program. Deliver program framework within 30 days of contract start Conduct training sessions within 60 days Develop individualized strategies within 90 days Execute coaching sessions (minimum of four per participant) Produce content supporting institutional visibility	**3.2-3.2.5**	No more than one instance per period of performance of missed training, incomplete strategy development, or failure to meet required coaching session minimums.

SS-3	**Brand Analysis and Strategic Roadmap.** Final strategic roadmap and phased implementation plan at end of PoP Must include: West Point (Gold Standard) analysis Peer benchmarking Aspirational benchmarking SWOT analysis Strategic roadmap	3.3-3.3.4	The baseline brand assessment shall be delivered within 30 calendar days of contract start. No more than one late, incomplete, or non-actionable deliverable per reporting period.
SS-4	**Digital Analytics.** Monthly reports due by the 5th business day of each month Evaluate ≥1,000 posts from each year between 2020-2026 95% Data accuracy	3.4-3.4.4	No more than one instance per quarter of late submission, incomplete reporting, or data inaccuracies exceeding 5%.
SS-5	**Content and Campaign Support.** Align with Government messaging Meet all timelines	3.5-3.5.3	No more than two instances per quarter of content requiring significant revision due to misalignment with approved messaging, brand standards, or campaign objectives.

5 Quality Assurance

5.1 The Government shall evaluate the contractor's performance. The Government will use appropriate surveillance methods to ensure contractor conformance to PWS requirements and established standards identified in the Service Summary Table (Table 4-1) to identify performance deficiencies. Government surveillances may be used to assist the Government in rating contractor performance.

5.2 **Post Award Conference/Periodic Progress Meetings.** The Contractor shall attend any post award conference convened by the contracting activity or contract administration office. These meetings shall be at no additional cost to the Government.

6 Government Furnished Property

6.1 Government furnished property is not included under this contract.

7 Government Provided Services

7.1 **Emergency.** Police, Medical and Fire can be reached by calling 911. Caller will reach El Paso County dispatcher and needs to identify that they are located on USAFA.

7.1.1 **Incident/Mishap Reporting.** In the event of a safety incident/mishap, the Contractor shall take reasonable and prudent action to establish control of the scene, prevent further damage to persons or property and preserve evidence until released by the investigative authority. Immediately report the incident to the COR and the USAFA Safety Office. If the Government elects to investigate, the Contractor shall cooperate fully and assist Government personnel until completed.

8 Appendices, Exhibits, and Attachments

Appendix A: Contract Deliverables

Deliverable	Frequency	Format	Timeline
Strategic Communication Plans	As required	Editable document	Within 10 business days of contract award
Thought Leadership Training	One-time	In-person	Within 60 days of contract award
Thought Leadership Plans	One-time	Editable document	Within 90 days of contract award
Brand Assessment Report	Quarterly	Report	Every 90 days
Digital Analytics Report	Monthly	Report	Monthly
Final Brand Analysis	One-time	Report	End of PoP
Strategic Brand Roadmap (Phased Implementation Plan)	One-time	Report	End of PoP