Statement of Work (SOW) - Bridge to the Past Project
for
Digital Exhibit Design and Audio-Visual Integration Services

1. Purpose

The purpose of this contract is to design and implement a complete digital exhibit experience—including digital interpretive content, exhibit concept development, and audio-visual integration—for a series of interconnected historical exhibits at the United States Court of Appeals for the Federal Circuit—Innovation Center. The exhibits shall translate the Government's approved artistic and interpretive vision into engaging, technically reliable, museum-quality visitor experiences.

2. Background

The Innovation Center is developing a suite of digital and AV-enhanced exhibits depicting historical figures, events, and narratives connected to the site.

The project includes the following exhibits:

- **Exhibit A – Dolley Madison's Parlor:** A diorama-style recreation depicting a social gathering of approximately forty historical figures, enhanced through digital media such as projection mapping, holographic effects, or motion-triggered storytelling.
- **Exhibit B – Paul Jennings:** An existing AI-enabled talking portrait exhibit, for which the Contractor shall evaluate and recommend visitor experience and presentation technology enhancements.
- **Exhibit C – Murder at Lafayette Square:** A diorama depicting three key moments within the historical narrative, using digital storytelling techniques comparable to Exhibit A.
- **Exhibit D – Secretary of State William H. Seward:** An exhibit with existing, previously approved digital content and interpretive experience, requiring integration and AV support rather than redesign.
- **Exhibit E – Witness Tree Interactive Experience:** An interactive hallway experience allowing visitors to have their photograph incorporated into a digital wall display, based on artistic direction provided by the Government's project designer.

3. Scope of Work

The Contractor shall provide all labor, supervision, project management, exhibit design, digital media design, engineering, procurement, audio-visual integration, installation, configuration, programming, testing, commissioning, training, documentation, and coordination necessary to deliver complete, operational museum-quality interactive exhibits.

In addition to the exhibit cases, the Contractor shall develop the digital visitor experience for the surrounding hallway environment, including the Witness Tree interactive experience, and shall be responsible for translating the Government's project designer's artistic vision into a complete digital exhibit experience as detailed below.

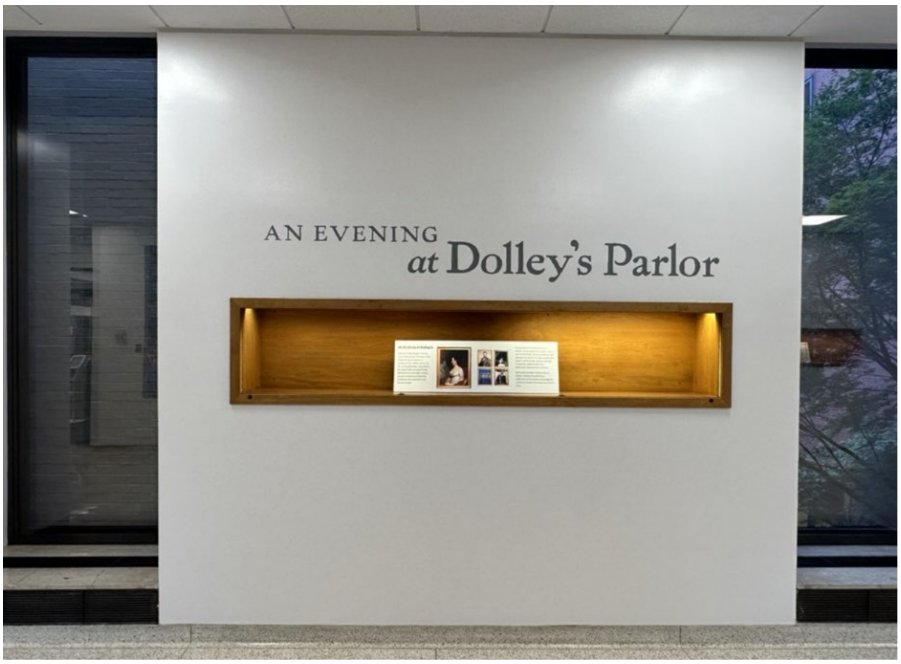
3.1 Digital Experience Design Responsibilities

The Contractor shall:

- Lead exhibit concept development.
- Develop digital storytelling and visitor experience.
- Coordinate with the Government's project designer and Government representatives.
- Produce all design documentation.
- Direct and coordinate the work of the AV Integration subcontractor (if applicable).
- Review and approve AV implementation to ensure it aligns with the approved exhibit design.
- Oversee installation, testing, commissioning, and final acceptance.

3.2 Exhibit A – Dolley Madison's Parlor

Develop digital interpretive concepts for a diorama-style recreation of Dolley Madison's parlor, envisioned as a social gathering of approximately forty historical figures whose stories and connections to the site are presented through digital enhancements. Digital concepts may include, but are not limited to, holographic effects, projection mapping, digital film, interactive media, animated lighting, motion-triggered storytelling, or other emerging technologies appropriate for museum environments. The static background and physical exhibit elements will remain the primary visual components, with digital media serving as interpretive enhancements.



3.3 Exhibit B – Paul Jennings

The existing AI-enabled talking portrait will remain in service. The Contractor shall:

- Evaluate opportunities to improve the visitor experience.

- Recommend enhancements to presentation technology.
- Recommend replacement display equipment if beneficial.
- Develop digital enhancements that complement the static exhibit elements adjacent to the portrait.
- Coordinate recommendations with the existing exhibit designer and future AV contractor.

3.4 Exhibit C – Murder at Lafayette Square

Develop digital interpretive concepts for a diorama depicting three key moments within the historical narrative. Recommendations should incorporate digital storytelling techniques similar in scope and quality to those proposed for Exhibit A while remaining appropriate to the exhibit narrative.

3.5 Exhibit D – Secretary of State William H. Seward

The existing digital content and visitor experience for this exhibit have already been developed and approved by the Government. No redesign of the exhibit experience or interpretive content is required. The Contractor shall review the existing exhibit content and coordinate its successful integration into the overall exhibit environment.

The Contractor shall:

- Review the existing digital experience and verify compatibility with the proposed exhibit systems.
- Coordinate with the Government regarding any modifications necessary to support the approved exhibit.
- Coordinate with the AV Integration subcontractor to ensure the exhibit is properly implemented within the exhibit case.
- Ensure hardware selection and installation support the intended visitor experience.
- Evaluate the existing exhibit case AV components and installation requirements.
- Recommend an appropriately sized commercial-grade display compatible with the exhibit case and existing content.
- Recommend and procure all required media players, mounting hardware, power distribution, cabling, ventilation, and supporting components.
- Install, configure, and test all equipment.
- Integrate the existing digital content with the new hardware.
- Conduct system testing and commissioning.
- Provide warranty documentation, operations manuals, and as-built documentation.

The completed installation shall provide a fully operational exhibit consistent with the performance, appearance, and reliability of the remaining exhibits included in this project.

3.6 Exhibit E – Witness Tree Interactive Experience

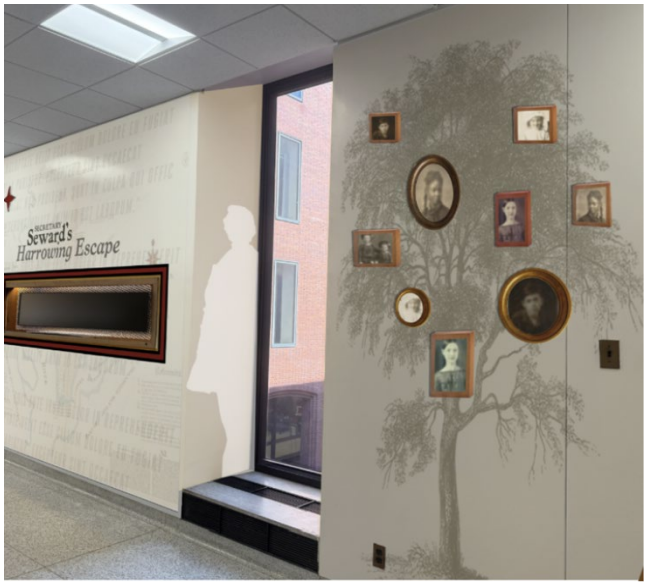
Design an interactive digital experience for the hallway walls surrounding the exhibit cases that complement the overall exhibit narrative and encourage visitor participation. The exhibit concept, known as Witness Tree, will provide visitors with an opportunity to become part of the exhibit by taking a photograph of themselves and having that image incorporated into a digital display located on the surrounding walls. The concept includes three trees, one on each of three available walls, with the fourth wall serving as a photo-taking location.

The Government's project designer will establish the overall artistic vision for the Witness Tree experience. The Contractor shall work collaboratively with the Government and the project designer to translate that vision into an engaging digital visitor experience.

The Contractor shall:

- Develop the visitor interaction and digital user experience.
- Create the visual design, animations, and digital content necessary to support the exhibit concept.
- Recommend methods for displaying visitor images that complement the surrounding exhibit environment.
- Ensure the digital experience is intuitive, engaging, and appropriate for visitors of all ages.
- Coordinate closely with the Government's project designer to ensure the final implementation reflects the approved artistic vision.

The Contractor shall coordinate all AV Integration such as; to identify and implement the hardware, cameras, displays, mounting systems, lighting, and other technical components necessary to deliver the approved experience. The Contractor shall provide all equipment, installation, programming, testing, and commissioning necessary to ensure the exhibit operates as designed.



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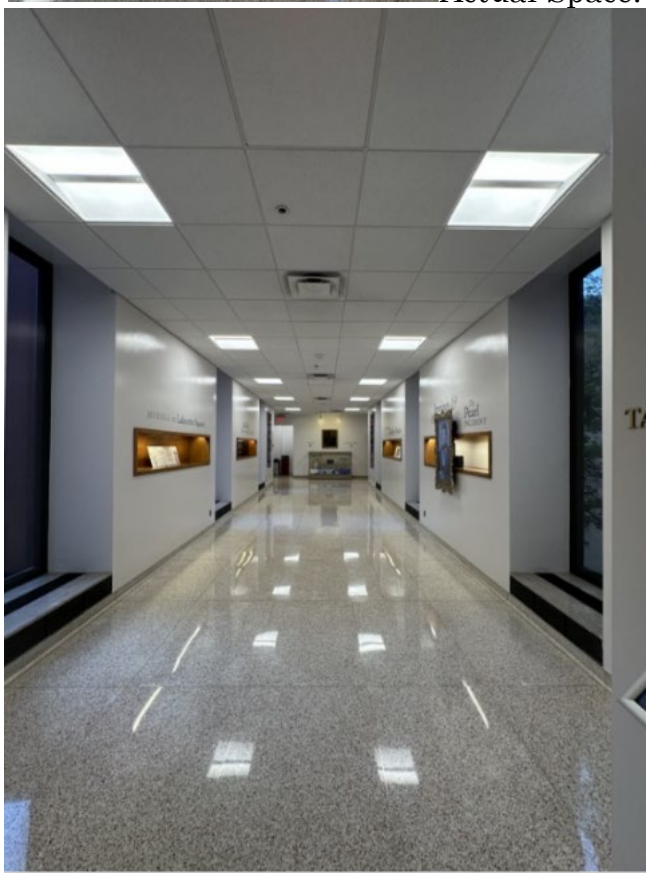

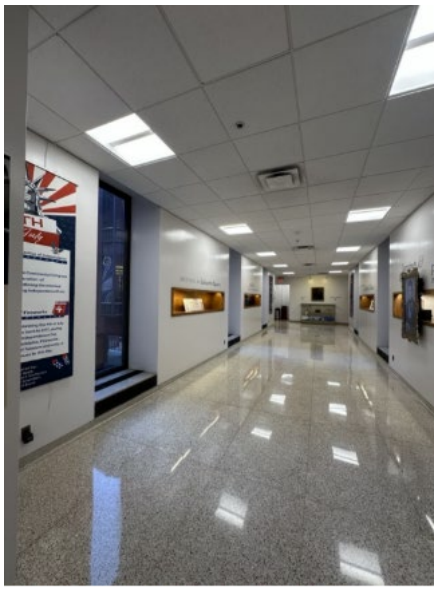

3.7 Audio-Visual Integration

The Contractor shall provide, either directly or through a qualified subcontractor, all audio-visual integration services necessary to implement the approved exhibit designs. None of the exhibits or associated systems shall require or permit connection to a network or internet service. All interactive components shall operate independently without network connectivity. All parties involved in AV integration must work closely with the Court's ITO department to ensure equipment and installation is verified and approved.

The contractor shall:

- Review digital design requirements.
- Recommend appropriate AV technologies.
- Procure all required equipment.
- Fabricate or source custom mounting solutions as necessary.
- Install displays, media players, speakers, lighting controls, sensors, networking components, and supporting infrastructure.
- Configure all systems.
- Coordinate with exhibit fabricators.
- Conduct system testing.
- Commission all equipment.
- Train Government personnel on basic operation.
- Provide warranty documentation and as-built documentation.

The Contractor shall remain responsible for ensuring all AV work supports the approved exhibit design and functions as an integrated visitor experience.

3.8 Period of Performance

The Contractor shall complete all required work within seven (7) months after receipt of the Notice to Proceed.

3.9 Coordination

The Contractor shall coordinate all activities among Government representatives, the Government's project DesignMa, exhibit fabricators, subcontractors, suppliers, installers, and other project stakeholders. The Contractor shall be responsible for ensuring all project components are properly integrated and delivered as a complete operational system.

4. Deliverables

At a minimum, the Contractor shall provide:

- Exhibit concept designs and digital storytelling documentation
- Design documentation for each exhibit (A through E)
- Equipment submittals
- Installation drawings
- Wiring diagrams
- Programming documentation
- Project schedule
- Regular progress meeting minutes/reports
- Testing reports
- Commissioning reports
- Operations and maintenance manuals
- Warranty information
- Final as-built documentation

4.1 Deliverable Table

Due dates are expressed relative to Notice to Proceed (NTP) and assume a seven (7)-month period of performance. The Contractor shall propose a detailed schedule under Volume 1, Section III – Management Plan, that may refine these dates, subject to Government approval, provided the overall seven-month period of performance is maintained.

#	Deliverable	Measurement Standard	Expected Due Date
1	Project schedule (baseline)	Government acceptance; schedule reflects all milestones in this table and demonstrates completion within 7 months	NTP + 2 weeks
2	Exhibit concept designs (all 3 exhibits)	Government written approval of concept design package prior to proceeding to preliminary drawings; concepts address all functional,	NTP + 3 weeks

#	Deliverable	Measurement Standard	Expected Due Date
		educational, and interpretive requirements in Section 3	
3	Interpretive design package	Government approval; package clearly ties interpretive content/storytelling to educational objectives for each exhibit	NTP + 5 weeks
4	Educational content recommendations	Government approval; recommendations align with Court-supplied source material (spacesuit materials/Q&A, suffrage-era voting issues)	NTP + 5 weeks
5	Preliminary exhibit drawings	Government written approval; drawings sufficiently detailed to support cost/constructability review	NTP + 7 weeks
6	Material and finish selections	Government approval; selections meet durability, accessibility, and museum-quality standards in Section 3.4	NTP + 7 weeks
7	Final exhibit drawings	Government written approval; drawings incorporate all preliminary review comments and are approved for fabrication	NTP + 10 weeks
8	Fabrication drawings	Government approval; drawings sufficient for fabrication without further design clarification	NTP + 10 weeks
9	Prototype samples or mock-ups (if requested)	Government acceptance; sample/mock-up demonstrates function, durability, and design intent prior to full fabrication	NTP + 12 weeks
10	Installation plan	Government approval; plan addresses site logistics, sequencing, safety, and coordination with Court ITO department	NTP + 16 weeks
11	Complete Fabrication (all 3 exhibits)	Internal Contractor QC sign-off; components conform to approved fabrication drawings	NTP + 22 weeks
12	Delivery and installation complete	All exhibits physically installed at designated locations, ready for testing	NTP + 25 weeks
13	Testing and commissioning documentation	Successful completion of operational testing with no unresolved critical deficiencies; documentation signed off by Government representative	NTP + 27 weeks
14	Final as-built documentation	Government acceptance; as-builts accurately reflect final installed condition of all 3 exhibits	NTP + 30 weeks (final month)
15	Final acceptance / project closeout	Government written final acceptance of all 3 exhibits as fully operational and compliant with SOW requirements	NTP + 7 months (project completion)

5. Instructions to Offerors

5.1 Pre-Proposal Conference and Site Visit

No pre-proposal conference will be conducted. However, interested offeror may request a site visit prior to proposal submission to familiarize themselves with the exhibit spaces, existing conditions, project objectives, and opportunities for questions and clarification. Attendance is strongly encouraged. Offerors should use this opportunity to assess field conditions, existing infrastructure, access constraints, and any coordination needed with the Court's ITO department, as no allowance will be made for a lack of familiarity with site conditions after award.

A site visit has been scheduled on August 10, 2026 at 10:00 am at the U.S Court of Appeals for the Federal Circuit (CAFC), The Innovation Center, 717 Madison Pl, N.W, 20439. To confirm your attendance, you must submit an email to: pcs@cafc.uscourts.gov with the subject line: "Site Visit Attendance Confirmation, RFQ No. _____and RFQ Title_____." The request must clearly indicate the vendor's name and the name(s) of the person that will conduct the site visit.

5.2 Contracting Arrangement

The Government intends to award one contract to a qualified Digital Exhibit Design Firm that will serve as the Prime Contractor for the project. The Prime Contractor shall either:

- Possess in-house audio-visual integration capabilities; or
- Partner with a qualified Audio-Visual Integration Firm as a subcontractor.

The Contractor shall be responsible for all aspects of the project, including work performed by subcontractors. The Contractor shall either possess in-house audio-visual integration capabilities or engage a qualified AV Integration Firm as a subcontractor.

Regardless of structure, the Contractor shall be solely responsible for ensuring all digital and AV systems function together as a complete, integrated exhibit, and for coordinating all activities with the Government, the Government's project designer, exhibit fabricators, and any subcontractors to ensure the digital design intent is maintained throughout procurement, fabrication, installation, programming, testing, and commissioning

5.3 Proposal Format and Content

Proposals shall be organized into the following volumes/sections so that the Government can evaluate each factor discretely:

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Volume 1 – Technical Proposal

Section I – Technical Approach

This section shall be organized under the following sub-headings, corresponding to the sub-factors in Section 6, Factor 1:

1. Digital Design and Interpretive Approach

Offerors shall submit:

A description of the offeror's methodology for developing digital storytelling and visitor experiences for each exhibit (A through E), including how the offeror will translate the Government's project designer's artistic vision into a complete digital exhibit experience. The Offeror shall consider incorporating digital storytelling techniques in Exhibit C similar in scope and quality to those proposed for the Dolley Madison's Parlor exhibit while remaining appropriate to the exhibit narrative.

- A description of the design process from concept through final Government approval, including collaboration with the Government's project designer and Government representatives.
- Technology recommendations for each exhibit, including the rationale for proposed digital media approaches (e.g., projection mapping, holographic effects, motion-triggered storytelling).
- A description of how the offeror will coordinate with exhibit fabricators to ensure digital design intent is maintained through fabrication and installation.

2. AV Integration Approach

Offerors shall submit:

- A description of the offeror's approach to AV technology evaluation, equipment recommendation, procurement, installation, configuration, and programming.
- A discussion of how the offeror (directly or through its AV Integration subcontractor) will ensure all interactive components operate independently without network connectivity, and how compliance will be verified with the Court's ITO department.
- A description of the offeror's approach to system testing, commissioning, and training of Government personnel.
- A discussion of how digital design and AV integration functions will be coordinated, whether performed in-house or through a subcontractor relationship.

3. Optional Enhancements

Any proposed optional alternative concepts or enhancements (see Section 5.5 and Section 6, Factor 1), described narratively; itemized pricing for these is submitted separately under Volume 2.

Section II – Corporate Experience and Past Performance

This section shall be organized under the following sub-headings, corresponding to the sub-factors in Section 6, Factor 2:

1. Corporate Experience

Offerors shall submit:

- A narrative summary of the offeror's relevant corporate experience, including a minimum of three (3) years serving as the lead designer or Prime Contractor for museum exhibits, visitor centers, historic sites, or comparable interpretive environments that included digital exhibit design and audio-visual integration.
- Supporting photographs or renderings for each referenced project, where available.
- Demonstrate in-house AV integration capability or an established partnership with a qualified AV Integration Firm.
- Demonstrate experience translating a third-party design vision (e.g., a project designer's artistic direction) into a complete digital exhibit experience.
- Demonstrate the ability to complete the project within the required seven-month period.

2. Past Performance

Offerors shall submit:

- A completed **Past Performance Information Sheet** (Attachment A, below) for each of a minimum of three (3) completed projects performed within the past five (5) years that are similar in scope and complexity.
- Written consent for the Government to contact the client point of contact listed on each Past Performance Information Sheet.

Section III – Management Approach and Staffing Plan

Offerors shall submit:

1. Management Approach

- A detailed project schedule demonstrating completion of all work within the required seven (7) months from Notice to Proceed, showing major milestones for design development, Government review/approval, procurement, installation, programming, testing, commissioning, and training, consistent with the Deliverables Table in Section 4.1.
- A description of the offeror's project organization, including how the digital design function and AV integration function will be coordinated and managed (whether in-house or via subcontractor arrangement), lines of communication with Government representatives, and quality assurance/quality control procedures.
- If proposing a subcontractor, a clear description of the relationship between the Prime Contractor and each subcontractor, including previous projects completed together, the

division of responsibilities, and the management approach that will ensure successful project delivery.
- Proposed project management strategy and methodology.
- A risk mitigation approach identifying anticipated project risks (e.g., equipment lead times, design approval delays, coordination with the Court's ITO department) and proposed mitigation strategies.
- A project schedule demonstrating completion of all required work within seven (7) months, consistent with the Deliverables Table in Section 4.1.

2. Staffing Plan

- Identification of proposed key personnel from both the Prime Contractor and any proposed subcontractors, including at minimum the Lead Digital Designer, Project Manager, and AV Integration Lead, and any other personnel critical to successful project execution, including resumes, qualifications, certifications, and relevant project experience for each.
- A clear definition of each individual's responsibilities, lines of authority, and percentage of time committed to the project.

Volume 2 – Price Proposal

Please utilize the price sheet template to ensure consistency across Offerors (see Attachment B). Offerors shall submit:

- A complete price proposal for the base solution described in the offeror's technical proposal, broken out by exhibit (A through E) and by major cost element (design, AV equipment, installation, programming, testing/commissioning, training, project management, and any other applicable elements).
- Separate, itemized pricing for any proposed optional alternative concepts or enhancements, clearly tied to the narrative description provided in Volume 1, Section I.
- Price narrative with sufficient detail to allow the Government to assess price reasonableness.

5.4 Optional Enhancements

Recognizing that digital exhibit design and audio-visual integration often involve multiple creative and technical approaches, offerors are encouraged to propose optional enhancements or alternative concepts that provide increased visitor engagement, improved interpretive experiences, or innovative methods of presenting exhibit content beyond the minimum requirements.

Alternative concepts shall:

- Fully support the historical themes and interpretive goals of the exhibits.
- Be compatible with the exhibit environment and existing museum operations.
- Clearly identify how the proposed enhancement differs from the base proposal.
- Describe the educational, interpretive, or operational benefits of the enhancement.

- Be presented as optional enhancements that the Government may elect to include or exclude at the time of award.

For each proposed enhancement, the offeror shall provide:

- A detailed description of the proposed enhancement.
- The anticipated visitor experience and educational benefits.
- Any additional equipment or technology required.
- Any impact to installation, operations, or maintenance.
- Any schedule impacts, if applicable.
- A separate, itemized price for the enhancement, submitted under Volume 2.

Examples of optional enhancements may include, but are not limited to:

- Alternative methods of presenting the social interactions within Dolley Madison's Parlor, such as projection mapping, holographic effects, Pepper's Ghost illusions, animated lighting, or other immersive technologies.
- Enhanced visitor interaction or presentation methods for the Paul Jennings exhibit beyond the existing talking portrait.
- Alternative digital storytelling techniques for Murder at Lafayette Square that provide greater immersion or interpretive impact.
- Higher-performance display technologies, specialized audio systems, custom projection solutions, or additional accessibility features that enhance the visitor experience.

The Government will evaluate optional enhancements independently from the base proposal and reserves the right not to select any optional enhancement (see Section

7, Award Basis).

The Government reserves the right to verify all submitted experience and past performance references and may contact references directly. (see **Attachment A – Past Performance Information Sheet****). Note: **template for offeror use, one per project, minimum 3 required**.**

5.5 Submission Instructions
Offerors must clearly indicate the contractor's name, RFQ # and Title in the email subject line with separated technical and price proposals. The attachments must be clearly labelled e.g. Technical Proposal, Price Proposal, Annex, Attachment, etc. This can be submitted via one email or separate emails.

The quotations must be submitted by the deadline specified on the cover page/SF-18. The **deadline to receive questions in connection with this RFQ is August 14, 2026**. Responses to questions received, if applicable, will be answered via an RFQ amendment.

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6. Evaluation Criteria

Factors 1 through 3 are listed in descending order of importance and, when combined, are significantly more important than Factor 4. Sub-factors within a Factor are of equal importance unless otherwise specified.

Factor 1 – Technical Approach

Sub-factor 1: Digital Design and Interpretive Approach. The Government will evaluate the extent of the offeror's understanding of project objectives and the comprehensiveness of its digital design and interpretive methodology, including:

- The offeror's process for translating the Government's project designer's artistic vision into a complete digital exhibit experience.
- The design development process from concept through final Government approval, including collaboration approach.
- The soundness and creativity of proposed technology recommendations for each exhibit.
- The soundness of the approach to coordination between the Government, the digital design function, and exhibit fabricators.

Sub-factor 2: AV Integration Approach. The Government will evaluate the extent of the offeror's AV integration approach, including:

- The soundness of the approach to AV technology evaluation, equipment recommendation, procurement, installation, configuration, and programming.
- The reliability of the proposed approach for ensuring all interactive components operate independently without network connectivity, and coordination with the Court's ITO department.
- The soundness of the approach to system testing, commissioning, and Government staff training.
- The soundness of the coordination approach between the digital design function and the AV integration function, including any proposed subcontractor arrangement.

Sub-factor 3: Project Management, Schedule, and Risk. The Government will evaluate the offeror's proposed project management strategy, risk mitigation approach, and the credibility and detail of the project schedule and its demonstrated ability to complete all work within seven (7) months of Notice to Proceed.

The Government will also consider any optional alternative concepts or enhancements proposed under Section I of Volume 1, evaluating their additional educational value, visitor engagement, or interpretive impact. Optional enhancements are evaluated independently from the base proposal (see Section 7, Award Basis); associated pricing is evaluated under Factor 4.

Factor 2 – Corporate Experience and Past Performance

Sub-factor 1: Corporate Experience. The Government will evaluate the extent of the offeror's demonstrated corporate experience (minimum three years) serving as the lead designer or Prime Contractor for museum exhibits, visitor centers, historic sites, or comparable interpretive environments that included digital exhibit design and audio-visual integration, including, where a subcontractor is proposed, the strength and track record of the Prime Contractor/subcontractor relationship.

Sub-factor 2: Past Performance. The Government will evaluate the quality, relevance, complexity, innovation, and successful execution of the offeror's prior projects, as demonstrated in the offeror's submitted Past Performance Information Sheets (Attachment A).

The Government reserves the right to verify all submitted experience and past performance references.

Factor 3 – Management Approach and Staffing Plan

Sub-factor 1: Management Approach. The Government will evaluate the extent of the offeror's project schedule and implementation plan, including:

- The credibility and detail of the project schedule and its demonstrated ability to complete all work within seven (7) months of Notice to Proceed.
- The soundness of the implementation plan, including project organization, coordination between the digital design and AV integration functions, and quality assurance procedures.

Sub-factor 2: Staffing Plan. The Government will evaluate the extent and adequacy of the offeror's proposed key personnel from both the Prime Contractor and any proposed subcontractors, including:

- The qualifications, certifications, and relevant experience of proposed key personnel (at minimum, the Lead Digital Designer, Project Manager, and AV Integration Lead).
- The clarity of each individual's defined responsibilities and lines of authority.
- The adequacy of each key individual's proposed time commitment to the project.

Factor 4 – Price

Price will not be scored or rated but will be evaluated for reasonableness, completeness, and consistency with the offeror's proposed technical approach. The Government's rough order of magnitude (ROM) estimate for this effort is **not to exceed $300,000**. The Government may consider proposals that exceed this ROM estimate where the offeror demonstrates that the additional cost is commensurate with and justified by its proposed technical approach. As indicated under technical approach instructions (see Factor 1), offerors may submit priced alternative concepts or enhancements for one or more exhibits. For each proposed alternative, the offeror shall submit an itemized price for the enhancement.

7. Award Basis

Award will be made using a best-value tradeoff considering the evaluation factors in Section 6. The Government will evaluate optional enhancements independently from the base proposal and reserves the right not to select any optional enhancement. The Government may elect to award:

- The base proposal only; or
- The base proposal with any combination of optional enhancements that represents the best overall value to the Government.

[End]