

**Performance Work Statement (PWS)
U.S. Customs and Border Protection
Office of Human Resources Management
National Recruitment Division
Marketing and Advertising BPA
70B06C24A00000037**

1.0 Introduction

This Performance Work Statement and Quality Assurance Plan under Blanket Purchase Agreement (BPA) 70B06C24A00000037 with MarCom Group, Inc. shall be against GSA MAS 47QRAA22D00DE. MarCom Group, Inc. shall serve as Contractor Team Agreement (CTA) Lead Contractor with Lempugh, Inc. d/b/a LMD Agency (LMD) GSA MAS 47QRAA22D00DN, as their CTA Team Member.

The purpose of this BPA is to obtain Contractor marketing and advertising support services for the National Recruitment Division (NRD) of U.S. Customs and Border Protection (CBP). Contractor tasks shall include market research, evaluation, planning, media plans, placement, monitoring and creative development in support of the Blanket Purchase Agreement Task Order specifications, which shall be set forth at the Task Order level.

2.0 Performance Requirements

2.1 Recruitment Media Campaign

During the first three months of the contract (the transitional period), Contractor shall facilitate a seamless transfer of services and maintain CBP's brand presence in support of recruitment efforts on high performing job boards as well as in digital and traditional media markets, with the objective of attracting and engaging new audiences, driving them to the CBP Talent Network.

Contractor shall develop a transitional plan addressing media currently in market and shall provide a clear, concise, and understandable media purchasing brief in spreadsheet format outlining recommended media options with justification, target audience, timing, media channels, and anticipated costs.

Research and analysis shall be conducted from the start of the transitional period in review of media in market, audience segments, brand position and perception, and the competitive landscape. Contractor's experience includes, but is not limited to, delivering Return on Investment (ROI) with cost efficiency, geographic specialization for recruiting in small rural markets and major metropolitan areas, and leveraging research findings and performance metrics to inform strategic decisions that result in meeting or exceeding monthly application goals for Border Patrol Agent (BPA) and other frontline positions as designated by NRD.

Further, Contractor shall collaborate with NRD to identify preferred data-driven recruitment marketing strategies, resources, and media placements for job vacancy postings and advertisements to maximize ROI in terms of attracting best-qualified candidates to a given position, taking into account such elements as position descriptions/Job Analysis Tools (JAT), job requirements, staff acquisition plans, historical cost, metrics, and other data from previous recruitment activities, and knowledge of candidate pools (i.e., target audiences specified by NRD).

Contractor shall develop annual and ad hoc media plans addressing evolving requirements and changing resources with an appropriate data-driven and cost effective mix of strategic digital media, paid search, innovative ad word and search engine optimization (SEO), streaming audio and video, paid and organic social media, news, public relations and entertainment media, out-of-home, programmatic services, and job boards to promote the recruitment of prospective applicants at national, regional, state, and local levels. Current and projected recruitment needs shall also be addressed, and future strategic recruitment campaigns and activities coordinated with NRD to ensure they are appropriately timed to coincide with various Job Opportunity Announcement (JOA) application periods, annual and ad hoc recruitment initiatives, and NRD, CBP, and/or DHS events.

Contractor shall brief NRD and/or CBP leadership annually with a comprehensive, yet concise and understandable Media Plan in spreadsheet and graphic presentation formats, outlining recommended marketing and advertising options with justification, target audience, timing, media channels, and anticipated costs. Ad hoc media plans shall be briefed in similar fashion.

Contractor is prepared to receive, plan, and manage a high volume of media plan needs as well as provide surge support to meet both persistent large market demands and fluctuating small market requirements according to CBP staffing and hiring needs. Contractor agrees to work toward a calendar/event driven cadence that enables advance planning and execution of campaigns several weeks out to ensure on-time delivery and optimize time in market for maximum exposure.

Contractor is further prepared to address ad hoc needs with agility and responsiveness in planning, negotiating, and execution.

Tasks include:

1. Research and planning (may include local market research and negotiation with vendors for best possible rates and package deals).
 - a. Leverage knowledge gained from previously effective recruitment and advertising campaigns to influence future recruitment/advertising strategies to maximize use of recruitment and advertising funds.
 - b. Conduct keyword research to inform ad creation and utilize strategic bid management to drive desired traffic for search engine marketing and Google Ads.
 - c. Conduct target audience segmentation to develop tailored messaging to specific affinity groups such as veterans, women, minorities, and Schedule A job candidates (those with disabilities) across all media platforms.
2. Develop engaging ad creative (will use previously approved, existing recruitment marketing/employer brand campaign assets, templates, and style guide), set up targeted ads, and utilize platform-specific tools for audience engagement on social media and other digital platforms.
 - a. Launch social media ads on Facebook, Instagram, LinkedIn, and X (formerly Twitter), and others as directed by CBP and work within the budget.
 - b. Implement programmatic audio (e.g., Spotify, Pandora) and leverage other streaming channels to reach demographic targets as desired by CBP.
 - c. Develop and distribute Public Service Announcements (PSAs) in appropriate markets.
 - d. Prepare job board advertising, i.e., engaging job descriptions for high-risk positions as well as ad hoc support of mission operations support jobs.
 - e. Plan for email marketing/creative, as needed, including use of GovDelivery to deploy messaging to Talent Network subscribers.

3. All media plan costs, creative, and logistical details of UTM tracking must be approved by NRD prior to execution. Contractor shall work with vendors to make payments on time or ahead of schedule and keep cancel/change charge fees to a minimum. Contractor shall also invoice monthly for all approved plans, recognizing CBP's desire to pay on or before commitment dates.
4. Implement a data dashboard to collect metrics from all media platforms and provide NRD with access to real-time analytics.
5. Reporting during contract period of performance:
 - a. Contractor shall monitor performance for efficiency and ROI as well as for opportunities to optimize, enhance, and otherwise improve performance.
 - b. Contractor shall provide monthly performance reports that include metrics measured against key performance indicators (KPIs) such as impressions or views, clicks, click-through-rate (CTR), conversions and conversion rate, cost-per-click and cost-per-conversion, total spend, and any PSA spots aired along with dollar value of donated media. All ad performance metrics shall be comprehensive and broken down by region and targeted markets where applicable, Talent Network leads, and the number of viable applicants (metrics supplied by CBP) for all advertising and marketing campaigns.
 - c. Performance reports shall include a Cover Page, Media Campaign Description outlining Objectives, Executive Summary, Summary, Campaign Dates, Goals, and Key Performance Indicators (KPIs), including:
 - Media campaign overview, advertising stats, and analysis by component (e.g., U.S. Border Patrol (USBP), Office of Field Operations (OFO), Air and Marine Operations (AMO), and Mission Operations) for job boards, webinars, and other tactics.
 - Summary of media spend by channel, component, and position.
 - A glossary of terms, concepts, and abbreviations.
 - d. Determine advertising efficacy and recruitment impact.
 - e. Proof of Performance (POP) (e.g., tear sheets, impressions, and CTRs) and Proof of Execution (POE) (e.g., screenshots) shall be documented and delivered to CBP within 24-hours of going live in market for all media purchased.

2.2 CBP Career Site

Contractor shall coordinate with CBP HRM Strategic Partnerships and Communications (SP&C) to update and refresh visuals and messaging on the CBP website to be complementary and cohesive with campaigns in market. Contractor shall develop content for social channels that drives applicants to the CBP Talent Network that is cohesive with campaigns in market and the website. Contractor shall conduct weekly monitoring of the effectiveness of campaigns at driving traffic to the CBP website as well as conversions.

2.3 Performance Measures

Contractor shall gather and consolidate integrated metrics across channels from all marketing campaigns into an accessible dashboard for CBP to view metrics in real-time where available. Where real-time reporting is not available, Contractor shall provide updated metrics according to a cadence negotiated with third-party media vendors, either weekly or monthly.

Contractor shall provide, at a minimum, monthly reporting including awareness metrics, ad performance metrics, and conversion metrics. Awareness metrics shall include social media impressions and engagement, social listening metrics including monthly competitor and industry performance comparisons, media mentions, brand awareness and perception lift, and evaluation of candidate funnel (likelihood of applying). Ad performance metrics shall include impressions or views, clicks, click-through-rate (CTR), conversions and conversion rate, cost-per-click and -per-conversion, total spend, and any PSA spots aired along with dollar value of donated media. All ad performance metrics shall be comprehensive and broken down by region and targeted markets where applicable, Talent Network leads, and the number of viable applicants (metrics supplied by CBP) for all advertising and marketing campaigns.

Awareness and Ad performance metrics are gathered from sources including Google Analytics, Google Ads, social media platforms including Meta (Facebook and Instagram), X (formerly Twitter), and LinkedIn, inherent and third-party social listening tools such as Hootsuite, and directly from media vendors and their reporting platforms where applicable. Conversion metrics are obtained through Google Analytics and Google Ads and aligned against CBP Talent Network metrics to evaluate the candidate journey to completion of application and selection. The development and timely delivery of a comprehensive performance metrics dashboard including real-time metrics, enhanced analytics capabilities, and automated report delivery, will result in strategic analysis of ongoing marketing and recruitment efforts and inform future campaign strategy. Contractor's reporting is dependent on data sets and reports delivered by CBP, including Hootsuite metrics. Quality shall be enhanced by applicative analysis of cross-channel campaign results, delivered promptly and in real-time where applicable.

2.4 Program Management and Continuous Process Improvement

Contractor shall conduct a project kick-off meeting so that both Contractor and CBP can begin discussing the immediate requirements of the PWS.

Contractor shall develop a comprehensive Project Management Plan (PMP) in draft for review by and coordination with CBP within 10 days of the Project Kick-off meeting. The PMP must outline the deliverables that are necessary to meet CBP's specific requirements. Activities to complete this task include a project timeline of deliverables and expected completion dates. The PMP shall serve as a roadmap or blueprint for all other project tasks. It shall identify contract requirements, outline communication processes, detail roles and responsibilities, establish subtasks, deliverables, and suspense dates, and provide a detailed cost summary for each task (e.g., include a schedule for monthly financial reporting to include amount funded, amount expended, and amount remaining for each Contract Line Item and required project status reporting). Developing and executing a performance management plan, regularly scheduled reporting requirements, report delivery and client meetings shall result in successful timely delivery of work services and products. It shall also outline CBP goals, objectives, and KPIs to ensure all parties are aligned.

Contractor shall update the PMP, with the goal being continuous improvement, on a quarterly basis with increasing levels of detail as additional information is received regarding CBP's priorities, constraints, task suspense dates, etc.

Contractor shall submit a Monthly Status Report (MSR) by the 15th of each month. This MSR shall include a summary of work performed by CLIN, major upcoming work, program risks and mitigation actions, funding status, and analysis.

Contractor shall provide the amount funded, amount expended, and amount remaining for each Contract Line Item (CLIN) by the second Tuesday of each month.

Contractor shall discuss funding status weekly with CBP, focusing on upcoming Other Direct Costs (ODC) for advertising and promotional items, event registrations and expenses, license renewals, and any other contractor or vendor ODC related items.

Contractor shall submit an integrated metrics report by the 15th of each month (pending receipt of data sets from CBP's Data Intelligence Branch by the 5th of each month) detailing performance of all platforms, campaigns, and products (e.g., web traffic, campaign metrics, GovDelivery metrics, and application data). The report shall provide an assessment of how efforts are performing against goals established in the PMP. New goals may be identified through analysis performed by Contractor's strategy team.

Contractor's Program Director shall equip all team members with a comprehensive understanding of CBP's strategic recruitment advertising and marketing objectives to ensure quality products and services are delivered.

Contractor's Program Director shall hold weekly status meetings with CBP to review the status of all active and upcoming projects and review and discuss any pending feedback for creative materials. Quality shall be part of the review and reporting discussions. Regular report delivery and meetings with client shall enable feedback on delivery of products and services and adjustments/modifications (real time and over time) to campaign strategies. Program Director shall identify opportunities where processes can be streamlined for efficiency in collaboration with CBP.

Contractor shall maintain and regularly update on a shared platform the status of all active projects. While the platform must conform to federal government standards for security and accessibility, protocols should not impose an undue burden on CBP in terms of security for access. Contractor shall be ready to discuss the status of any project during normal working hours. The project tracking should include milestones, due dates, and status of each project activity as well as outline any upcoming media deadlines, projects, and campaigns.

Contractor shall maintain a portfolio containing any editable and production ready creative concepts and video, in requested formats, for use by CBP as well as all deliverables which shall include copies of all documents and/or products developed during the execution.

All documentation, photography, artwork, html code, design files, music, film, video, voice over, advertisements, intellectual property or other creative materials and electronic data information collected by Contractor or generated in support of this contract shall be considered Government property and shall be returned to CBP upon expiration of the performance period. Materials shall be loaded on a Government-approved hard drive and hand delivered to the Recruitment Services Supervisor at a location in the Washington D.C. metro region acceptable to both parties.

2.5 Career Series

Within five (5) days of a Task Order award, Contractor's Program Director shall meet with Contractor's Media, Creative and Digital teams to provide a thorough briefing/discussion of CBP, its mission, culture, responsibilities, challenges, accomplishments and overall goals, and direction. That discussion shall include a review of each law enforcement occupational area/series and the support positions that enable CBP to be successful.

The Media, Creative and Digital team leads shall review all advertising and marketing processes/programs in existence at time of award to understand success and challenges of each technique utilized.

Options for alterations of current processes shall be discussed as well as ways to maximize the benefit of current successful advertising efforts. This ensures any new creative delivered for CBP

approval is appropriate, accurate, and clearly positions CBP as an employer of choice by emphasizing their unique attributes in the employment market.

Advertising and marketing review shall include effectiveness in establishing a continual market presence, to attract candidates meeting established recruiting profiles—including female, minority, disabled, and veteran candidates—into law enforcement and non-law enforcement positions at CBP. Developed materials shall be accurate and appropriate for applicable career series and the overall objective of CBP’s unique mission and component cultures. Marketing strategies shall promote the high level of career challenges and opportunities available, as well as to present CBP as an employer of choice.

Data team evaluation of advertising results shall occur such that recommendations can immediately be made to modify campaigns that are not successfully delivering expected/needed results. Contractor’s Data Team consists of two members of Marcom Group, Inc.’s Strategy, Research and Analytics Group (marketing and federal hiring SMEs) and Contractor’s Marketing/Data Analysts (one current and one to be hired), with additional support from three Research Analysts from LMD.

Contractor shall schedule orientation meetings with CBP recruitment and digital/data program managers to receive current up-to-date progress reports on marketing campaigns for each occupation and general campaign plans in place. Contractor’s Program Director and Media, Creative and Data team leads shall attend these briefings. The result of meetings and orientation sessions shall be a knowledgeable contractor’s team in all aspects of CBP from the agency’s organizational structure to culture and purpose, to mission and accomplishment of goals and objectives. This knowledge shall enable Contractor’s team to research, design and deliver marketing and advertising materials that are reflective of the most positive aspects of CBP as an agency which shall help with the overall recruitment efforts that the advertising campaigns are designed to achieve. Quality shall be improved simply because all components Contractor shall be delivering services and measuring results from the same playbook.

Contractor shall develop advertising materials and campaigns that shall visually and verbally convey a value proposition that elicits excitement about the essential Law Enforcement occupational series (Border Patrol Agent, Customs and Border Protection Officer, Marine Interdiction Agent, Air Interdiction Agent) and support career opportunities within CBP across all demographics. Materials shall be developed, and specific advertising campaigns shall be used to attract diverse candidates for Law Enforcement and various other Mission Critical and Hard-to-Fill occupations and locations, as well as for component program areas and cultures. These materials and campaigns shall be free from government jargon and should utilize the competitive recruitment sources (digital and traditional) in a technologically advanced market.

This recruitment media campaign shall be comprised of strategic digital recruitment media marketing, traditional advertising, and public relations channels, to include outlets such as social, news, and entertainment media, and utilization of innovative ad word and search engine optimization to promote the recruitment of CBP candidates at national, regional and local levels.

Contractor shall develop media recommendations including a spreadsheet, which shall outline a recommended plan for media campaigns. It shall include specific medium, campaign run dates, projected costs, and specifications for each media source.

Contractor shall execute desired campaign elements including, but not limited to, creation of media plans and development and execution of media buys and associated creative materials, recruitment support materials; multimedia usage; and public service/public relations efforts.

Contractor shall execute media plans, upon client approval, including negotiating pricing and preparing insertion and/or broadcast orders for securing the advertising space in each of the sources.

Contractor shall send all advertising materials to the vendors and follow up with each vendor to ensure media runs according to the planned schedule approved by the client.

Contractor shall monitor and perform a Return on Investment (ROI) Analysis including recommending appropriate metrics and analytical methodology and shall conduct ROI analyses for each media plan campaign purchase.

Contractor shall compile the results of this analysis in a monthly status report that shall include statistics obtained from the various media, outcomes in terms of new applicants' lessons learned, and recommendations for adjustments to the media plan.

Contractor shall make creative recommendations for adjusting current and creating future advertising materials for use in specific advertising campaigns consistent with direction of the existing CBP brand guidelines and meeting the creative material needs of the approved media plan, which may include overarching brand materials, diversity- or occupational-specific advertisements. All advertising materials shall be submitted to the CBP Program Manager for approval 15 workdays prior to the due date unless otherwise specified (e.g., for rush projects).

Contractor shall produce advertising materials in a timely and cost-effective manner. This may include sourcing and producing original photography, illustration, and/or audio/visual content in the form of online advertising, social networking website, print publication, outdoor/out-of-home, e-mail blasts, online job boards, radio/TV, grassroots efforts, blogs, podcasts, keyword marketing, and specialty hiring websites.

Contractor shall identify advertising/marketing sponsorships that are relevant to each Law Enforcement occupation as well as sponsorships that are relevant for all CBP occupational areas.

Performance shall be measured based upon recruitment and hiring metrics that reflect objectives to be accomplished/met.

Performance outcomes may vary depending upon occupations and choice of media to identify and compel potential applicants to apply for CBP opportunities.

Quality levels shall be identified through mutual discussions with the client and shall be based upon the hiring needs of each Law Enforcement and support occupational category needs.

Contractor shall employ a multi-step quality assurance, control (QA/QC) and verification process to ensure the accuracy and timeliness of all work products. Active published campaigns shall be reviewed, errors remedied whenever possible, and course corrections made as guided by the government as necessary. Contractor shall employ a mindset of "continuous improvement" across all facets of work on CBP's behalf.

Results may be dependent upon delivery of advertising and marketing materials that reach the recruitment talent sources that enable CBP to reach its hiring and diversity goals.

Contractor shall develop marketing strategies that promote the high level of career challenges and opportunities available, lead prospective applicants to the conclusion that CBP is the "employer of choice" in the crowded security and public safety sector of the job marketplace.

Contractor shall review all current marketing strategies and determine priorities for modification, continued use or abandonment.

Marketing strategy assessments shall include metrics and data analysis of success/shortcomings of all strategies/media tactics (i.e. media, including all traditional and digital to include print, digital, social, display banner ads, Google paid search, email informational campaigns, job

boards, audio, recruitment events, recruitment sources for visitations, and all activities associated with portraying CBP as the law enforcement agency to be placed at top of any applicants' employment target list).

Contractor shall consult with CBP National Recruitment Division (NRD) staff to discuss analysis findings and verify options for implementation of modification or new marketing strategies to reach specific target audiences (i.e. individuals interested and qualified for CBP law enforcement (BPA, CBPO, MIA, and AIA) and all related (Border Patrol Processing Coordinators, Criminal Investigators, etc.) and support (i.e., Attorneys, IT Specialists, Program Managers) employment opportunities.

Contractor shall build working relationships with media sites that are not advertise or just post and pray site/usages. Relationship enhancements shall enable CBP to be priority employer for those vendor/media sites, enabling CBP to be seen as employer of choice for law enforcement and various related support occupations.

Contractor shall review all occupations that need recruitment support. Contractor shall lead discussions with client POCs who have knowledge of each of the occupations to determine the "selling points" of each occupation to include duties, responsibilities and definitions of employment challenges and success points. This information shall be used to promote the occupations to targeted audiences. Methods of promotion and communication vehicles (advertising, email communications, informational materials etc.) will all be designed to reflect the individual identities of each occupation, including current grade levels and advancement opportunities. Contractor shall work collaboratively with CBP Personnel as they are available and to ensure individual brands align with the overarching CBP recruitment umbrella.

Contractor shall individually identify courses of action that target the specific law enforcement categories, in addition to the one-size fits all approach to advocating CBP as the employer of choice for individuals interested in a federal career.

Contractor shall present to CBP various options for communicating the various levels of opportunity within each career category. These communication choices shall include the development of messaging, tag lines, slogans, and updates to the visuals that currently exist on all CBP platforms and within all media tactics chosen/to be chosen/updated.

Contractor shall review existing social networking activities, evaluating their effectiveness, and include a Social Media Outreach Plan within the overall media plan. This includes establishing profiles, generating relevant and engaging content for CBP approval, coordinating regular updates, and facilitating responses to inquiries and comments.

Contractor shall assure that each marketing strategy fosters improved communication and the opportunity to strengthen the commitment of potential interested recruitment targets to complete the recruitment process and apply for openings. Continuous analysis of each strategy shall be made, and results reported on a regular basis. Results shall be in real time and shall also be included in weekly and monthly reporting with recommendations for alterations or continuation of current efforts.

Contractor shall provide complete analysis of each campaign to include distribution of all placements of ads and marketing materials, metrics related to receipt and open rates, impressions, clicks and click through (apply starts) for all sources utilized in support of these efforts.

Performance outcomes are expected to be increased visibility of CBP career opportunities to include various levels of law enforcement and support positions.

Increased visibility and attractiveness of the agency and its occupations shall result in expected higher numbers of interested and qualified applicants for a wide range of occupations.

Enhanced relationship with media vendors to not just post jobs or just place banner ads but to take full advantage of all aspects of the vendor's services (emails to vendor's subscriber data base, opportunity to participate in vendor sponsored hiring event, etc.) that are offered resulting in an increasing amount of brand and job exposure for CBP.

Performance success shall also be tied to increased recognition of CBP as an employer, in the federal employment area overall, the federal law enforcement sector (i.e., within Homeland Security also vs. other federal law enforcement related occupations/agencies).

Quality levels will be assessed by the client based upon pre-outlined expectations and goals to be set within mutual agreement achieved during meetings and discussions.

Contractor shall employ a two-step verification process to ensure accuracy and timeliness and will review active published campaigns, remedy errors whenever possible, and course correct as guided by the government as necessary. Contractor shall employ a mindset of "continuous improvement" across all facets of work.

Quality shall be adjusted based upon the needs of each occupational area but always with mutually agreed standards of performance for each occupation targeted.

2.6 Mission-Critical Positions

Contractor shall discover which of the client's positions are identified as mission critical—to include not only the positions but the salary level (entry, mid, senior) and location so that specific methods can be identified for recruitment support.

Contractor shall discover which recruitment/advertising/marketing methods have been tried in the past and assess the success/shortcomings of such methods.

Contractor shall investigate the recruitment marketplaces that have been tried and the techniques employed. Everything from print materials to in-person and virtual recruitment events shall be explored with the purpose being a critical analysis of effective and ineffective campaigns and ways to adjust and introduce new methods.

Contractor shall explore new avenues and technologies for the promotion of CBP position openings, including those available through other federal government entities.

Contractor shall have discussions with CBP NRD recruitment team to completely understand the mission critical nature of each position and review options for finding and attracting individuals to the CBP opportunities with messaging visuals to compel them to apply.

Contractor shall present options for ways to depict mission critical jobs as opportunities for individuals to contribute to the well-being of the nation. CBP's mission shall be highlighted in a way that is attractive to potential job seekers of these mission-critical occupations. CBP's website may be used to present specific videos and stories that are used to inform and attract applicants to apply. Application processes shall be clearly delineated, and application ease shall be a priority in terms of the information provided.

As an example of work that shall be accomplished to market CBP's mission critical opportunities, Contractor shall identify job boards which result in the highest candidate yield, and the social boards with the broadest reach. Contractor shall ensure the jobs are placed on the websites for advertising the same day the job postings go live on USAJobs.gov. While adhering to HRM and OMB regulations, Contractor shall ensure jobs are "marketed" on the job board site in the most effective way to attract quality and qualified candidates.

Contractor shall continuously track the progress of each effort and regularly report to CBP on results. Real time adjustments will be made in terms of campaigns that can utilize such

adjustments. Long-term corrections will also be recommended to CBP decision-makers, presentations made, and campaigns adjusted based on discussions of altered strategies.

Increased visibility of CBP's mission critical occupations including improved public perception and understanding of CBP law enforcement and other support opportunities.

Contractor shall obtain greater exposure and understanding of CBP's mission across traditional and digital information and sites frequented by potential applicants.

Performance shall result in increased numbers of interested potential individuals and corresponding numbers of qualified applicants for CBP's mission critical, hard to fill occupations.

Quality shall be an ongoing continuous review and process improvement aspect of this task. Employment opportunities shall be accurately described, interesting/enticing and relate to CBP mission and goals so that quality is part of the process.

Contractor shall employ a multi-step quality assurance (minimum two-step), control (QA/QC) and verification process to ensure the accuracy and timeliness of all work products including job board posting. Active published content shall be reviewed, errors remedied whenever possible, and course corrections made as guided by the government as necessary. Contractor shall employ a mindset of "continuous improvement" across all facets of work on CBP's behalf.

Client shall be involved in review and approval process and any changes immediately implemented for vendor publication.

2.7 Diversity and Inclusion

Contractor's media buy plan shall include a continuing effort to meet CBP's hiring objectives while identifying and adopting best practices to promote diversity and inclusion and to identify and remove barriers to Equal Employment Opportunity (EEO) consistent with federal merit system principles and applicable law.

Contractor shall ensure that advertising outreach to any and all diversity groups through any variety or combination of media platforms is both engaging and accessible. Engaging in that the prospective applicant is led to the conclusion that CBP offers a supportive work environment and is an employer of choice in the marketplace. Accessible in that all materials meet the appropriate level of 508 compliance for their respective media type.

2.8 Data Integration

Contractor shall monitor all campaigns daily to identify opportunities to optimize spend and/or pacing and shall provide NRD management with up-to-date recommendations for data integration that shall provide transparency and bring down cost drivers.

Contractor shall ensure campaign results are linked with actual application rates to allow reporting accurate outcomes. CBP shall provide applicant data as needed throughout the campaign to support assessment of success.

Contractor shall implement advanced capabilities including XML feeds for job boards, MailGun delivered .csv data files for dashboard integration (where native sources are not integrated), and other dashboard tools and processes as applicable.

Data sets shall contain more accurate metrics to inform short- and long-term recruitment campaign activities, allowing Contractor and CBP to better predict success for future campaigns and to bring down cost drivers.

Data sets analyzed in real time shall inform agile decision-making regarding ROI for any/all media platforms and vendors.

Contractor shall ensure that data sets appropriately and accurately capture metrics in real time and with CBP-approved UTM tracking methods and naming conventions.

Contractor shall establish a centralized data dashboard that integrates all available tactics for Contractor and CBP access and real-time monitoring.

2.9 Job Targeting

Contractor shall develop methods to ensure targeting is based on requisite jobs, and to make certain that measures are put in place to reach these goals.

Contractor shall integrate the use of Job Market Analysis tools as necessary to enable job placement.

Contractor shall build career field, certifications, level of experience, and other trackable attributes/traits into targeting strategy. This will be evaluated by total applications submitted by candidates deemed qualified who are advanced through the hiring process.

2.10 Virtual Recruitment

Contractor shall develop, monitor, and report virtual recruitment support that shall aid CBP in the hiring process that takes place remotely.

Contractor shall ensure strategies are presented to ensure effective virtual recruiting.

Where specific requirements are applicable such as citizenship or Schedule A status, as examples, requirements will be communicated in messaging or built into target audience as deemed appropriate.

Contractor shall establish digital or virtual assets such as collateral or landing pages to provide remote candidates access to information needed to convert them to applicants.

2.11 Services Procurement

Contractor shall coordinate with CBP NRD's Recruitment Service Branch to recommend and execute procurement of approved advertising services under the Media Buy Plan and in accordance with GSA Multiple Award Schedule 541810ODC. This service shall permit the team to acquire essential items to include pacing advertisements, securing additional electronic platforms not maintained on CBP systems, and shall improve CBP recruiting processes.

2.12 Virtual Platform Support

Contractor shall research, vet, and provide recommendations for cloud-based platforms.

Contractor shall manage such platforms on CBP's behalf, and/or platforms purchased by CBP through other procurement vehicles to ensure a positive recruiter and prospective applicant experience.

Contractor shall curate content on or for virtual platforms (e.g., text, links to JOAs, images, and presentation slides).

Contractor shall provide recommendations for improvement of webinars, including a clever series name; determine content calendar for topics and cadence; recommend panelists developed script;

provide production guidance such as lighting, background, microphone quality as well as promotion of the series; provide tech support and develop after action reports.

Contractor shall develop digital and social media content strategy in collaboration with the client based on priorities (such as LinkedIn versus X) and recruiting goals.

Contractor shall determine additional communication platforms for amplifying CBP's mission and recruitment messaging, including owned media such as thought leadership (meaning the posting of best practice/informational content authored by CBP professionals on various recruitment industry blog and article sites to attract the attention of CBP hiring managers and drive them to NRD seeking recruitment support services) and content updates or additions to CBP's website.

Carry messaging across all platforms for consistency and enhancing familiarity of CBP's brand, including event sites.

Ensure communication strategy includes strong calls to action.

Contractor shall promote events with effective marketing and advertising to increase attendance at all virtual recruitment events.

Contractor shall provide an after-action report of outcomes such as overall attendance, participant demographics and job interests, and booth attendance and engagement.

Contractor shall ensure that all aspects of the virtual event experience, from advertising to execution, and after-action reporting to maintain the highest level of quality for ease of use and understanding ROI.

2.13 Digital Services

Contractor shall provide digital services that shall include developing data and content that shall be shared across multiple social media and communication platforms and event sites used to post ads, information, jobs, and links.

2.14 Status Updates

Contractor shall provide weekly status updates on any recruitment campaign issues and concerns to the CBP Project Manager (PM) and/or Contracting Officer Representative (COR).

3.0 Management

3.1 Staffing Plan

The Contractor shall present a highly qualified, fully resourced, and customized solution to meet CBP's requirements upon contract award. Team members shall have highly relevant professional experience, training, and technical expertise to easily transition to the CBP contract. Contract activities shall be led by senior communications professionals highly qualified to execute and manage the CBP recruiting program. Key Personnel include the **Program Director** and **Media Director**.

The **Program Director** shall be responsible for managing all aspects of the project, including planning, budgeting, scheduling, production, quality control, and supervising all work performed under the contract and task orders. In the event of an unanticipated absence (short- or long-term) or departure, the Deputy Program Manager and Traffic Manager shall provide coverage. This team shall meet several times each week to review client requests and project statuses.

The **Media Director** leads a team of media planners and buyers to provide media recommendations to reach specific target audiences. The media mix in each plan is tailored to the advertising requirement and the budgetary limits of each client. In the event of the unanticipated absence (short- or long-term) or departure of the Media Director, the senior member(s) of the Media Team shall provide coverage. In fact, all Media Team members are cross trained to provide coverage for any absent member. The Media Team shall meet daily to review client requests and project statuses. Additionally, the Account Director, Deputy Program Manager, and/or the Traffic Coordinator may provide support as needed.

In addition to the backup personnel identified for key personnel, above, Contractor shall provide executive-level oversight to ensure the contractual responsibilities of said key personnel are not left unattended.

Risk Mitigation: Contractor shall offset risk by offering CBP known and highly skilled recruiting and communications professionals to help guide any new personnel through the onsite onboarding with CBP. This shall add direct value to CBP by eliminating the learning curve and risk generally associated with contractor transition, allowing new personnel to be fully mission capable in an expeditious manner. Further, Contractor shall preempt “single point-of-failure” scenarios with significant sharing of information and cross-training as appropriate between members of the account services, media, creative, digital, data analysis, and other groups as they support the CBP account.

Security Clearances: Contractor’s key personnel shall be willing to apply for a CBP Background Investigation.

Contractor Staff Utilization: We propose the following skills and labor categories (LCATs) for the Contractor. This exhibit fully illustrates the Contractor’s personnel, skill, and utilization alignment to best support CBP. Each LCAT is mapped to the original CBP LCAT, and the supported section of the PWS.

Contractor’s Staff Mapping and Utilization Across the PWS	
CBP LCAT(s) and Required Skill Sets	PWS
<p>Proposed LCAT: Program Director Mapped to CBP LCAT: Managing Director</p> <ul style="list-style-type: none"> Serves as the overall Program Director for CBP Recruitment Marketing and Advertising initiatives. Provides executive oversight and management to overall contract operations. Serves as the key liaison between the CBP Contracting Officer’s Representative (COR), the CBP National Recruitment Division (NRD), the CBP Office of Human Resources Management (HRM), and the CBP Office of Public Affairs (OPA), to ensure that all advertising and recruiting services provided as part of this contract are fully aligned with the CBP HRM strategic advertising and recruiting objectives. Serves as a Subject Matter Expert on overall recruiting techniques, marketing strategies and media planning. Exhibits excellent interpersonal and project management skills, attention to detail, and a strong understanding of CBP’s mission and job skill requirements. Ensures continued training for Team Contractor. 	2.1, 2.4, 2.14

<ul style="list-style-type: none"> Provides overall leadership of Team Contractor, identifying resource needs as they arise. 	
Proposed LCAT: Account Manager Mapped to CBP LCAT: Executive Vice President <ul style="list-style-type: none"> Serves as the alternative Program Director for the CBP Recruitment and Advertising initiatives. Plans, organizes, and oversees work efforts, assigns resources, manages personnel, provides risk management, ensures quality management, monitors overall project and contract performance, etc. Responsible for managing the client's overall budget and directing those resources to produce the best outcomes. Develops and presents required contract reporting. Gathers and relays client change orders in a timely and accurate manner. Accountable for managing all subcontractors, vendors, and partners. 	2.1, 2.4, 2.14
Proposed LCAT: Account Executive Mapped to CBP LCAT: Program Director <ul style="list-style-type: none"> Implements approved client strategy on a daily basis. Reports to the Program Director. Ensures CBP is satisfied with every aspect of Team Contractor, including recruiting strategy, creative, media placement, event planning and execution, and budget management. Obtains governmental approvals when needed. Assists with development of required contract reporting. Conducts client follow-up on a timely basis. Gathers client requirements and generates agenda for all client meetings and distributes information to appropriate personnel. Keeps apprised of clients' product, services, and marketing developments and requirements. Coordinates with other CBP recruiting and marketing vendors. Manages all event and recruiting activity travel. 	2.1, .24, 2.14
Proposed LCAT: Marketing Director Mapped to CBP LCAT: Senior Vice President <ul style="list-style-type: none"> Responsible for development of brand and marketing communications strategies across all sectors and channels. Works directly with CBP in an expert-consultative role to develop strategies to meet mission goals. Monitors Quality Control of the strategic work products to ensure that all deliverables are comprehensive, thoughtful, measurable, and on message. Supervises research initiatives. Obtains governmental approvals when needed. 	2.2, 2.3, 2.5, 2.6, 2., 2.8, 2.9
Proposed LCAT: Data Analyst Mapped to CBP LCAT: Account Director <ul style="list-style-type: none"> Supports the execution of brand and marketing communications strategies, and monitors brand and marketing programs and campaigns. Analyzes research and interprets findings to make effective marketing recommendations. Develops positioning, messaging, and other strategic deliverables. 	2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 2.9

<ul style="list-style-type: none"> Measures campaign outcomes and recommends strategies for improving future results. Conducts a weekly analysis of CBP.gov/careers web page traffic to ensure continuous improvement. Gathers and analyzes statistical data using modern and traditional methods. Implements a comprehensive reporting dashboard to consolidate data across client accounts and is adept with other data visualization methods. Is proficient with Google Analytics, Campaign Manager, Salesforce Marketing Cloud, Tableau, PowerBI, etc. Has experience with Search Engine Optimization (SEO) to assess and improve standing. Has deep knowledge of data warehousing and mining techniques and is adept at handling large data sets. 	
Proposed LCAT: Researcher Mapped to CBP LCAT: Program Director <ul style="list-style-type: none"> Develops research protocols and conducts primary and secondary research efforts for CBP. Researches and determines the optimal media mix for each recruiting profile. Uses a variety of traditional and non-traditional qualitative and quantitative research methods. Gathers and synthesizes data, interprets results, draws conclusions, and makes recommendations based on findings. Writes and presents research reports. 	2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 2.9
Proposed LCAT: Media Director Mapped to CBP LCAT: Media Director <ul style="list-style-type: none"> Responsible for providing strategic guidance to the Media and Account Services Teams, evaluating research and recommendations, coordinating launch with various internal/external departments, and client communications for all media initiatives, including relevant social media platforms. Works closely with CBP Public Relations channels to maximize impact of messaging. Works closely with CBP NRD's Recruitment Service Branch to execute procurement of approved media plan. Brief Annual Recruitment Media Plan to CBP Leadership. Oversees, develops, and approves all media plans for CBP. Negotiates with approved media vendors. Develops media presentations, plans, and reports. Manages all day-to-day duties associated with media initiatives. 	2.1, 2.11
Proposed LCAT: Media Planner/Buyer Mapped to CBP LCAT: Media Director <ul style="list-style-type: none"> Responsible for research, planning, negotiation, purchase, and optimization of both digital and traditional media. Works directly with vendors, internal teams, and clients assisting with all day-to-day duties of media initiatives. Develops and implements plans, develops reports, monitors placement and data collection. 	2.1, 2.11
Proposed LCAT: Media Assistant	2.1, 2.11

Mapped to CBP LCAT: Account Supervisor <ul style="list-style-type: none"> • Assist with research, planning, negotiation, purchase, and optimization of both digital and traditional media. • Works directly with vendors and internal teams. • Assists with the development of media plans and reports, implementation, placement monitoring, and data collection. 	
Proposed LCAT: Social Media Manager Mapped to CBP LCAT: Media Director <ul style="list-style-type: none"> • Provides critical understanding of the audiences across social media platforms. • Develops social media strategy and plan to support recruiting efforts. Works closely with Media Director to support overall media plan. • Creates and posts social media posts. • Fields draft social media from CBP team, edits, and adds items to the calendar. • Plans monthly social media calendars to discuss upcoming “hot topics” to see if communications plans need to be created around particular events. 	2.1, 2.11
Proposed LCAT: Event Planner Mapped to CBP LCAT: Account Director <ul style="list-style-type: none"> • Oversees the planning and execution of all recruiting, outreach and media events. • Execute all client events with a seamless turnover from sales to service back to sales. • Prepare all documentation of the event to the satisfaction of the customer and coordinates the event with all appropriate individuals and client points of contact. • Provides pre, during, and post event support to the client. • Consults with Creative and Art Director concerning creative issues and input, and the Program Director regarding schedules and timelines. 	2.10, 2.12
Proposed LCAT: Creative Director Mapped to CBP LCAT: Program Director <ul style="list-style-type: none"> • Directs and leads creative work from concept development through production. • Conceives, develops, and executes creative concepts. • Interacts with and advises CBP on creative strategies. • Contributes to Quality Control by critiquing work products to monitor creative quality and consistency and encourages creative excellence. • Ensures delivery of a final work product that meets or exceeds CBP’s needs and expectations. • Ensure adherence to CBP’s Style Guide. • Develops creative project estimates • Coordinates the work of partners/subcontractors (such as illustrators, photographers, and video producers) • Directs photo shoots and video/film production. 	2.2, 2.5, 2.7
Proposed LCAT: Art Director Mapped to CBP LCAT: Account Director	2.2, 2.5, 2.7

<ul style="list-style-type: none"> • Functions as daily lead for, and provides guidance to, Creative Team staff members working on design and video projects. • Interacts with and advises clients on creative execution. • Conceives, develops, writes, and executes traditional, digital and video creative. • Works with the Creative Director to review and refine creative approaches. • Develops project scope estimates for review and approval by CBP. • Manages all talent releases. 	
Proposed LCAT: Graphic Designer Mapped to CBP LCAT: Account Supervisor <ul style="list-style-type: none"> • Conceives, develops, and executes concepts and layouts for traditional, digital and video creative. • Works directly with the DHS team to interpret and support DHS's goals through the creation and design of recruitment materials. • Develops project specifications and works with outside vendors as needed. 	2.2, 2.5, 2.7
Proposed LCAT: Copywriter Mapped to CBP LCAT: Senior Account Executive <ul style="list-style-type: none"> • Responsible for strategic communications planning and amplification for special projects and initiatives. • Possesses a strong understanding of CBP messaging, stakeholder groups and audiences. • Develops content to be used for social media platforms and event sites. • Performs ad hoc writing assignments, including speech writing for CBP Leadership. 	2.2, 2.5, 2.7
Proposed LCAT: Proofreader Mapped to CBP LCAT: Senior Account Executive <ul style="list-style-type: none"> • Works with the Copywriter to help develop effective content. • Reviews content and corrects for errors in consistency, accuracy, spelling, and grammar. • Edits copy to increase comprehension and impact. • Develops editorial calendars, style guides, and policies. 	2.2, 2.5, 2.7
Proposed LCAT: Web Programmer Mapped to CBP LCAT: Senior Account Executive <ul style="list-style-type: none"> • Leads efforts for designing and/or updating the cbp.gov/careers online presence. • Authors, creates, and deploys complex development projects. • Utilizes knowledge of IT infrastructure to design and deploy comprehensive solutions that automate change management, version control, deployment, maintenance, and continuous integration techniques. • Creates and maintains a comprehensive software development lifecycle for Web Team to follow. • Works with Data Analyst to conduct a weekly analysis of CBP.gov/careers web page traffic to ensure continuous improvement. 	2.2, 2.13

<p>Proposed LCAT: Multimedia Designer Mapped to CBP LCAT: Program Director</p> <ul style="list-style-type: none"> • Develops digital design and content, and video/broadcast production. • Works with CBP, as well as the Creative and Marketing Team, to translate CBP's marketing objectives into functional, interactive, aesthetically pleasing websites and interactive content, videos, and presentations. • Develops and monitors virtual platform support for all webinars and other required software-based systems. • Supports production efforts as Director in TV/video production, and contributes to conceiving, script and storyboard development, and provides assistance with animation, graphics, editing, audio design, and final cut. • Supports direction of photo shoots. 	2.2, 2.5, 2.7
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Contractor's Process to Fill Remaining Vacant Positions within 30 Calendar Days

Contractor shall have a proven process for identifying and vetting candidates to fill vacancies that may arise over the life of the contract. CBP appreciates a robust recruiting capability combining proactive techniques to engage, screen, and secure the highly qualified personnel needed to match CBP LCAT requirements, skills, and experience.

In the event that temporary personnel (contractors) are needed to fill positions, and require information or resources available on CBP's network, the Account Director shall address their needs and obtain approval from CBP to retrieve information on the contractor's behalf.

Contractor's Hiring Process

The total process from identifying a candidate to actively supporting CBP shall take no less than four (4) weeks. Additionally, existing and qualified Contractor employees shall be assigned to the contract within 48-hours to fill gaps to ensure that no deliverables are missed while identifying a permanent replacement.

Identification: Contractor shall immediately begin a process to identify new candidates using leading platforms and technologies, e.g., LinkedIn Recruiter, Glassdoor, ClearanceJobs, Indeed, Monster, and CareerBuilder.

Vetting/Approval: Contractor shall vet candidates based on specific skills and desired traits for supporting DHS work, e.g., recruiting knowledge, event planning and management, media placement, and strategic communications planning among other technical skills. Whether incumbent staff or a new candidate, Contractor shall ensure professionalism; relevant experience, certifications, and skills; professional and security credentials; education; and the right attitude and passion for the CBP mission.

Hiring/Onboarding: Once a candidate is approved by the Contractor Program Director, a formal offer letter shall be extended to the candidate; upon acceptance of the offer, Contractor shall begin their onboarding process, including required background and security checks, corporate onboarding, and initial training for the CBP account. This process should take less than four (4) weeks. The Program Director shall confirm that the new employee follows the Contractor onboarding standard operating procedure to badge, gain access to government information platforms and technologies, and receives a full briefing of all current priorities and their role on the team.

Retention/Turnover Mitigation Strategies

Contractor shall evaluate retention and human resource functions, e.g., recruiting, onboarding and company culture; to identify trends in employee turnover and areas for improvement.

3.2 Management Structure

Contractor operates as a flat organization, meaning that account managers for various clients have direct access for scheduling work with each of five functional groups: Strategy, Research, and Analysis group (SR&A); Creative; Digital; Media; and Events. Account managers have authority to task functional team members with client work. Functional group leads are part of kick off and other key client meetings to provide input, reporting and to gain knowledge of the overall objectives. This awareness and approach provide each functional lead with a 360-degree view of the client's objectives that they then share back to the rest of their functional group, ensuring all team members learn about each client and understand project needs and priorities.

Further, Contractor's Account Director, Deputy Program Manager, and Traffic Coordinator serve as a veritable hub of information, providing guidance for the functional group leads. This streamlines communications and project planning/execution, preventing miscommunication and project delays. Similarly, the Account Director and Deputy Program Manager shall ultimately be responsible for all client communications and product deliverables.

Contractor's project management tool is called Workamajig (Jig). Jig is used for time recording of all staff, campaign set up for all new clients with labor category mapping, tasking for deliverables, deliverable review and approval, vendor orders such as Insertion Orders, Broadcast Orders and Purchase Orders. Contractor has used this tool for over 10 years providing the necessary infrastructure and each team member is proficient in its use. Contractor's digital department used Jira as their ticketing system. Every project that requires our digital teams' support has its own ticket. Our digital team operates based on a two-week sprint schedule and manages their priorities with daily tag ups. As a matter of fact, each functional group within Contractor meets daily for status updates. Account Service personnel attend these meetings to receive daily updates on all client projects.

3.3 Media Buy Plan Presentation Process

Contractor shall research, negotiate, plan and present an annual media plan to NRD leadership as requested. Our approach is steeped in strategy and research and shall provide a comprehensive overview of the media that is recommended and the rationale for each tactic. The media presentation can be done in person at the client's office, at the Fairfax, VA headquarters of Contractor or virtually using Teams. We understand that in addition to the annual media strategy, there shall be ad-hoc or additional media requests made throughout the year, and these will be handled in the same way. Also, while an annual media strategy shall be our guidepost, we also know that we must respond based on what the performance metrics indicate and adjust the annual media buy based on the data.

3.4 Management of Media Buys and Sub-Contractors

Contractor has a well-defined process for all media planning, buying, ordering, trafficking and reporting for all media buys. The media staff are cross trained in all aspects of the process to mitigate risk to the client.

The team contacts our media providers via email and references the buy in the subject line. All email threads are kept intact and saved under the project name in the contractor's program

management tool and cloud-based file archival system. For our digital providers, we compare cost per thousand (CPM) in order to provide our clients with the best value for media dollar spent. Our recommendations are prepared and presented. Once the client approves the media plan, all vendors are contacted and flight dates are confirmed so that space can be reserved, and then vendor contracts are sent to the Contractor and signed by our media director or finance team. The media buyers then confirm the media buy with the vendor and arrange for payment in advance if required. This media buy is entered into the program management system as a Broadcast Order (BO), Insertion Order (IO), or Purchase Order (PO). Each BO, IO, or PO is reviewed and approved by the Media Director as a second check. For media purchases exceeding \$50,000, the Chief Financial Officer is automatically alerted and provides the final approval.

Once the orders and creative are delivered to the media vendor by a traffic coordinator a proof of execution (POE) for all digital placements is requested within 24-hours of the start of the flight. The POE is reviewed internally, stored in the project folder, and delivered to the client. For all media, a proof of performance (POP) is requested upon media run completion to which the vendors must respond. These POPs are collected and organized by project delivered to the client, as desired.

Upon receipt of the vendor invoice, our media finance team validates that the required quantities were delivered per the agreed order. If the media execution falls short of expectation, a credit is obtained from that vendor so we can subsequently credit the government, if required.

Contractor, as Lead Contractor, is responsible for all media buys. As such, subcontractor management is not required for this function.

3.5 Data Analysis of Campaigns

Contractor employs a comprehensive analysis of ad performance metrics, industry standards, and ROI including brand awareness and sentiment to deliver actionable insights and projections through reporting data. Our data analysis is both quantitative and qualitative, leveraging industry standards, past performance, competitor analysis, and landscape evaluation alongside campaign performance to ensure we are meeting and exceeding objectives.

Our media dashboard provides the media department with a cross-channel view of campaign performance in real-time, allowing our team to pivot strategy to fully optimize best performing tactics. This visualization allows for a clear overview of total campaign performance, while providing drill-down capabilities and referenced insights into outliers and specific targeted markets or demographics. Our dashboard is accessible and comprehensive, with customized delivery options, historical data integration, and password-protected for privacy and security. The dashboard Contractor provides can ingest data from over 600 different sources seamlessly, integrating them into a consolidated presentation with clearly identified KPIs and pacing identifiers.

Contractor delivers campaign metrics monthly, at the conclusion of each special initiative, and monitors throughout the run of each campaign to ensure performance and optimal strategy. Our dashboard also allows for real-time access and viewing of mid-stream performance, as well as the ability to flag and notify on specific metrics that fall below or above client-designated thresholds, ensuring there are no surprises at the completion of a campaign.

4.0 Applicable Documents and Websites

Contractors shall use the Delegated Examining Operations Handbook: *A Guide for Federal Agency Examining Offices* as a starting place for Federal recruiting guidance. The CBP Style Guide; DHS and CBP logos, color schemes, and guidelines; existing creative material and brand platforms, new creative approval process and estimated timeline; and HRM and Office of Management and Budget (OMB) Regulations are located as follows:

- Guide: <https://www.opm.gov/search#Delegated%20Examining>
- OPM incentive information: <https://www.opm.gov/search#incentives>
- Guidance for recruiting, hiring and retention within the Federal Government:
- <https://www.opm.gov>

Specifics regarding CBP recruitment incentives are published on individual Job Opportunity Announcements on USAJobs.gov (For Example: Border Patrol Agent incentive, <https://www.usajobs.gov/job/778552000>.)

5.0 BPA Task Order Requirements

Upon operational component review, Contractor has ten (10) business days to provide revised creative assets (if revisions are required).

Resubmission of Task Order deliverables that do not meet given standards for acceptance (ex. photos, videos, reports, etc.) shall occur within five (5) business days of notification.

Contractor shall be available for weekly status meetings throughout a Task Order's performance period to discuss any recruitment campaign issues or concerns with the program office and COR to coordinate with other CBP recruiting and marketing vendors, or other CBP-authorized representatives.

Contractor shall provide CBP with access to updated Contractor-collected and processed files associated with the requirements and materials.

Contractor must provide access to all advertising data management systems (such as Google Ads and Google Analytics) that are used to track and determine the performance of each campaign and the costs associated with any M&A activities. From the start of the first Task Order through the end of the final Task Order under the BPA, Contractor must use accounts which CBP owns and/or has full access to.

6.0 Performance Work Statement (PWS)

Performance Work Statement (PWS) shall meet CBP's objectives and tasks to be accomplished as performance outcomes, and acceptable quality levels to ensure BPA objectives are achieved.

7.0 Quality Assurance Plan (QAP) & Quality Assurance Surveillance Plan (QASP)

7.1 Contractor's Quality Assurance Plan (QAP) – *See Attachment 4.*

7.2 The Quality Assurance Surveillance Plan (QASP) shall describe how contractor performance shall be measured and assessed by the Government against performance standards and serves as a basis for ensuring that there is a mechanism in place for 1) Identifying Government resources responsible for monitoring, 2) Identifying what is to be monitored and how, and 3) Defining documentation requirements concerning monitoring results. *See Deliverables in Section 8.1.*

8.0 Deliverables and Delivery Schedule

Notes:

1. All days refer to Business Days unless otherwise specified.
2. A detailed description of all deliverables outlined under this BPA will be included in each individual BPA Task Order.

8.1 Table of Deliverables

NBR	DELIVERABLE	DUE	DUE TO
1a.	QAP	Second Draft due 15 business days after BPA award and 15 business days after each Task Order Award thereafter.	COR
		Final due 10 business days after receipt of Government comments.	COR
1b.	QASP	Draft due 30 business days after BPA award and 30 business days after each Task Order Award thereafter. Final due 10 business days after receipt of Government comments.	COR
2.	Project Schedule – Integrated Project Schedule defining the dates for deliverables including long-lead items by identifying all milestones and highlight the critical path of the project.	Within twenty (20) calendar days of each Task Order award and updated monthly under each Task Order’s Periods of Performance.	COR and NRD POC
3.	Kickoff presentation and meeting to establish POCs and discuss BPA and Task Order deliverables	Within ten (10) calendar days of BPA/ first Task Order award.	COR and NRD POC
4.	Proposed Task Order Digital Media Buy plan with advertising strategy	Within fifteen (15) calendar days of kickoff meeting of a Task Order award.	COR and NRD POC
5.	Revisions, as required, to Approved Digital Media Buy Plans	With the Monthly Analysis Report as needed under all Task Orders.	COR and NRD POC

6.	Monthly Analysis/Cost Report	Fifteenth (15 th) of the following month (during advertising and hiring period)	COR and NRD POC
7.	Monthly Progress (Status) Report	Fifth day of the following month	COR and NRD POC
8.	Meeting invitations, agendas, and notes	As required for weekly meetings (agenda is due prior to meetings and notes are due after meetings).	COR and NRD POC
9.	Monthly Status Report Presentation for CBP leadership	Third week of the following month under a Task Order	COR and NRD POC
10.	CBP Leadership meeting agendas and presentation materials	Three (3) business days in advance of all scheduled meetings	COR and NRD POC
11.	Meeting Minutes	Shall be provided electronically within three (3) business days after the conclusion of each meeting	COR and NRD POC
12a.	Briefings and/briefing material (ex. slide / presentation development as needed for CBP leadership and/or Congressional briefings.	Upon receipt of content requirements, Contractor shall prioritize the project and apply an “all hands on deck” approach to develop an accurate work product delivered timely. If briefing schedules are known in advance, CBP can expect material to be delivered three (3) business days in advance to allow for review and editing prior to presentation. Otherwise, production and delivery schedules shall be determined at the time of the request and in collaboration with CBP.	COR and NRD POC
12b.	Briefings and/briefing material (ex. slide / presentation development as needed for High School Enrichment Program, Information Display System, etc.)	Shall be delivered seven (7) business days* from receipt of request and/or receipt of content supplied by CBP * Does not include time for review and approval by the Office of Public	COR and NRD POC

		Affairs (OPA).	
13.	Media Buy Plan (This includes the research and planned procurement of sponsorships under the Task Order – ex. CrossFit, etc.)	Within fifteen (15) business days after each Task Order award and on a monthly basis under each Task Order	COR, PM and NRD POC
14.	Presentation of Media Buy Plan to CBP Leadership Stakeholders (virtual or on-site as required)	Ongoing on an ad hoc basis under any Task Order. Advance coordination with COR and PM.	COR, PM and NRD POC
15.	Ad Delivery Brief	Every three (3) months, or as required, under each Task Order	COR and PM
16.	Urchin Tracking Module Report	Tenth (10 th) of the following month.	COR and PM
17.	Portfolio of all materials and constituent files produced* (*see 8.2 below-Portfolio of Materials Produced)	End of each Task Order Period of Performance, and at the end of the BPA's final ordering period, or as requested.	COR and PM
18.	The contractor shall deploy Google Analytics and/or pixel technology to track the efficacy of advertising campaigns.	Monthly, beginning at 12:01 am on the first day of the month and closing on midnight on the last calendar day of the month	COR and PM
19.	Respond to CBP requests for changes to the data format, including but not limited to, address changes, upgrades to operating systems, reporting requirements, environmental influences, or changes to data collection strategies.	Requests made as required. The Contractor shall respond no later than COB three (3) business days from date of request.	COR and PM
20.	Vendor data must be transmitted to CBP custody in CBP data environment. Viewing or read-only access to Vendor data is insufficient. CBP requires the ability to obtain, store, share, manage, and use data using CBP infrastructure and resources.	Real time access to Marketing and Advertising data on an ongoing basis is our goal, but CBP will accept monthly and later weekly data pulls in anticipation of implementing real time access.	COR and PM
21.	The Contractor shall provide a Transition-Out Plan NLT than sixty	NLT than ninety (60 Business) days prior to	COR and PM

	(60) business days prior to expiration of the BPA's final ordering period. The final CBP-approved plan shall facilitate a successful and seamless transition from the incumbent to the incoming Contractor (if applicable).	expiration of the BPA's final ordering period.	
22.	Final Report /Project Closeout Report	NLT (30) business days after the final day of each Task Order's Period of Performance and NLT (30) business days after the last day of the BPA's final ordering period.	COR and PM

The following requirements shall be prepared and submitted to the Contracting Officer's Representative (COR) and CBP's Project Manager (PM) in accordance with the delivery schedule stated herein.

8.2 Portfolio of Materials Produced

A portfolio containing any editable and production ready creative concepts and video in requested formats for use by CBP as well as all deliverables which shall include copies of all documents and/or products developed during the execution of this request shall be delivered to the COR.

All documentation, photography, artwork, html code, design files, music, film, video, voice over, advertisements, intellectual property or other creative materials, files, and electronic data collected by Contractor or generated in support of BPA shall be considered Government property and shall be returned to the Government COR upon expiration of the final Task Order's performance period.

8.3 Advertising Placement Schedule

All advertising to be placed, and estimated prices associated with each initiative, shall be submitted with each Media Buy plan and approved by the CBP's Project Manager (PM) prior to placement.

8.4 Monthly Analysis Report

This report shall include advertising strengths and weaknesses and shall be submitted on the fifteenth (15th) business day of each month during the advertising, recruitment, and hiring period. The report shall be based on the review of advertising methods used, responses received, and costs by task and cost category (estimated or actual labor, material, Other Direct Costs, etc.). The Analysis Report shall include a separate section for job boards. This section shall include, but not be limited to, media type (such as Job Board); vendor name (ex. Indeed); ad start date, ad end date; cost for the duration of the placement; and location being advertised (City, state, and/or zip code). Organizationally, one location shall be listed on one row. The report shall include the estimated cost among multiple locations., redirect URL (CBP.gov/Careers or USAJOBS' Job Opportunity Announcement (JOA) direct link, or CBP.gov/Careers/Apply-Now). Contractor shall present a recommended format to the COR five (5) business days before the first report is due.

Once the format is agreed upon, changes may only be made with the advance written approval of the NRD POC and the COR.

8.5 Development of a Media Buy Plan

The Media Buy Plan shall be submitted electronically to the COR and NRD POC within fifteen (15) business days of BPA award and on a monthly basis thereafter to track the required information under all Task Orders. Contractor shall develop a comprehensive Media Buy plan, to include a plan designed to achieve hiring goals established for each hiring initiative that includes a recruitment advertising marketing strategy that is responsive to the hiring needs of CBP. The Media Buy plan shall be updated upon Government request to reflect the web trends from each campaign, as well as to include justification for the advertising recommended by the Contractor.

The Media Buy plan shall include a Cost Analysis and target ad placement schedule to recommend fair and reasonable rates for ads and media services under the buy plan. The Cost analysis shall include the price quotes for each web site; geo-targeted locations; the audience or recruitment profile being segmented and targeted, and pricing expiration.

When required, Contractor shall send the Media Buy plan revisions to the NRD POC and COR simultaneously.

Contractor shall only charge direct costs under this BPA consistent with the definition at FAR 2.101. Figure 1a provides an exemplary list of direct costs. The government expects that direct costs unrelated to those listed in Figure 1a will be well justified in advance.

As future marketing opportunities become available, Contractor shall present the information and pricing to the COR and obtain written permission prior to adding them to the media buy plan. If a modification is required to the SOO, it will be bilateral and fully executed by the Contracting Officer prior to the changes taking effect.

Figure 1a.

CBP's Recruitment Marketing and Advertising direct costs are expenses a vendor or sub-contractor incurs to make a product or deliver a service, or when a vendor or sub-contractor buys a product leveraged toward campaign creation, production, or deployed in support of a recruitment event.
Examples include, but are not limited to: marketing, advertising, and promotion costs including set up, prep, distribution costs, associated taxes, fees, and other expenses
Digital and traditional media placements including job boards.
Equipment purchase or rental such as safety equipment, secure hard drives, camera or video camera rental, lights, filters, waterproofing and consumable materials.
Event shades, furniture and signage purchase, shipping, hanging and storage.
Partnerships.
Printing and postage.
The purchase of music, video, and images used to create, store, or transfer digital or physical CBP campaign materials

8.6 Required Elements Monthly Media Buy Plan Presentation:

The Monthly Media presentation is reviewed by National Recruitment, Component Headquarters, and CBP Leadership. It is stored on Microsoft Teams for periodic internal review and comparison with the same month in other years. On a quarterly basis, under the Task Orders, this meeting shall be on site at CBP's facility, unless the COR notifies Contractor that the meeting shall be virtual.

The report consists of:

- Cover Page
- Media Campaign Description (Objectives; Executional Summary; Summary; Campaign Dates being reported on; Goals and Key Performance Indicators [KPIs])
- Media Campaign Overview and Stats including Impressions, JOA Views & Talent Network Joins, JOA View/ Click Conversion Rate, Cost Per JOA View, Viable Applications (this statistic is provided by CBP)
- Job Board Overview and Performance Stats for Pay-Per-Click and Affinity Group boards; Job listing Type, Click-Through Rates, and Analysis; Results by Vendor including Content, Spend, Views, Clicks
- Webinar Advertising; E-Newsletter; and Job Listing Results
- Organic Social Media Post Types and Results including Reactions and Likes, Engagement Rate; Video Views; and Shares
- Advertising Results by Component (U.S. Border Patrol, Office of Field Operations, Air and Marine Operations, Mission Operations)
- Summary; Upper Funnel Tactics; Individual Campaigns and Results
- Media Channel Spend Summary by Component and Position (Media Channel, Media Spend, Impressions, Clicks, Click-Through Rate, USAJobs JOA Views, Cost per JOA View, JOA Conversion Rate)
- Glossary

8.6.1 Historical CBP Media Buy Plan Information:

Click Through Rate (CTR) and conversion metrics historically vary by position, platform, and placement. Frontline Job Board CTR currently averages 10.5-14.4%.

Media Mix and Channels- Placements vary from month-to-month, but historically 78% of the available budget has been dedicated to Border Patrol Agent (BPA) recruiting, 10.75% for CBP Officer (CBPO) recruiting, 7.5% is spent toward Air Interdiction Agent (AIA) recruiting, and 3.75% toward Marine Interdiction Agent (MIA) recruiting.

8.6.2 CBP Positions under the Media Buy Plan:

The media buy plans shall address the following Frontline law enforcement positions: Border Patrol Agents, CBP Officers, Air interdiction Agents, and Marine Interdiction Agents.

NOTE: Air Enforcement Agent (AEA) positions generally do not require paid media support to fill; however, may be included in the Media Buy Plan, if required, under this SOO in performance of a Task Order after BPA award. Promotion for professional positions may be incorporated as required into the Media Buy Plan in performance of a Task Order after BPA award.

JOB SERIES:

United States Border Patrol, U.S. Border Patrol Agent, OPM Job Series 1896

Office of Field Operations, CBP Officer, 1895

Air and Marine Operations, Air Interdiction Agent, 1881;

CBP Marine Interdiction Agent, 1801; and

Mission Operations positions as requested by CBP.

8.7 Key Functions and Staffing

Contractor shall provide qualified personnel to perform all of the requirements specified in the PWS. The key functions under each Task Order shall include the Tasks/Functions performed by the Program Director and Media Director.

Contractor's staffing plan shall clearly describe how these key functions shall be met to mitigate disruption to Task Order performance if the Program Director and/or Media Director personnel are incapable of performing the requirements of the SOO/SOW. All changes shall be clearly communicated to the COR in writing as soon as they are known by Contractor and Contractor shall provide a plan to continue performance without delay or disruption to the scheduled requirements.

Note: Education and Experience requirements for Key Personnel shall be in accordance with the GSA MAS contract Labor Categories, Qualifications and Descriptions determined at the master contract level.

8.8 Presentation of the Media Buy Plan to CBP Leadership (ad hoc basis)

****KEY FUNCTION****

After electronic submission of the Media Buy Plan, and prior to CBP approval, it shall be presented virtually or in person to CBP management stakeholders. **Presentation of the Media Buy Plan is a key function of this requirement.** Contractor shall ensure that their staffing plan mitigates any disruption to this key function.

CBP anticipates virtual presentations; however, on-site presentations may be required. When required, CBP will provide advanced notice in order to coordinate the schedule.

Any personnel accessing CBP's network are required to have a Background Investigation (BI), but CBP anticipates that not all members of the marketing and advertising team require access to the CBP network in order to perform under the BPA.

Marketing and Advertising may be created, purchased, and run without a BI. Personnel performing key functions such as the PM, any personnel responsible for delivering files, and all data team members who access CBP's network must apply for and maintain a BI throughout the life of the BPA and under all Task Order Periods of Performance if they extend past the last date to order under the Agreement.

8.9 Execution of the Media Buy Plan

Contractor shall place advertisements in accordance with the approved Media Buy Plan and at the request of the COR. On occasion, Contractor shall be required to make placement of ads for CBP within twenty-four (24) hours of notification by the COR.

Contractor shall monitor advertising placements and confirm their accuracy upon publication. If needed, Contractor shall be responsible for ensuring corrections are made. Contractor shall provide the COR and Task Order NRD POC, written confirmation of each advertisement placed. Contractor shall maintain tear sheets and affidavits of performance for all advertising placed and provide copies to the Task Order NRD POC and the COR. The written confirmations and tear sheets/affidavits shall be included within the Monthly and Annual Report.

During the recruitment and advertising period, Contractor shall perform analysis of the advertising campaign to determine which advertising method provides the best response; this analysis shall be reviewed monthly.

8.10 Integrated Project Schedule

Contractor shall provide an Integrated Project Schedule Report within twenty (20) business days of each Task Order kickoff meeting. The project schedule shall identify all deliverables in this SOO to include decision milestones to meet SOO delivery dates and shall evolve as the Task Orders progress, with date changes identified in the monthly status reports.

8.11 Data Model/Element:

Contractor data must be available in raw, record-level detail, accessible for download from the Contractor's media dashboard (See also Section 2.3). The data includes complete campaign details and conversion metrics as provided by our media vendors. Any aggregations, transformations, calculations, or other functions applied to the data require advance CBP written approval.

Contractor data must include data elements describing the following subject areas M&A cost and User interactions completely. M&A costs shall include traceability of dollars spent by individual campaign, vendor, and/or optimization metric. User interactions shall include impressions, conversions, clicks, and search terms.

For campaigns related to and supporting CBP missions, Contractor must be able to store and maintain a Salesforce Campaign ID, provided by CBP, for all campaigns. Campaigns data elements must include start and end dates (e.g., a campaign may be effective for certain period).

Campaigns data elements must include a Placement ID (a unique key to each active advertisement) along with a Placement Name (also a unique key with multiple elements (e.g., Campaign ID, Campaign URL, Start Date, End Date, whether a campaign is focused on conversions, clicks or just impressions) which can easily be separated by underscores.

Conversions must be tracked within Google Analytics and not on a third-party source. Conversions shall be clearly defined, and link back to a Salesforce Campaign or Application page.

8.12 Data Management:

CBP has the following requirements related to being able to manage the data, obtained from the future M&A vendor, including being able to seamlessly integrate and use the data with other datasets effectively.

Contractor shall maintain, provide, and update a data dictionary in Excel format. Contractor's data dictionary shall include the following metadata, at a minimum, for every data field/element captured:

- Name
- Datatype
- Uniqueness (primary key, yes or no)
- Clear written definitions describing the data element's meaning

The vendor shall provide the current data-dictionary any time there is a change made to the data provided to CBP, and on request.

8.13 Data Interview Administration

Data collected throughout the interview process shall be transmitted via compatible Application Programming Interface (API) or web service to CBP as defined by DHS/CBP.

To fulfill the requirement of transmitting data, Contractor shall build a **custom RESTful API** designed to securely collect and transmit data over HTTPS with Transport Layer Security (TLS) encryption to ensure data security and compatibility with CBP's system. Contractor strongly recommends avoiding data transmission in XML format, favoring JSON instead.

8.14 Technical Requirements of Web Services

Contractor shall complete all electronic data transfers using web services. This requirement applies to both data provided to and from DHS/CBP. All Contractor supplied data shall be made available via secure web services. This data shall be accessible 24/7 via a single web service that returns data in an agreed upon format or file formats as specified by DHS/CBP (JSON or XML). The web service shall accept filter criteria such as an effective date.

DHS/CBP and Contractor will define the data needed to be exchanged or shared, the data file formats, the web services exchange mechanism and Application Program Interfaces (APIs) and architecture, as well as the periodicity (up to and including instantaneous, bi-directional data feeds between Contractor system and DHS/CBP systems or databases).

Data requirements may change over time. Contractor shall be required to modify their systems to be compliant with DHS/CBP changes and notify DHS/CBP of these modifications, within thirty (30) calendar days of being notified of the change(s), unless otherwise specified by the Government (e.g., if the complexity of the system modification requires more than thirty (30) calendar days to complete, and an extension has been mutually agreed upon in advance between the Government and contractor).

Data file transfers shall be performed through TLS Secured HTTP downloads from an authenticated website upon award and during the setup and testing of the web services. The file formats will be specified by DHS/CBP.

Data input into Contractor systems is owned by DHS and CBP and must be delivered upon demand or at the end of the BPA or final task order period of performance, in an electronic file format specified by DHS/CBP. Upon the completion or of the BPA or final task order period of performance and delivery of DHS'/CBP's data as described, Contractor is required to destroy their local copies of the data upon approval by CBP and to notify CBP once the data destruction is complete.

Contractor's web service at a minimum, shall conform to the following technical requirements:

- The web service shall be secured via TLS and AES-256-bit encryption (High): ECDH with 256-bit exchange
- The web service shall provide an authentication mechanism that ensures only authorized requests are processed
- The web service shall provide secure login and logout capabilities
- The web service shall provide an automated logout mechanism after ten(10) minutes of user inactivity
- The web service shall be capable of executing requests within one second (or highest speed available due to user internet connection or reliability of network if in remote locale).
- The web service shall execute against and return current, up to date data in real time

- The web service shall enable data to be filtered, exported, and downloaded in CBP specified file formats
- The web service shall be available for use at all times, twenty-four (24) hours per day, seven (7) days per week
- Contractor shall submit a detailed description of their web service using a standard Web Service Definition Language (WSDL) document
- Contractor shall provide an XML schema to describe the result set returned by the web service
- Contractor shall provide detailed explanations for any error condition that may be raised as a result of web service operation
- Contractor shall provide a list containing all possible error codes and a detailed description of each error
- Contractor shall provide end user documentation and training for their web service
- Contractor shall provide administration documentation and training for their web service as needed
- Contractor shall provide documentation regarding the type of web service platform utilized, including the latest data dictionary, mobile capabilities, data backup mechanisms, and storage capacity
- Contractor shall notify the CBP COR via email at least five (5) business days prior to any web service technology update or release

8.15 Web Services Expectations

- Contractor shall obtain and adhere to detailed requirements that define: Web Service method signatures
- Input Parameters (filter criteria)
- Output fields
- XML Schema of the results set returned by web service; and any additional business rules

CBP shall be given the opportunity for user acceptance testing of Contractor provided web service. The COR shall be notified a minimum of ten (10) business days prior to any modifications made to the web service; final approval by the COR is required before implementation. Any proposed usage of artificial intelligence, bots, and/or Robotic Process Automation with the system and/or web service must first be reviewed and approved by the COR.

All production versions of the deployed web service shall be available in production, compatible with multiple web browsers (to include and not limited to Microsoft Explorer, Microsoft Edge, and Google Chrome) and removed only upon request from CO or with CBP's explicit permission.

The COR shall be notified at least twenty-four (24) hours in advance of any web service maintenance that requires web service down time. During downtime, test results for services shall be made available to the COR in an agreed method. The method shall be agreed upon after award.

Contractor's web service support shall have a response time via telephone and/or secured email of twenty-four (24) hours or less. Safeguards shall also be put in place to protect the Personally Identifiable Information (PII) within by encrypting documents and password protecting.

8.16 Final Report /Project Closeout Report

Submitted no later than 45 days after the conclusion of the Period of Performance of the final Task Order. The Final Report shall summarize the complete Media Buy plan effectiveness, to include the advertising

placed during each period of performance under the BPA and each Task Order and include a discussion of the results. The report shall address the following questions for each advertising method/avenue used:

1. What advertising was performed?
2. Where and when was the advertising placed?
3. What were the costs?
4. What were the positive and negative results?

The final report shall summarize the servicing agency's suggestions on where the recruitment efforts and dollars should be focused the following year to achieve hiring goals at the lowest cost to the Government.

9.0 Government-Furnished Equipment and Information

Information necessary to accomplish the tasks of this SOO will be provided to Contractor through the COR and shall be returned upon completion of the final task order issued under the BPA. All such Government Furnished Information will always remain the property of the Government. If Government Furnished Equipment, such as a laptop computer, is determined by CBP to be required in performance of a Task Order, it shall be tracked by the COR and handled in accordance with the Government Furnished Property Clause.

10.0 Place of Performance

Contractor shall perform its duties primarily from its own facility.

Onsite performance is not regularly required by CBP for performance of Task Orders under this BPA. When on-site performance is required for presentations, or Contractor requests a meeting on site, the site location for the CBP National Recruitment Division is: 90 K Street NE, 5th Floor Room 518 Stop 1145, Washington, D.C. 20229

Monthly media presentations may be virtual; however, Quarterly results meetings shall be held at CBP's site unless otherwise instructed by the COR (See section 5 of this document).

Quarterly Leadership presentations shall be held at CBP's site unless otherwise instructed by the COR (See section 5 of this document).

11.0 Security

See the terms and conditions of Attachment 3 BPA.

12.0 Travel

Travel may be required for the performance of Task Orders under the BPA. No Travel costs will be reimbursed for local travel or commuting to or from the CBP places of performance. Local travel is defined as 50 miles from the places of performance. The Government will not be responsible for any relocation expenses associated with moving Contractor personnel to the Washington, D.C commuting area.

Non-local Travel shall be conducted on a reimbursable basis for the performance of Task Orders under this BPA. All contractor travel (other than Local Travel) shall be in accordance with Federal and CBP Travel regulations. Reimbursement of non-local travel expenses shall be in accordance with Federal Per Diem Rates. Non-Local Travel may be required to obtain video and images required to build new creative material. All non-local travel must be approved by the COR prior to the event. This information must include costs that will be associated with the trip.

Examples include dates, number of people, location, flight information, per diem, rental car info, etc. Contractor shall submit detailed supporting information for each invoice that includes non-local travel and/or ODC expenditures.

13.0 Other Requirements

13.1 Advertisements

CBP will provide the new BPA contractor with a full existing ad set to ensure minimal interruption to recruitment marketing while Contractor is on-boarding and getting established.

New ads are required to be created by Contractor when specificity is required- such as, but not limited to, a Memorial Day message, a Superbowl placement, or to reference an important anniversary for a partnering organization. After Contractor is established and the transition period is finished, they shall be solely responsible for providing refreshed brand-consistent ad sets for a wide variety of platforms and venues on a quarterly basis.

The PWS shall specify the ads to be produced under Task Orders accounting for an iterative process to achieve the required CBP leadership approvals.

13.2 Posting Live links to Job Boards

Contractor shall identify the job boards which result in the highest candidate yield, and the social platforms with the broadest reach for this digital media requirement based on the recruitment profile and Communications Strategy. Contractor shall ensure the jobs are placed on the websites for advertising the same day the job postings go live on USAJobs.gov. While adhering to HRM and OMB regulations, Contractor shall ensure jobs are “marketed” on the job board site in the most effective way to attract quality, qualified candidates as per the recruitment profile and Communications Strategy.

13.3 Talent Releases

Contractor shall be responsible for selecting CBP representatives for creation and production of advertisements based on the project plan or at the request of the NRD. The individuals selected shall be subject to vetting and approval of component HQ, NRD, and the COR. Contractor shall be required to obtain a separate talent release agreement from individuals employed in the creation or production of an advertisement to preclude the government from paying residuals.

13.4 Equal Employment Opportunity (EEO) Statement

All materials developed shall include a current Equal Employment Opportunity (EEO) statement: (“U.S. Customs and Border Protection is an Equal Employment Opportunity Employer”).

13.5 Prior Written Approval

No advertisement or media buy shall be placed without the government’s express written prior approval. Contractor shall only proceed with the ad placement and media buys once the approved Media Buy plan is received and approved by the COR.

13.6 Filters and Exclusions

Whenever possible, Contractor shall employ sensitive subject exclusion filters or brand safety exclusions to limit opportunity for CBP ads to be displayed adjacent to or associated with sensational, shocking, sexually suggestive, profane, tragic, or adult content including, but not limited to, conflict, rough, aggressive, or abusive language; content not yet rated; live streaming or embedded videos. If there are any questions pertaining to this, please reach out to the COR. As available, Contractor shall employ content ratings and other tools including negative key word lists, negative placement lists, and filters such as Digital Content Labels and Sensitive Subject topic categories to safeguard CBP's image and brand reputation.

14.0 Surge CLINs

Under a Task Order issued against this BPA, CBP may require an increase to the labor, marketing and advertising services, or Media Buy ODCs due to federal hiring mandates or other requirements for an increase in qualified applicants. If an increase in services or ODCs is required, and funding is available, the Contracting Officer will issue a modification to the Task Order to exercise FAR 52.217-7 Option for Increased Quantity- Separately Priced Line Item (DEVIATION) to exercise the Surge CLIN and to add funding for the increase to the requirement. This option may be exercised as many times as required by CBP during a Task Order's period of performance up to the NTE of the Surge CLIN.

15.0 Glossary

Strategic Communications Plan – All communications related to recruitment at CBP relative to CBP Hiring. All platforms, media, and outlets. A comprehensive plan with measurable outcomes. To be reflected on the monthly report(s).

Advertisements (Ads) – Messages prepared for insertion in any mass communication media, regardless of the number of insertions.

Hiring Goals – In order to fill each vacancy, CBP shall assess a certain number of individuals to obtain enough qualified applicants. To be reflected on the monthly report(s).

Commissionable Media – Consists of commercial or non-commercial enterprises (e.g., publishers, broadcast media, etc.) who charge standard rates for time, space, etc. These rates are the best discounted rates available to advertising agencies that also include compensation to the advertising agency for the business. To be reflected on the monthly report(s). This shall be a not to exceed portion of the call order.

Contact/Assessment Goals – Assessments are written examinations (either online or on paper) that an applicant shall pass to be considered for employment with CBP.

Major Radio Station – A radio station rated as a “top ten” station in volume of listeners in the metropolitan statistical area, as reported by the most recent Arbitron or similar rating. To be reflected on the monthly report(s).

Major Television – A TV station broadcasting in a designed metropolitan statistical area that is affiliated with ABC, CBS, NBC, FOX, cable, or another major syndicated source approved in writing by the NRM. To be reflected on the monthly report(s).

Mass Media – Any media or advertising vehicle used and intended to convey a message to the general public or a targeted segment, including but not limited to newspapers, radio, TV, trade or professional journals, or other special method approved in writing by the NRM. To be reflected on the monthly report(s).

Media Costs – Costs paid by the Servicing agency to the media for placement of an advertisement, such as TV, newspaper, or other types. This shall be a “not to exceed” portion of the call order.

Newspaper – A publication printed and distributed at stated and regular intervals to convey news, transmit trade or technical information, or advertise information of interest and importance to the public.

Public Service Advertising (PSA) – An advertisement in any media carried at no cost to CBP. To be reflected on the monthly report(s).

Schedule A: This excepted authority is used to appoint persons with severe physical disabilities, psychiatric disabilities, and intellectual disabilities.

Publication – The appearance of an advertisement in a newspaper; magazine; trade or professional journal; or any other printed media; or the broadcasting of an advertisement over radio or television. To be reflected on the monthly report(s).

15.0 Section 508 Requirements

Section 508 of the Rehabilitation Act (classified to 29 U.S.C. § 794d) requires that when Federal agencies develop, procure, maintain, or use information and communications technology (ICT), it shall be accessible to people with disabilities. Federal employees and members of the public with disabilities must be afforded access to and use of information and data comparable to that of Federal employees and members of the public without disabilities.

All products, platforms and services delivered as part of this work statement that, by definition, are deemed ICT shall conform to the revised regulatory implementation of Section 508 Standards, which are located at 36 C.F.R. § 1194.1 & Appendixes A, C & D, and available at <https://www.ecfr.gov/cgi-bin/text-idx?SID=e1c6735e25593339a9db63534259d8ec&mc=true&node=pt36.3.1194&rgn=div5>. In the revised regulation, ICT replaced the term electronic and information technology (EIT) used in the original 508 standards. ICT includes IT and other equipment.

Exceptions for this work statement have been determined by DHS and only the exceptions described herein may be applied. Any request for additional exceptions shall be sent to the Contracting Officer and a determination will be made according to DHS Directive 139-05, Office of Accessible Systems and Technology, dated November 12, 2018, and DHS Instruction 139-05-001, Managing the Accessible Systems and Technology Program, dated November 20, 2018, or any successor publication.

15.1 Section 508 Requirements for Technology Services

When developing or modifying ICT, Contractor is required to validate ICT deliverables for conformance to the applicable Section 508 requirements. Validation shall occur on a frequency that ensures Section 508 requirements is evaluated within each iteration and release that contains user interface functionality.

When modifying, installing, configuring, or integrating commercially available or government-owned ICT, Contractor shall not reduce the original ICT Item's level of Section 508 conformance.

When developing or modifying web based and electronic content components, except for electronic documents and non-fillable forms provided in a Microsoft Office or Adobe PDF format, Contractor shall demonstrate conformance to the applicable Section 508 standards (including WCAG 2.0 Level A and AA Success Criteria) by conducting testing using the DHS

Trusted Tester for Web Methodology Version 5.0 or successor versions, and shall ensure testing is conducted by individuals who are certified by DHS on version 5.0 or successor versions (e.g. “DHS Certified Trusted Testers”). Contractor shall provide the Trusted Tester Certification IDs to DHS upon request. Information on the DHS Trusted Tester for Web Methodology Version 5.0, related test tools, test reporting, training, and tester certification requirements is published at <https://www.dhs.gov/trusted-tester>.

When developing or modifying electronic documents and forms provided in a Microsoft Office or Adobe PDF format, Contractor shall demonstrate conformance to the applicable to the applicable Section 508 standards (including WCAG Level A and AA Level 2.0 Success Criteria) by conducting testing using the test methods published under “Accessibility Tests for Documents” at <https://www.dhs.gov/compliance-test-processes>.

When developing or modifying ICT deliverables that contain the ability to automatically generate electronic documents and forms in Microsoft Office and Adobe formats, or when the capability is provided to enable end users to design and author web based electronic content (i.e. surveys, dashboards, charts, data visualizations, etc.), Contractor shall demonstrate the ability to ensure these outputs conform to the applicable Section 508 standards (including WCAG 2.0 Level A and AA Success Criteria). Contractor shall demonstrate conformance by conducting testing and reporting test results based on representative sample outputs. For outputs produced as Microsoft Office and Adobe PDF file formats, Contractor shall use the test methods published under “Accessibility Tests for Documents”, which are published at <https://www.dhs.gov/compliance-test-processes>. For outputs produced as web-based electronic content, Contractor shall use the DHS Trusted Tester for Web Methodology Version 5.0, or successor versions. This methodology is published at <https://www.dhs.gov/trusted-tester>.

Contractor personnel shall possess the knowledge, skills and abilities necessary to address the accessibility requirements in this work statement.

15.2 Section 508 Deliverables

Section 508 Test Plans: When developing or modifying ICT pursuant to this contract, Contractor shall provide a detailed Section 508 Conformance Test Plan. The Test Plan shall describe the scope of components that will be tested, an explanation of the test process that will be used, when testing will be conducted during the project development life cycle, who will conduct the testing, how test results will be reported, and any key assumptions.

Section 508 Test Results: When developing or modifying ICT pursuant to this contract, Contractor shall provide test results in accordance with the Section 508 Requirements for Technology Services provided in this solicitation.

Section 508 Accessibility Conformance Reports: For each ICT item offered through this contract (including commercially available products, and solutions consisting of ICT that are developed or modified pursuant to this contract), the Offeror shall provide an Accessibility Conformance Report (ACR) to document conformance claims against the applicable Section 508 standards. The ACR shall be based on the Voluntary Product Accessibility Template Version 2.0 508 (or successor versions).

The template can be found at <https://www.itic.org/policy/accessibility/vpat>. Each ACR shall be completed by following all of the instructions provided in the template, including an explanation of the validation method used as a basis for the conformance claims in the report.

Other Section 508 Documentation: The following documentation shall be provided upon request for ICT items offered through this contract:

Documentation of features provided to help achieve accessibility and usability for people with disabilities.

Documentation on how to configure and install the ICT Item to support accessibility.

Documentation of core functions that cannot be accessed by persons with disabilities.

Documentation of remediation plans to address non-conformance to the Section 508 standards.

16.0 Transition-Out Period

16.1 Contractor shall provide a Transition-Out Plan NLT than sixty (60) calendar days prior to expiration of both the final BPA ordering period- and final Task Order period of performance, the plan shall facilitate the accomplishment of a seamless transition from the incumbent to the incoming Contractor (if applicable). In addition, Contractor shall continue to accomplish all tasks as outlined in the contract during this period. Contractor shall identify how it shall coordinate with the incoming Contractor and Government personnel to transfer knowledge regarding the following:

- Project management processes
- Develop a contract start Ingress Transition Plan within thirty (30) calendar days of contract award
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Transition of key personnel
- Schedules and milestones
- Actions required of the Government
- Coordination of IT related programs, issues
- Host/participate in contract start ingress knowledge transfer sessions as required by CBP
- Develop a transition plan ninety (90) business days before the BPA final ordering period end date.
- An Authorization to Operate (ATO) is not anticipated to be required for this BPA. If an ATO is determined to be required, Contractor shall Provide all necessary system information for the security authorization effort as required by the COR and shall not input, store, process, output, and/or transmit sensitive information within a Contractor IT system without an approved ATO signed by the Headquarters or Component Chief Information Officer (CIO), or designee, in consultation with the Headquarters or Component Privacy Officer; and • Adhere to current Government policies, procedures, and guidance for the Security Authorization (SA) process defined in the Safeguarding of Sensitive Information clause of the BPA.

16.2 Contractor shall also establish and maintain effective communication with the incoming Contractor and Government personnel for the period of the transition via weekly status meetings. Orienting assigned employees of the succeeding Contractor during the last 60 days of the period of this contract if so directed by the CO. The Government shall make available to such employees existing Government Furnished Property (GFP) and/or Government-Furnished Equipment (GFE) such as desks, chairs, telephones, and other normal office equipment and office supplies during the orientation period, as applicable.

17.0 OCIO CISO Cyber-Supply Chain Risk Management (C-SCRM)**A. Definitions**

1. **Component:** a unit defined by the supplier that connects to and functions as part of the product. For software products, a component is a unit of software defined by a supplier at the time the component is built, packaged, or delivered. For hardware, a component is one hardware unit designed to connect to and function as part of a larger product.
2. **End-of-Life (EOL):** means that an ICT product has reached the final stage of the product life cycle in which that version of the ICT product will no longer be supported nor manufactured (e.g., no patches will be developed, no security improvements will be made, and, sometimes, no troubleshooting technical assistance will be offered).
3. **End-of-Support (EOS):** means that an ICT product will no longer be supported (e.g., no patches will be developed, no security improvements will be made, and, sometimes, no troubleshooting technical assistance will be offered).
4. **Information and Communications Technology (ICT):** encompasses the capture, storage, retrieval, processing, display, representation, presentation, organization, management, security, transfer, and interchange of data and information; includes all categories of ubiquitous technology used for the gathering, storing, transmitting, retrieving, or processing of information (e.g., microelectronics, printed circuit boards, computing systems, software, signal processors, mobile telephony, satellite communications, and networks).
5. **Product:** part of the equipment (hardware, software and materials) for which usability is to be specified or evaluated.

B. Original Equipment Manufacturer (OEM) End-use Information and Communications Technology (ICT) Product.

1. Contractor shall provide new equipment unless otherwise formally approved by the Government, in writing. Contractor shall provide only Original Manufacturer (OEM) end-use products to the Government. In the event that a shipped OEM product, or part or component of that product, fails, all replacements must be new (i.e., non-refurbished, not previously used) OEM.
2. Contractor may provide previously used OEM products only with written Government approval. Such parts shall be procured from their original source and shipped only from the manufacturer's authorized shipment points.

C. Accounting of Components in ICT Products

1. Contractor shall provide and maintain a list of components for each product used in performance of the contract, including through subcontracts or other arrangements. This list for each product shall provide the component manufacturer's name, address, state, and/or domain of registration, and, where applicable, the Unique Entity Identifier (UEI) number, for all components comprising the ICT products.
2. Contractor shall notify the Government when a new contractor/subcontractor/service provider is introduced to the ICT provided on this contract, or when suppliers of components or products are changed. If a software component used in the performance of the contract is updated with a new build or release, Contractor must update the list provided in accordance with (i) above to reflect the new version of the software. This includes software builds to integrate an updated component or dependency.

3. For software products, Contractor shall provide all OEM software updates, and patches to correct defects, for the life of the product [i.e., until the “End of Life” (EoL) or “End of Support” (EoS)]. Software updates and patches shall be made available to the government for all products procured under this Contract, and replaced when End of Support (EoS) is reached.
4. A contractor using team members in performance of the contract (e.g., subcontractors or other service providers) shall ensure that the standards for the accounting of components in this subsection are met by team members.

D. Supply-Chain Transport

1. Contractor shall use formal, documented and accountable transit, storage, and delivery procedures (i.e., the possession of the end-use product to be delivered is documented at all times from initial shipping point to final destination, and every transfer of the product from one custodian to another is fully documented and accountable) for all information and communication technology (ICT) shipments to fulfill this contract.
2. Contractor shall maintain all records pertaining to the transit, storage, and delivery of ICT deliverables under this contract through at least 6 months after acceptance and make available for inspection upon request of the Government.
3. Contractor shall make use of tamper-proof or tamper-evident packaging for all shipments.
4. Contractor shall provide a packing slip for each container or package with the information identifying the contract or order number, a description of the hardware/software enclosed (Manufacturer name, model number, serial number), and the customer point of contact.
5. Contractor shall provide a shipping notification to the intended government recipient; with a copy transmitted to the Contracting Officer, or other designated representative. This shipping notification shall be provided electronically and identify the contract or order number, a description of the hardware/software being shipped (manufacturer name, model number, serial number), initial shipper, shipping date and identifying (tracking) number.

E. Changes to Ownership and Control

Contractor shall immediately notify the Contracting Officer and Contracting Officer’s Representative regarding any significant changes to corporate ownership or control from contract award through final delivery or the end of the period of performance. A significant change would be one in which a change occurs in the individuals or entities who, directly or indirectly, either (1) exercises substantial control over an entity, or (2) owns or controls at least 25 percent of the ownership interests of an entity.

17.1 Cloud Computing

- a) Cloud computing. All use of cloud computing products or services that process unclassified information must comply with the FedRAMP Authorization Act, 44 U.S.C. Section 3607 et. seq. The following requirements apply when using cloud computing to provide information systems or services in the performance of the contract.
 - i. Cloud computing security requirements. Contractor shall implement and maintain administrative, technical, and physical safeguards and controls with the security level and services required in accordance with FedRAMP Security Authorization Requirements

unless notified by the Contracting Officer that this requirement has been waived by the Agency Chief Information Officer.

- ii. Cloud computing continuous monitoring. Contractor shall maintain an adequate continuous monitoring capability based on the FedRAMP Security Authorization Requirements including processes described in the NIST Special Publication (SP) 800-137, Information Security Continuous Monitoring (ISCM) for Federal Information Systems and Organizations and governed by the FedRAMP Continuous Monitoring Strategy Guide.
- iii. Cloud computing services cyber incident reporting. Contractor shall report all cybersecurity incidents that are related to the cloud computing service provided under this contract. Reports shall be submitted according to FedRAMP Security Authorization Requirements, published FedRAMP Incident Communications Procedures, and Federal Incident Notification Guidelines for submitting incident notifications to CISA using the CISA incident reporting form (<https://us-cert.cisa.gov/report>).