



USO Fulfillment & Inventory Management Services
REQUEST FOR PROPOSAL
Document Reference USO-FULFILL2022
June 21, 2022

KEY DATES	
RFP Posted	June 21, 2022
Request for Proposal Released	June 28, 2022
Deadline for Questions	July 11, 2022
Answers Shared with all Vendors	July 18, 2022
Deadline for Proposals	August 8, 2022
Downselect Notification	August 22, 2022
Presentations/On-Site Visits	September 5 -19, 2022
Projected Award Date	September 30, 2022
Projected Start Date	January 1, 2023

After reviewing this document, if you wish to participate in the RFP, please download and complete the [RFP Vendor Participation Request Form](#) prior to the Release date. Once the RFP has been released we can no longer accept new vendors to participate.

**Please note you must download this file and open with Adobe. It will not function properly if opened in your web browser*



ABOUT THE UNITED SERVICE ORGANIZATIONS

The USO strengthens America’s military service members by keeping them connected to family, home and country, throughout their service to the nation. We are the Force Behind the Forces®. Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform – from the moment they join, through their deployments and as they transition back to their communities.

Today’s service members need the care, comfort, connection and support that can only be provided by an organization that is with them at every point of their military journey, wherever they serve. The USO is continuously adapting to the needs of our men and women in uniform and their families so they can focus on their important mission.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DoD), the USO is not part of the federal government.

We are a family of volunteers, sustained by the charitable contributions of millions of generous Americans and united in our commitment to support America’s service members by keeping them connected to the very things they’ve sworn to defend – family, home and country. Our work is America’s most powerful expression of gratitude to the men and women who secure our nation’s freedoms.

The USO remains dedicated to expanding access to USO centers and programs around the world, increasing annual service connections and boosting transition services for our service members and their families throughout their time of duty. In every corner of the world, our service members will know that the USO is always by their side.

USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a gold-level GuideStar Exchange participant, demonstrating its commitment to transparency.

For more information, visit www.uso.org/about

**United Service Organizations
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PROJECT SUMMARY

The **United Service Organizations, Inc. (USO)** requires fulfillment and inventory management services for expeditionary, video gaming, and family support programming. These programs deliver a wide variety of items to troops deployed all around the world.

Purpose

The USO is seeking a Fulfillment and Inventory Management Services Provider (FSP) that offers logistics services and is experienced in providing fulfillment and inventory services to non-profit organizations and organizations with global distribution requirements.

The USO expects to make one award under this Request for Proposal (RFP). The period of performance will three years. The anticipated contract award date is **September 30, 2022**. This will be a **Cost Reimbursable** contract. The FSP will operate at the direction of and receive guidance from USO.

Submission Deadline

All proposals must be submitted no later than 5 pm (ET) on **August 8, 2022** through Coupa Sourcing.

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THE USO RESERVES THE RIGHT TO MAKE NO AWARD OR TO CANCEL THIS RFP AT ANY TIME.



RECOMMENDED STEPS FOR SUBMISSION

1. Review the Requirements

Examine all sections of the RFP and learn about the USO.

2. Consider the Evaluation Criteria

Consider the organization eligibility requirements and the USO's specific requirements to see whether your organization, your interests, and your capabilities fit this project. Check with the USO for any modifications or amendments up to the submission deadline.

3. Develop Your Proposal

Develop your response to accomplish the Scope of Work (SOW).

4. Follow Submission Guidelines

See the [Submission Guidelines](#) section of this document.

5. Submit Your Proposal

Proposals are due by 5 pm (ET) on August 8, 2022.



Contents

<i>ABOUT THE UNITED SERVICE ORGANIZATIONS</i>	<i>ii</i>
<i>PROJECT SUMMARY</i>	<i>iii</i>
<i>RECOMMENDED STEPS FOR SUBMISSION</i>	<i>iv</i>
<i>BACKGROUND</i>	<i>2</i>
<i>PROJECT REQUIREMENTS</i>	<i>3</i>
<i>Scope of Work (SOW)</i>	<i>3</i>
<i>TERMS AND CONDITIONS</i>	<i>24</i>
<i>Period of Performance</i>	<i>24</i>
<i>Overview</i>	<i>25</i>
<i>SUBMISSION GUIDELINES</i>	<i>27</i>
<i>Post-Submission Information</i>	<i>28</i>
<i>Withdrawal or Modification of Proposals</i>	<i>28</i>
<i>Late Submissions</i>	<i>28</i>
<i>Best and Final Offers</i>	<i>28</i>
<i>Retention of Proposals</i>	<i>28</i>
<i>Post-Award Information</i>	<i>29</i>
<i>Anticipated Award Date</i>	<i>29</i>
<i>Post-Award Conference/Kickoff Meeting</i>	<i>29</i>
<i>Notice to Proceed</i>	<i>29</i>
<i>Period of Performance</i>	<i>29</i>
<i>Documentation Requirements</i>	<i>29</i>
<i>Basis of Compensation to the FSP</i>	<i>29</i>
<i>Debrief – Post-award</i>	<i>30</i>
<i>Protests/Appeals</i>	<i>30</i>
<i>Appendix A: Past Performance Chart</i>	<i>31</i>
<i>Appendix B: Schedule of Fees</i>	<i>32</i>
<i>Exhibit A: Volume and Activity</i>	<i>33</i>
<i>Exhibit B: Existing Inventory Report (products by program, 05/22/22)</i>	<i>34</i>
<i>Exhibit C: Schedule of Kits</i>	<i>35</i>
<i>Exhibit C-1: Schedule of Non-Kitted Items</i>	<i>36</i>
<i>Exhibit D: USO2GO Bill of Materials</i>	<i>37</i>
<i>Exhibit D: Program in a Box Bill of Materials</i>	<i>43</i>
<i>Exhibit D: USO HOLIDAY PACK Bill of Materials</i>	<i>45</i>
<i>Exhibit D: USO Miscellaneous & Event Support Bill of Materials</i>	<i>46</i>



Exhibit D: USO CARE PACKAGE Bill of Materials 46

Exhibit D-1: USO CARE PACKAGE Kitting Instructions..... 48

Exhibit E: USO 2021 Metrics (taken from Global Impact Report 2021)..... 51



BACKGROUND

The USO has gone where America's military has gone since WWII. As times change the USO continues to find innovative ways to provide a "home away from home." Expeditionary Support is at the heart of who the USO is, as they seek to connect America's military with family, home and country, even in the most austere locations.

The challenge is to support expeditionary service members with a variety of items designed to offer comforts of home through their time away when a physical USO location is not an option. Examples of the challenges:

- Hundreds of units with no access to a USO center, especially in combat zones or remote TDY
- Reaching those where access is restricted due to remote locations, security, etc.
- DoD (Department of Defense) mission/operational tempo requires frequent moves making the establishment of USO centers non-strategic, restricting the support the USO provides

The USO is redefining the way Expeditionary Service Members receive support. The USO is the nation's leader in bringing a touch of home to those in uniform around the world. Through the years the USO has continued to adapt to the changing environment in which those we serve are located. Using the USO's best in class model of creating a safe and comfortable living room environment through USO centers, the USO stood to the challenge of redefining what support looks like, in even the most remote locations, where deployed service members are located.

During Service Members deployments and times separated from their families, they tell us their #1 concern is their family back home. The USO provides military family support programs in the form of community connection events (Coffee Connections), baby showers (Special Delivery) and connection through story time recordings (Bob Hope Legacy Reading Program). These programs keep military families connected and ensure the family back home is supported during these critical times of separation.

Statistics show:

- 17% (220,000) of America's military force are deployed from their primary duty location
- 43% of America's military force are 25 years or younger¹
- 85% of America's military force are male / 16% of America's military force are female²
- 55% of America's military force are married³
- 6% are dual-military marriages⁴



PROJECT REQUIREMENTS

Glossary of Terms:

- **USO PM** – *USO Program Manager; party responsible for individual program management and execution*
- **Stuffing Parties** – the USO works with Corporate Donors to host employee engagement events at their facilities through which Care Packages, Holiday Packages, Program-In-a-Box, and USO2GO may be packed
- **Shipping Cartons** – original packaging product is received in at the warehouse
- **Plastic Bins** – USO provided plastic bins utilized in Stuffing Parties
- **Rate per Fulfillment** – fulfillment cost for each program element, either in kit form or for individual product

Scope of Work (SOW)

The **United Service Organizations (USO)** is seeking a Fulfillment and Inventory Services Provider that offers third-party logistics (3PL) services and is experienced in providing these services to non-profit organizations and enterprises with global distribution requirements.

The Fulfillment Service Provider (FSP) selected will provide the USO with all logistical aspects of Fulfillment and inventory services for the programs of the Expeditionary Support Mission to include:

1. Fulfillment (incl. Receipt processing, handling, put-away, storage, cycle counting, picking, kitting, packing, and shipping) of individual or service provider packaged inventory, as well as preparing inventory for assembly at off-site corporate engagement events (stuffing parties).
2. Inventory management (including tracking of perishable goods, expiration dates, and cycle counting).
3. Secure area with restricted access to high value items.
4. Alerting appropriate Program Managers of all shipments and providing tracking information.

The FSP will ensure a complete product is shipped to the requesting military Unit or location identified by USO POC (point of contact). The FSP will ensure that all products are easily tracked throughout the entire process as the items are ordered, stocked, pulled, shipped, and then received by the requesting Units.

Inventory Management System Requirements

USO requires transparent inventory management for all USO programs. As a not-for-profit organization, the USO is responsible for honoring donor intent and takes pride in proper stewardship of donor dollars. In addition, USO programming is partially funded by grants from the DOD and therefore subject to GAO auditing. The FSP must be able to provide the following to ensure accurate inventory reporting and safeguarding of USO inventory in addition to other items identified as necessary:

1. Access (read-only) to a Web-based Inventory Management System that has:
 - a. Real-time KPI (Key Performance Indicator) dashboard displays able to show status by program
 - b. Real-time inventory levels by SKU number
 - c. Historical inventory balances that are available for users to pull for any given date



- d. Item history (user ability to pull transaction history by item SKU – receipts, shipments, and adjustments)
 - e. Ability to export inventory levels as well as transaction data to .csv or .xlsx file
 - f. Ability to send automated transaction notifications to specified users
 - g. Unit cost data / inventory value tracking
 - h. Expiration dates by inventory lot
 - i. Tracking reasons for inventory adjustments (count result, spoilage, etc.)
 - j. Tracking record for receipt and shipment of high-priced items by serial number.
2. Labeling of high-priced inventory items received with a “property of USO” labels upon receipt
 3. Re-order trigger points to allow sufficient time for the USO to procure inventory to maintain adequate stock levels
 4. Adequate security within facilities to protect USO inventory from theft
 5. Insurance coverage that protects inventory at the warehouse from physical loss or damage by theft, accident, or other means
 6. Verification of USO shipments for accurate contents and quantities (quality assurance)

Inventory Management and Warehousing Requirements

The FSP must be able to provide timely receipt acknowledgement of product to enable USO to process Purchase Orders (POs) and invoices in a timely manner and meet audit requirements:

Stock Receipt Processing

- a. New SKU numbers and descriptions will be provided to the FSP at their FSP warehouse by USO, in a common compatible file, prior to placement of an order by USO with a product FSP for any item not previously stored with FSP.
- b. FSP will upload new SKU information into FSP’s Warehouse Management System (WMS) prior to receipt of USO PO (Purchase Order).
- c. USO’s Purchase Order for incoming stock will be provided to the FSP at their FSP warehouse by USO in a common compatible file.
- d. FSP’s FSP staff upload the “expected” incoming stock data into the PO module in the FSP WMS.
- e. When goods arrive at the warehouse they will be fully received and put away within two (2) business days of delivery.
- f. Each SKU will have its own shelf, bin, or pallet location. Goods will be checked for quality and quantity before being put away entered in the WMS on a per-SKU basis.
- g. Data previously entered in the PO module will be matched against actual goods received via a manual Material Receipt report. FSP’s WMS will update the same day to reflect actual stock received, put-away, located and booked into inventory.
- h. A receipt confirmation must be transmitted to USO within two (2) business days for palletized shipments and five (5) business days for individual shipments (i.e., multiple Amazon boxes) after goods are physically received.
- i. FSP will provide signature confirmation of inspection by FSP’s member of staff.
- j. FSP will inform the USO of any receiving discrepancies within two (2) business day for palletized shipments and five (5) business days for individual shipments (i.e., multiple Amazon boxes), and provide necessary evidence to support the USO’s refund/return process with the USO FSP.



- k. The USO (via FSP's Web-based System) must have on-line, secure, real-time access to stock receipt and inventory data, 24/7/365.
- l. FSP must have back-up information technology systems in place for continuity of inventory data.

Customer Order Processing

- a. FSP will provide USO with a secure Web-based order entry solution for each USO Program. This Web order entry system will create an electronic order in FSP's WMS.
- b. USO will send shipment orders to FSP via FSP's Web-based order entry solution.
- c. FSP receives order from USO via WMS portal or other IT (Information Technology) integrated means.
- d. FSP issues an order confirmation to USO.
- e. FSP allocates orders, creates and prints picking and packing lists.
 - a. If an order changes after picking/packing, but prior to shipping, USO may amend order by providing FSP with a copy of the original order confirmation and issuing a list of itemized changes.
 - b. FSP will provide USO with an updated order confirmation and notify warehouse staff.
 - c. FSP will have ability to pick and pack using kit-to-stock module; ability to receive raw SKUs, assemble into predetermined kits using known BoMs, and trigger re-ordering of raw SKUs to meet forecast demand.
- f. FSP will use hand-held devices when locating SKUs on storage racks to validate physical location and that the correct item has been picked.
- g. After picking/packing lists are printed, FSP warehouse staff will process picking requirements.
- h. Each SKU of an order will be pulled from the appropriate warehouse location and checked against the pick list.
 - a. The picker will be accountable for items picked and / or put away by means of digitized hand-held scanner linked to the WMS. Each pick/put away record must be complete and accurate.
 - b. The completed picklist will also serve as a QA confirmation document that a second FSP staff member will be responsible for validating the order as full and correct.
- i. When order is fully picked, warehouse staff will sort and repackage items for shipment.
- j. FSP must establish and maintain a quality assurance process to ensure quantity and quality of completed orders meet desired standards of each USO program.
- k. Cartons will be dimmed, weighed, and the packing slip stating the contents in each shipment is to be placed in each carton.
- l. Order and pick data are loaded into the WMS within 12 business hours to maintain inventory accuracy.
- m. Order data for USPS shipments will be exported from WMS into the appropriate software or portal (Endicia, USPS World Ship, Stamps.com, for example).
- n. FSP will familiarize FSP staff with United States Postal Service's (USPS) Military Postal System (MPS) requirements for Air/Army Post Office, Fleet Post Office, or Diplomatic Post Office (APO/FPO/DPO) shipping restrictions to include, but not limited to:



- a. Maintain awareness of the most recent military and diplomatic mailing and shipping guidance available from USPS on: <https://www.usps.com/ship/apo-fpo-dpo.htm?pov=international>.
- b. Maintain awareness of the most recent Postal Bulletin for the most current regulations and requirements: <http://about.usps.com/postal-bulletin/welcome.htm>.
- c. Use of USPS zip code tool: <https://postcalc.usps.com/Restrictions.aspx>.
- o. Order data for shipments designated for carriage via FedEx will be exported from WMS into the appropriate software or portal (FedEx Ship Manager or FedEx.com, for example).
- p. FSP and USO will collaborate to familiarize FSP staff in how to use USO's FedEx accounts – charity account and revenue account.
- q. FSP will familiarize FSP staff with FedEx service types, to include but not limited to, Less-than-Truckload (LTL), Freight (full-truck / dedicated truck), FedEx Trade Networks (ocean freight), and FedEx Express (packages and palletized freight) to U.S. and international locations.
- r. FSP will familiarize FSP staff with how to prepare shipment packages and documentation for U.S. domestic locations, as well as international APO/FPO/DPO locations, using but not limited to:
 - a. FedEx Service Guide: <http://www.fedex.com/us/service-guide/>
- s. Customs forms may need to be filled out by FSP for shipping to APO/FPO addresses.
- t. Shipping labels will be printed and applied accordingly to cartons.
- u. When carton is labeled, order is staged for pick-up.
- v. FSP staff will be responsible for arranging collection and loading identified carrier (FedEx/USPS/Military Parcel Express/SMS Express/Other).
- w. Orders will be "dispatched" in WMS immediately following collection by carrier.
- x. After orders are dispatched and WMS auto-updates inventory levels on a per-SKU basis, data concerning all orders and shipments must be available to USO via FSP's Web-based system.
- y. FSP will provide supplies for shipping, including boxes, tape, packaging material, security tape to minimize tampering, labeling, and accounting, etc.

Warehousing

- a. FSP will provide USO ample storage space to accommodate all USO Program inventory; currently~20,000 sq/ft but FSP must have capacity to accommodate growth of all programming inventory.
- b. The warehouse will be configured to accommodate palletized goods; units/pieces in pick-cartons, shelf or bin locations, and floor locations for pallets as needed. One pallet, carton, shelf, bin location, or floor location contains only one SKU. This segregation and storage method assures USO of inventory integrity and promotes the highest possible level of order picking and processing accuracy.
- c. All products stored at Fulfillment Center facilities are put-away into barcoded warehouse locations separated by SKU. Each SKU's warehouse location is registered in WMS for accurate and efficient put-away, order picking and processing.



- d. FSP will have hand-held scanner technology to facilitate efficient and accountable picking and put-away processes.
- e. FSP will position SKUs in storage to optimize pick/pack process time.
- f. FSP will perform annual physical inventory count, and provide the USO with a full count report including, but is not limited to item/serial number, location, quantity, expiration date, cost, and any discrepancies, etc.

Timeline for Order Processing

- a. Once an order is received by Fulfillment Center and entered in WMS, Fulfillment Center will ship out the order on the same business day if the order is entered in WMS before 10am Eastern Standard Time (EST), and no later than 6pm EST of second business day in cases when high volumes of orders are received same day with a high number of unit picks.

Invoicing and Payment

The FSP will provide accounting and billing for inventory management, fulfillment, and postage services to be invoiced monthly, per each individual FOB, through Coupa Supplier Portal.

Reporting

The FSP will provide USO reports that represent the status of the inventory in a format that can be accessed in real-time. Report data should include, but may not be limited to:

1. Inventory levels of each item by Program, Item SKU, description, quantity, and dollar amount.
2. Inventory activities by Program, date, item SKU, description, quantity, and dollar amount.
3. Shipment report detailing items (description), SKU, quantity, dollar amount of each item shipped, shipping dates, and tracking numbers to a particular location.
4. Receiving reports for each inventory receipt detailing FSP, Program, item SKU, description, quantity, and dollar amount.
5. Inventory adjustment reports to include discrepancies, dollar amounts and reasons for adjustment by date, Program, item SKU, description, and quantity.
6. Monthly report reflecting inventory opening balances, total of receipts, shipments, and adjustments for the month, and closing balances for each item.
7. Perishable item expiration date report to include shelf-life information.

Program Overviews and Scopes of Work

USO Holiday Packs

USO Holiday Packs is a program designed to bring a festive holiday gift to service members far from home during the holiday season. The challenge is to bring USO Holidays to service members far from home over the holiday season, some festive cheer, a holiday gift, and a connection to family, home, and country through USO's outreach programming efforts.

On average, USO Holiday Packs serves 50,000 service members annually during the winter holiday season, with packages shipping between October and December every year. USO Holiday packs has also distributed packages over the summer, between May & June.

The USO Holiday Packs provide holiday packages containing snacks, branded gear, and festive items to locations across the globe.



- 75,000 Service members received Holiday Packs in 2021. Nearly 175,000 troops have received Holiday Packs since 2017
- 271 Locations supported with Holiday Packs in 2021
- 100,000 Holiday Packs to be distributed in 2022

Refer to **Exhibit C: Kits for Each Program.**

USO Holiday Pack – Program Delivery

Pre-Program Prep:

Curating Annual Holiday Pack Contents:

- USO will identify Bill of Materials (BoM) annually for all three (3) recurring seasonal USO Holiday Packs.
- USO will provide BoM for each package type to FSP.
- USO PM will make product purchases or obtain in-kind products for program and ship to FSP, aided by USO Logistics if needed
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.
- The USO PM will meet with an FSP warehouse team member to review the detailed list to ensure information is clear and accurate.
- FSP will assemble a “sample” pack based on detailed SKU list and will consolidate and organize products ahead of shipment to event.
- FSP to provide recommended packing order of goods itemized on BoM for sample pack.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.
- FSP will receive kitted Holiday Packs back into inventory with the appropriate SKU and expiration/best by date of the SKU with the most imminent date.
 - When products have been kitted at off-site USO stuffing events, USO will provide detail by email of the most imminent date, as well as write it on the boxes returned to FSP.
 - Any remaining inventory from events and all kitted Holiday Packs will be returned to FSP for receipt back into inventory.
 - Items returned from events will be entered in WMS within 2 business days.
- Procurement and receiving for Holiday Packs may begin in May/June for anticipated receipt of goods June through July, working with a deadline of July 15.

Kitting Holiday Care Packs:

- USO to coordinate stuffing event opportunities with Corporate Donors and submit shipping orders to FSP as required.
- USO staff may direct FSP to kit additional packs if demand exceeds ability to fulfill at off-site stuffing events.
- USO PM will inform FSP of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping Holiday Care Packs:



- USO Logistics will confer with FSP on shipping method to meet the delivery deadline
- USO Logistics team will ensure appropriate size boxes and filler will be available for use by this program.
- FSP will provide tracking information to USO Logistics and respective program manager for all shipments via WMS.
- FSP will advise on suggested kitting sequence and appropriate carton size and filler needs.

Returns:

- FSP will notify USO within two (2) business days of any returned shipments for coordination of reshipment.

Other Requirements:

- Upon completion of stuffing events, all remaining inventory, event supplies and kitted USO Holiday Packs will be returned to FSP for receipt back into inventory and replenishment of event supplies, if needed.
- Any volunteer-constructed packs might be returned to FSP to be deconstructed and re-kitted appropriately, at the direction of USO Logistics.
- Given the seasonality of the items in these kits, USO will work to eliminate all seasonal inventory following the completion of that season's packs.

USO2GO

USO2GO is a program of the USO with the mission to strengthen America's military service members by keeping them connected to family, home, and country, throughout their service to the nation, especially when in remote locations where other USO / Morale-Welfare-Recreation dept. support is not readily available.

The challenge is to support expeditionary service members through their time away from home by providing the amenities necessary to create their own mini USO within their area of operation. In times of DoD budget cuts, the Morale Welfare Recreation (MWR) is usually one of the first cuts from installation support. As units move around for training/deployment they cannot always guarantee their new location will have MWR centers. The USO is constrained in its ability to stand up brick and mortar centers at every DoD location by available funding and security concerns.

USO2GO follows the USO's best-in-class model of creating a safe and comfortable living room environment, even in the most remote locations, where deployed service members can connect with those in their unit or simply decompress from the latest mission. On average, USO2GO has served 80,000 deployed service members around the world annually.

To further expand the reach of the USO to expeditionary troops located in those Areas of Responsibility where access is restricted due to security measures, the USO developed USO2GO. This program is designed to be mobile and reach any Forward Operating Base (FOB), providing the best programs the USO has to offer.

- 123,451 Troops had a chance to use the USO2GO in 2021. Over 916,000 troops around the world have used USO2GO since the program launch in 2008.
- 281 requests fulfilled and delivered to troops all around the world in 2021. Over 2,800 requests fulfilled since the program launched in 2008.
- 133 Countries where USO2GO kits have been shipped to.



- 226 USO2GO requests to be fulfilled in 2022.

Unit POC's can receive any combination of the following packages (all quantities are scaled to support number of personnel in the requesting unit). Refer to **Exhibit C: Kits for Each Program**.

USO2GO Glossary of Terms

- One kit refers to any of the nine (9) SKUs that make up a USO2GO request:
- Comforts of Home (COH) - Toiletries
- Edible Enjoyments (EEO) - Snacks
- Leisure (LKO) – Board Games
- Athletic (AKO) – Sports
- Electronics Assortment (EAO) – Gaming
- Comforts of Home – Female (FEM) – Female Toiletries
- Fitness (FIT) – Portable Fitness Equipment
- Birthday Box (DAY) – Decorations
- Small Unit (SUK) – Combination of COH, LKO and AKO in lower quantities for specific units with small number of service members and shorter deployment time
- **USO2GO Bundle** – A bundle is a kit of product that will be included in the above referenced kits. Not all kits include bundles. Bundles are used for items like movies or video games to facilitate more efficient picking.
 - **DVD** – bundle contains 25 movies included in EAO kit
 - **PS** – Play Station bundle includes console, extra controllers and 10 games included in EAO kit
 - **BOX** – XBOX bundle contains console, extra controllers, headsets and 10 games included in EAO kit
 - **NIN** – Nintendo Switch bundle contains console, extra controllers and 10 games Included in EAO kit
 - **BOO** – bundle contains 10 books included in LKO kit

USO2GO – Program Delivery

Pre-Program Prep:

- USO will provide BoMs for all nine (9) USO2GO kits.
- USO PM will make product purchases of all items to be included in USO2GO kits.
 - USO PM may accept in-kind products for program and ship to FSP, aided by USO Logistics if needed
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.
- Military POC will make a request for any combination of USO2GO kits.
- USO will review the request from military POC and validate the need.
- The military POC will sign a “Memorandum” accepting responsibility for the program and for the submission of feedback and sign off, indicating receipt of the USO2GO items.



Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.

Kitting:

- USO PM will inform The FSP when kits need to be picked and quantity to be kitted. Items will be picked based on previously provided BoMs
- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- USO PM provides shipping information as well as package type and quantities to FSP for shipment to unit POC.
- FSP updates the USO PM as packages are shipped out daily.
- FSP sends tracking numbers for each box to USO PM upon dispatch.

Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.
- USO PM will coordinate with USO Finance to determine cost of items to be returned into inventory.

Other Requirements:

- USO receives confirmation and feedback on items received from the military POC once all the items have been received.

USO2GO In Action

Each package has pre-determined products and quantities to allow for a turnkey process. All kits are picked and kitted upon demand, to reduce storage costs. Each participating military unit is allowed to select each kit or opt out of receiving any of the 9 program packages. Also, depending upon the unit size, it may receive more than one package for its group. The breakdown according to base size, for the regular USO2GO kit is:

Number of Kits per Base Size – USO2GO Regular

# Of SMs (Service Member) per Request	COH	EEO	LKO	AKO	EAO	FIT	BDAY
1-250	1	1	1	1	1	1	1
251-750	2	2	1	1	1	1	2
751+	3	3	2	2	2	1	2

In addition, in response to an influx of requests from small units with short deployment timelines the USO developed the Small Unit Kit. This kit includes most requested items from COH, LKO and AKO, but in different quantities. Only 1 SUK is shipped per request. This kit is shipped based on recommendations



from USO personnel reviewing request. In response to feedback a female toiletry was created. Given the average number of females per unit, the number of kits per request varies from other kits.

# SMs/Request	FEM
1-50	1
51-100	2
101+	3

Program in a Box

Program in a box is designed to provide service members with a group activity where all the contents can be found in one box. The program is designed for those service members in remote locations where other USO/MWR support is not readily available. Unit POC's can receive any combination of the following boxes (all quantities are scaled to support number of personnel in the requesting unit). This program is meant for small group of activities. Refer to **Exhibit C: Kits for Each Program**.

Program-In-a-Box – Program Delivery

Pre-Program Prep:

- USO will provide BoMs for three (3) PIB (Program In A Box) boxes.
- USO PM will make product purchase of all items to be included in PIB boxes.
 - USO PM may accept in-kind products for program and ship to FSP, aided by USO Logistics if needed
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.
- Unit POC will make a request for any combination of PIB boxes.
- USO will review request and validate the need.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.

Kitting:

- USO PM will inform The Fulfillment Service Provided when kits need to be picked and quantity to be kitted. Items will be picked based on previously provided BoMs.
- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- USO PM provides the shipping information as well as package type and quantities to FSP for shipment to unit POC.
- FSP updates the USO PM as packages are shipped out daily.
- FSP sends tracking numbers for each box to USO PM upon dispatch.



Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.
- USO PM will coordinate with USO Finance to determine cost of items to be returned into inventory.

Other Requirements:

- USO receives a confirmation and feedback on items received from the military POC once all the items have been received.

Program in a Box in Action

Each box has pre-determined products and quantities to allow for a turnkey process. All boxes are picked and kitted upon demand, to reduce storage costs. Each participating military unit is allowed to select each box or opt out of receiving any of the 3 program packages. Also, depending upon the unit size, it may receive more than one package for its group. The breakdown according to base size, for the boxes is:

Number of Boxes per Unit Size – Program in a Box

# Of SMs per Request	PNT	FIT	TRI
1-10	1	1	1
11-20	2	1	1
21-30	3	1	1
31-40	4	1	1
41-50	5	1	1

USO Care Package

Snack Pack

The USO Care Package Program is designed to provide service members with individual care packages. One of the care packages is a snack pack. The snack pack is 'desert tan' in color to match uniform patterns across multiple service branches. The pack is constructed with a durable nylon material that has a M.O.L.L.E (Modular Lightweight Load-carrying Equipment) system on the back of the pouch. The M.O.L.L.E. system is incorporated so the service members can attach the snack pack to their issued military equipment that also has a M.O.L.L.E. system. The Snack Pack contains a mixture of healthy and sweet treats, along with drink mixes.

Refer to Exhibit C-1: Non-Kitted Items for Each Program, and Exhibit D-1: USO Care Package Kitting Instructions.



Toiletry Care Package

The USO Care Package Program is designed to provide service members with individual care packages. One of the care packages is a toiletry pack. The toiletry pack is 'desert tan' in color to match uniform patterns across multiple service branches. The pack is constructed with a durable nylon material that has a M.O.L.L.E (Modular Lightweight Load-carrying Equipment) system on the back of the pouch. The M.O.L.L.E. system is incorporated so the service members can attach the toiletry pack to their issued military equipment that also has a M.O.L.L.E. system. Additionally, inside the pack there is a hook so that the pack can be hung from a towel rack, off a bunk, or even off the side of a Humvee. The Toiletry Pack contains travel size hygiene items.

In 2021, in response to service member feedback, the USO launched a women's specific toiletry pack. This newest pack utilizes the same desert tan back with the M.O.L.L.E system. Contents are travel size toiletry that are specific to feminine hygiene needs.

Refer to Exhibit C-1: Non-Kitted Items for Each Program, and Exhibit D-1: USO Care Package Kitting Instructions.

USO Care Package– Program Delivery

Pre-Program Prep:

- USO will provide BoMs for all Care Package types.
- USO PM will make product purchases of all items to be included in each Care Package type.
 - USO PM may accept in-kind products for program and ship to FSP, aided by USO Logistics if needed
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.
- FSP will receive kitted care packages back into inventory with the appropriate SKU and expiration/best by date of the SKU with the most imminent date.
 - When products have been kitted at off-site USO stuffing events, USO will provide detail by email of the most imminent date, as well as write it on the boxes returned to FSP.
 - Any remaining inventory from events and all kitted care packages will be returned to FSP for receipt back into inventory.
 - Items returned from events will be entered in WMS within 2 business days.

Kitting:

- FSP to kit Care Packages on a weekly basis based upon kitting/Fulfillment forecast shared by USO
- USO to provide a rolling 90-day forecast of kitting/fulfillment to FSP
- FSP to kit Snack Packs, Toiletry Packs, and Women's Care Packs per instructions provided in **EXHIBIT D-1: Kitting Instructions.**



- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- FSP records tracking numbers for each shipment in the WMS.
- FSP to ship all inventory to separate WMS "location" when shipping to a stuffing event.
 - USO provides event's shipping information as well as quantities to ship to FSP for coordination of shipment of event supplies.
 - FSP will remove SKUs from packaging, place them into plastic totes/bins provided by USO, and record quantities in each tote/bin (exceptions for bags, wipes, and water bottles to be coordinated as needed) and communicate them to USO Logistics.
 - FSP will place a label, with the total count of the product in bin, inside each plastic bin and visible for quick reference on a pallet to aid receiving at event.

Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.

Other Requirements:

- FSP must have the technological infrastructure available to connect an external ordering portal (website, Sales Force, or other platform) to the WMS to facilitate workflow ordering of customizable gaming bundles for shipment to USO locations.

Coffee Connections Program

Coffee Connections is a program that connects military spouses to one another in their community. Coffee Connections events are hosted at USO centers or a centralized location convenient to military spouses.

Coffee Connections – Program Delivery

Pre-Program Prep:

- USO PM will make product purchases of all items to be distributed for Coffee Connections.
 - USO PM may accept in-kind products for program and ship to FSP, aided by USO Logistics if needed
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.
- USO provides shipping address for each event, as well as quantity of items to be shipped to each event.
- USO to provide no less than five (5) business days' notice for shipment to dispatch to event location.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.

Kitting:

- Kitting is typically not required for Coffee Connections.



Shipping:

- USO PM provides shipping information and quantities to FSP for shipment to unit POC.
- FSP sends tracking numbers for each box to USO PM upon dispatch.

Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.
- USO PM will coordinate to return items into inventory.

USO Special Delivery® Program

The USO continued to host the highly popular Special Delivery baby showers for military parents-to-be around the globe virtually and in person in 2021. In 2021, the USO built upon the success of a decade hosting showers with a goal to reach even more families through more frequent offerings of both in-person and virtual events, increasing event delivery by 53% and reaching 56% more new and expecting parents than in 2020. Combining baby shower games, local guest speakers and drawings for traditional baby shower gifts, these popular showers provide a touch of home for parents-to-be who are often away from their families, friends, and support networks during their pregnancies. In 2020, Johnson & Johnson joined the team as a presenting sponsor, supporting the Special Delivery program for all expectant military families. More than 15,000 expectant service members and military spouse parents have been served through this program since its launch in 2013. For the last decade, select Special Delivery Baby Showers have been co-hosted with Heidi Murkoff, the best-selling author of the “What to Expect” book series.

To reach more communities and provide greater access to programming, USO has introduced new events for growing military families, in addition to the traditional baby showers hosted over the years; Spritz: smaller-scale shower hosting up to 50 people, designed to help foster community connections while celebrating growing military families throughout the year, still with the fun, games, and drawings for prizes. To learn more, visit: www.uso.org/specialdelivery.

Each event type will have a different requirement of the FSP.

Refer to Exhibit C-1: Non-Kitted Items for Each Program.

Special Delivery – Program Delivery

Pre-Program Prep:

- USO PM will procure products for the program and ship them to FSP
- USO PM will ensure any new products are assigned appropriate SKUs and provide awareness to FSP

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.
- USO PM will provide advance shipping notice and tracking information to Fulfillment Service Provider for product orders, if available



- FSP will document as part of receipt any expiration/best-by dates associated with product
- USO PM to provide detailed guidance if any product purchased needs to be received in any format other than eaches.

Kitting:

- If needed, USO PM will provide BoM and written directions for kitting product
- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- USO PM will provide shipping information as well as quantities to ship to FSP for coordination of shipment.
- USO to provide no less than seven (7) calendar days' notice for shipment to dispatch to event location
- FSP updates the USO PM as packages are shipped out daily, and immediately advises on questions related to inventory shortage, address issues, etc.
- FSP sends tracking numbers for each box to USO PM upon dispatch.

Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.

Other Requirements:

- USO may return remaining inventory to FSP for receipt into inventory

Special Delivery – In Action

USO Reading Program (Bob Hope Legacy Reading Program (BHLRP))

The [Bob Hope Legacy](#) is proud to partner with the USO to create the Bob Hope Legacy Reading Program. In the spirit of Bob Hope and his dedication to bringing military families together, the program is largely driven by virtual, on-demand story time offerings that help USO's reach.

Thanks to the generous support of the Bob Hope Legacy, the USO can help service members read to their children from around the world. When a service member stationed in the deserts of Kuwait misses the birth of his child, the USO is there to provide that powerful connection back home. Through the Bob Hope Legacy Reading Program, that service member can read his newborn daughter a bed-time story from halfway around the globe. Service members can walk into participating USO locations, record themselves reading their child's favorite story and have that recording shipped home.

Recognizing the challenges military children often face when dealing with separation, the Bob Hope Legacy Reading Program makes it possible for military kids to add a new book to their own library and share story time with someone they love by recording themselves reading. The USO sends the recording to the child's special loved one, helping bring families together no matter the miles that may separate them.

For more information, visit: <https://www.uso.org/programs/bob-hope-legacy-reading-program>

Refer to Exhibit C-1: Non-Kitted Items for Each Program.



Reading Program – Program Delivery

Pre-Program Prep:

- USO PM will procure products for program and ship to FSP.
- USO PM will ensure any new products are assigned appropriate SKUs and provide awareness to FSP.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.
- USO PM will provide advance shipping notice and tracking information to FSP for product orders, if available.
- FSP will provide notification to USO PM of any shortages or overages of product received for respective Purchase Order.
- USO PM to provide detailed guidance if any product purchased needs to be received in any format other than eaches.
- USO PM will provide advanced guidance on any product received in specifically designed quantities, ex: packs of 25 eaches.
- USO PM to identify high value assets and FSP will secure them to mitigate theft and damage.

Kitting:

- If needed, USO PM will provide BoM and written directions for kitting products.
- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- USO PM provides the shipping information as well as quantities to ship to FSP for coordination of shipment.
- FSP will pick and pack per the order submitted, and then ship to the designated location.
- Orders should be dispatched within two (2) business days of order placement.
- FSP updates the USO PM as packages are shipped out daily, and immediately advises on questions related to inventory shortage, address issues, etc.
- FSP provides tracking numbers for each carton upon dispatch.

Returns:

- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.
- USO PM will coordinate with USO Finance to determine cost of items to be returned into inventory.

Other Requirements:

- At times, donated books may be sent to warehouse for storage and redistribution.

Rapid Response Gaming Kit (RRK)

Packaged in variable sized Pelican case rugged containers, our Rapid Response Kits provide entertainment options to service members in a variety of locations. Within minutes of opening a RRK, service members are capable of diving into a video game. Rapid Response Kits come stocked with the latest in gaming capabilities varying from Nintendo Switches, PlayStation, or Xbox alongside a variety of



game titles. The objective of the RRKs (Rapid Response Gaming Kit) is to be a “plug and play” option for gaming, creating ease of use for service members.

Rapid Response Kits – Program Delivery

Pre-Program Prep:

- USO PM will procure products for program and ship to FSP
- USO PM will ensure any new products are assigned appropriate SKUs
- USO PM will confirm with FSP that SKU data has transmitted successfully from USO Procure-to-Pay (P2P) system, Coupa.

Receiving:

- FSP will receive products from FSPs and have item data entered in WMS within two (2) business days of physical receipt.
- FSP informs Program PM on any shortages or overages of product received for respective Purchase Order.
- USO PM will provide advance shipping notice and tracking information to FSP for product orders, if available
- FSP will provide notification to USO PM of any shortages or overages of product received for respective Purchase Order
- USO PM to provide detailed guidance if any product purchased needs to be received in any format other than eaches
- FSP will receive and store RRK’s upon receipt from FSP or return from end user.

Kitting:

- If needed, USO PM will provide BoM and written directions for kitting product
- USO PM will inform The Fulfillment Service Provided of any changes to BoMs prior to kitting.
- FSP will advise on suggested kitting sequence, appropriate carton size, and filler needs.

Shipping:

- USO PM will place an order for existing inventory for the FSP to pick and pack.
- USO PM provides shipping information to FSP for shipping of RRK unit.
- FSP sends tracking numbers for each RRK to USO upon shipment when packages depart the fulfillment facility
- FSP will notify USO PM within two (2) business days of any returned boxes for coordination of reshipment.
- FSP will provide return support for USO Centers to ship RRK’s upon completion of deployment.
- FSP will clean and ensure all components are working upon receipt.
- FSP will notify USO if components are not working or damaged

USO Gaming Miscellaneous Items:

USO Gaming may receive miscellaneous donated items throughout the year from partners. These products will exist commonly in the form of a gaming chair, headset, handsets / controllers, keyboard, mouse, computer, cables, and gaming consoles.

- FSP will receive and store miscellaneous items upon receipt until an order is placed by the USO PM.
- USO provides the shipping information to FSP for receipt / shipment of miscellaneous items.



USO Stuffing Events

Pre-Event Prep:

- USO PM will procure products for a program's event and ship to FSP.
- USO Logistics will submit event order no less than one week before event date via FSP's Web-based ordering system.
- FSP will remove SKUs from packaging, place into plastic totes/bins provided by USO, and record quantities in each totes/bin (exceptions for bags, wipes, and water bottles to be coordinated as needed) and communicate them to USO Logistics.
- FSP will ensure event support kit is assembled for inclusion in shipment to event based on details provided by USO Logistics.
- USO Logistics department will issue FSP updated yearly events calendar upon commencement of Work with USO and update FSP as event schedules develop. Access to updated event calendars may be provided via email and / or USO's Office365 site.
- USO Logistics and FSP will collaborate to determine restocking levels based on items previously used and upcoming calendar of events.

Shipping:

- USO Logistics will book transportation from FSP to event to include the return shipment of fulfilled product from event back to FSP.
- Upon completion of the event, USO Program Manager and/or USO Logistics will clearly label all boxes and pallets for return (via preferred shipping method to be determined) to FSP's facility.

Receiving / Returns:

- FSP will receive returned kitted SKU, raw SKUs, and event support materials and have item data entered in WMS within two (2) business days of physical receipt.
- USO Logistics will submit ARN (Advanced Receiving Notice) to FSP for returned items within two (2) business days of stuffing event completion.

Miscellaneous / Event Support

The USO's Event Support items are intended to assist Program Managers in the execution of programs that have a fulfillment event (a.k.a. stuffing event) component. The Event Support items are available to all programs previously stated but are managed by USO Logistics.

The USO's Miscellaneous Items are intended to be available to all programs previously stated to supplement support provided to service members and their families.

Refer to Exhibit C: Kits for Each Program. All pieces will be scaled per demand of each event or program.

Event Support Preparation:

- USO Logistics will procure products for event and ship to FSP
- USO Logistics will submit event order no less than one week before event date
- FSP will ensure event support kit is assembled for inclusion in shipment to event

Shipping:

- USO Logistics will book transportation from FSP to event to include the return shipment of fulfilled product from event back to FSP



Receiving / Returns:

- FSP will receive event support materials and have item data entered in WMS within two (2) business days of physical receipt.
- USO Logistics will submit ARN to FSP for returned items within two (2) business days of stuffing event completion.

Fulfillment Service Program Management

The FSP will attend a weekly meeting to share best-practice and develop Key Performance Indicators for program improvement to ensure service is being provided in a timely and effective manner.

USO Program Points of Contact (POCs):

Program Title	Program POC
USO2GO	Martha Bolt
Program in a Box	Martha Bolt
USO Holiday Packs	Cristin Perry / Kerri Needle
USO Care Package	Cristin Perry
USO Special Delivery®	Jessica Robertson
USO Reading Program	Laura Zabriskie
Coffee Connections	Elizabeth Lee
Miscellaneous / Stuffing Event Support	Juston Reynolds

The FSP will provide an Account Manager who will be responsible as the POC for USO. The Account Manager will have experience in Fulfillment and Inventory Management. The Account Manager will coordinate closely with USO Headquarters and USO POCs.

Exhibits and Appendices

- Appendix A: Past Performance Chart
- Appendix B: Schedule of Fees
- Exhibit A: Volume and Activity – 2021 Order Volume and Activity Table
- Exhibit A-1: KPIs
- Exhibit B: Existing Inventory Report (products by program, 05/22/22)
- Exhibit C: Schedule of Kits
- Exhibit C1: Non-Kitted Items for Each Program
- Exhibit D: Bills of Materials for Each Program
- Exhibit D-1: Kitting Instructions
- Exhibit E: USO 2021 Metrics (taken from Global Impact Report 2021)



Technical Proposal

Describe a plan to provide, prioritize, and manage the tasks included in the Scope of Work. Describe the knowledge, experience, and capabilities related to provision of the range of support needs described.

Statement of Understanding

- State a clear understanding of the mission of the USO and this project.
- Maximum Length: 3 pages

Technical Solution

- Describe your proposed approach to each requirement included in the SOW to include but not limited to:
 - i. Proposed Methodology for Fulfillment of the program packages
 - ii. Proposed Methodology and Technology Solutions for Inventory Processing of Incoming and Outgoing Items/Kits/Packages
 - iii. Proposed Methodology and Processes for Shipping and Tracking shipments to destination and confirmed receipt
 - iv. Understanding of the United States Postal Service – Military Postal System shipping standards to locations outside of the contiguous United States
 - v. Proposed Timeline from order placement by a military unit to destination delivery
 - vi. Proposed Inventory Tracking software and ability to integrate with 3rd party software such as Great Plains, and eProcurement systems such as Coupa.
 - vii. Provide samples of inventory reports
- Maximum length: 20 pages.

Management Approach

Describe a plan to manage the operation to ensure successful program support, including program management, financial resources or ability to obtain them, equipment and facilities, quality assurance, internal controls, and staffing.

Management Plan

- Describe the overall plan for organizing, staffing, and managing the tasks required by the SOW. Indicate how roles and responsibilities will be divided, decisions made, work monitored, and quality and timeliness assured.

Explain how this management and staffing plan will enable the FSP to start projects quickly, conduct multiple projects concurrently, complete complex tasks within narrow time periods, and assure quality of products.

- ☐ Maximum Length: 5 Pages



Proposed Project Team Members

- List proposed project team staff, subcontractors, and consultants. Identify key personnel. For key personnel, state of level of effort.
- Provide resumes for all proposed team members. Include proposed job title and a brief description of qualifications, including education and experience. Resumes should be no longer than two pages.
- Describe how the individual expertise of each proposed team member and the combined, complementary expertise of the project team are appropriate for supporting each of the requirement sections of the RFP.
- Maximum Length: 4 Pages

Subcontracting plans

- If the proposal includes subcontractors, we encourage large businesses to meet federal small business, labor surplus area, and minority business requirements.
- If applicable, please provide a description of planned usage of subcontractors.

Past Performance

It is essential that the FSP demonstrate the previous experience required to design and conduct the various activities described in the Scope of Work. Of particular interest is experience in responding to similar requests from other clients or customers.

- For the FSP and each proposed major subcontractor, identify up to three existing projects or projects completed within the last five years that are consistent in scope, nature, and effort for commercial customers, non-profit clients, or local, state, or federal governments.
- Complete table in Appendix A.
- For each selected project, submit a synopsis of work performed (no longer than two pages). Provide information on problems encountered on the contracts and subcontracts and corrective actions taken to resolve those problems. Do not provide general information on performance on the contracts because we will obtain that information from the references.

Cost Proposal

1. Quote for Services

1.1 Cost Proposal should be distinct and separate from Volume I: Technical Proposal. Given that the award is expected to be a Cost Reimbursable contract, all costs and fees should be included.

- If needed, a brief budget narrative (no more than two pages) may be included to clarify unusual budget items or calculations.



- The proposed budget should include costs broken out by Fulfillment activities provided on Appendix B.
- Cost Proposal will include the completion of the attached Excel Pricing Workbook.

TERMS AND CONDITIONS

Period of Performance

The period of performance for the project is three years (**January 2023 - December 2025**).

Coupa Sourcing Management Software

This RFP will be hosted using Coupa Sourcing Management Software. The FSP is required to use Coupa Sourcing for all communication and submissions related to this RFP. The USO will provide the FSP with all necessary tools to access the Coupa Sourcing Management Software.

Required Federal Citations

In providing goods and / or services, the FSP will be required to comply with the below listed federal regulations. Please note that this list is not exhaustive:

- **Federal Reg/Citation 3:** This RFP requires the FSP to adhere to Federal Regulation 2 CFR 180.220, 3 CFR Part 1986 and 3 CFR Part 1989.

Furnishing of Equipment/Property

The FSP shall furnish its own office, equipment, personnel, and technology.

Place of Performance

With the exception of travel and/or specific requirements as outlined in the RFP that relate to the Scope of Work and/or Tasks and Deliverables, the FSP is required to provide the facilities necessary to execute the SOW. The FSP shall choose its staff or acquire the necessary personnel support and provide suitable work facilities.

Hours of Service

The FSP shall be available Monday through Friday, between 8:30 am and 5:30 pm (ET). USO has regular observance of federal holidays: New Year's Day; Birthday of Martin Luther King, Jr.; Washington's Birthday; Memorial Day; June Nineteenth, Independence Day; Labor Day; Veterans Day; Thanksgiving Day; Day after Thanksgiving Day and Christmas Day.

Insurance

The FSP, at its own expense, shall provide and maintain the general liability insurance in support of an awarded contract for the entire duration, including option years, with \$1 million minimum coverage and up to \$3 million or at a level required and relevant to the project requirements. The FSP assumes absolute responsibility and liability for any and all personal injuries or death and/or property damage or



losses suffered due to negligence of the FSP's personnel in the performance of the services required under this contract.

Non-Disclosure Agreement

The FSP shall not release any sensitive, confidential, or proprietary information without prior written approval from the USO. At the time of contract award, the FSP may be required to sign a Non-Disclosure Agreement (NDA), and at each subsequent option year, if applicable and exercised.

Organizational Conflict of Interest

The FSP agrees to disclose any conflicts of interest on the part of FSP that has the potential to bias or has the appearance of biasing its obligations under this RFP. FSP warrants that there is no undisclosed conflict of interest in FSP's other contracts or agreements or other employment or in the operation of FSP's business with the proposed services to be performed under this RFP.

Compliance

Upon the request of employees or other persons with disabilities participating in official business, the FSP must arrange necessary and reasonable accommodations for the impaired individual(s) per Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

Proposal Evaluation Criteria

Overview

The USO will evaluate proposals in compliance with the Scope of Work and requirements stated in this RFP. An award will be made to the FSP who proposes the best value, with the technical solution being most important. The USO will consider the evaluation factors indicated below. See Submission Guidelines (below) for a description of the categories.

The USO reserves the right to reject proposals that are unreasonably low or high in price. The price will be determined with regard to the fulfillment of the requirements listed in the Scope of Work.

The price will be determined with regard to the fulfillment of the requirements listed in the Scope of Work. In Coupa Sourcing, the Scope of Work is split out under forms: 1.) Technical Solution 2.) Management Solution 3.) Corporate Qualifications 4.) Past Performance

Category	Weight of Rating Factor
Technical Solution	40%
Management Approach	30%
Past Performance	10%
Cost	20%



USO will assign the following evaluation scores:

- **Outstanding** – The FSP has demonstrated that there is a high probability of success in a combination of past results, low risk, and professional distribution of services.
- **Good** – The FSP has demonstrated that there is a good probability of success in a combination of past results, moderate risk, and professional distribution of services.
- **Fair** – The FSP has demonstrated that there is marginal probability of success in a combination of past results, marginal risk, and professional distribution of services.
- **Poor** – The FSP has not demonstrated that there is a reasonable probability of success in this services-based effort.



SUBMISSION GUIDELINES

The USO utilizes **Coupa Sourcing** for all FSP Bidding

Acceptance of Coupa Sourcing Event

- Click on the link provided in the email invite from Coupa Sourcing
- Download **Coupa Sourcing Step By Step Documentation**
- Download and review **Terms & Conditions**

Format

- All text should be Arial or Times New Roman font, no less than 11 point with one-inch margins and single-spaced
- Graphics and tables may be included. We accept MS PowerPoint, MS Word, MS Excel, or Adobe PDF formats.

Attachments

- Download **Coupa Sourcing Step By Step Documentation**
- Download **Supporting Documentation** (If applicable)
- Download **Cover Letter**
- Upload completed cover letter

Forms

- **Download** Scope of Work Form in Coupa Sourcing and **Upload** responses utilizing an MS Word & MS Excel Spreadsheet format for all responses.
 - Statement of Understanding
 - Statement of Work
 - Management Approach
 - Management Plan
 - Projected Team Member
 - Subcontracting Plans (if applicable)
 - Past Performance
 - Cost Proposal

Cost (Items & Lots)

- **Enter Total Cost of Your Proposal**



Post-Submission Information

FSP Proposal Down Select

Using the evaluation factors and scoring stated within Proposal Evaluation Criteria of this RFP, the USO reserves the right to down select the submitted FSP proposals for the opportunity to provide an oral presentation.

Withdrawal or Modification of Proposals

A FSP may modify or withdraw its proposal on or before August 8, 2022. This is done through Coupa Sourcing.

Late Submissions

Late proposals, requests for modification, or requests for withdrawal shall not be considered.

Best and Final Offers

Subsequent to receiving the original proposals, USO reserves the right to notify all technically acceptable FSPs within the competitive range and to provide them an opportunity to submit written best and final offers (BAFOs) at the designated date and time. This will be done through Coupa Sourcing "Messaging" tool.

BAFOs shall be subject to the late submissions, late modifications, and late withdrawals of proposals provision of this RFP. After receipt of a BAFO, no discussions shall be reopened unless the USO determines that it is in the USO's best interest to do so (e.g., that information available at that time is inadequate to reasonably justify FSP selection and award based on the BAFOs received). If discussions are reopened, the USO shall issue an additional request for BAFOs to all technically acceptable FSPs still within the competitive range.

At its discretion, the USO reserves the right to also invite FSPs who are technically acceptable to make a presentation to the USO on the proposed effort for technical and management approaches identified in the submission. The USO will notify FSPs who meet the qualifications and provide the date, time, and format for the presentation.

This RFP does not commit the USO to engage in any business transactions or enter into any contractual obligations with FSPs.

Retention of Proposals

All proposal documents shall be the property of the USO, retained by the USO, and not returned to the FSPs.



Post-Award Information

Anticipated Award Date

The anticipated notice of award date is **September 30, 2022**.

Post-Award Conference/Kickoff Meeting

Upon notice of award, the USO will coordinate an award kickoff meeting within 7 days with the FSP. The date, time, and location will be provided at the time of the award.

Notice to Proceed

Immediately upon receipt of notice of award, the FSP shall take all necessary steps to prepare for performance of the services required hereunder. The FSP shall have a maximum of 10 calendar days to complete these steps.

Following receipt from the FSP of acceptable evidence that the FSP has obtained all required licenses, permits, and insurance and is otherwise prepared to commence providing the services, the USO shall issue a Notice to Proceed.

On the date established in the Notice to Proceed (this notice will allow a minimum of seven calendar days from the date of the Notice to Proceed unless the FSP agrees to an earlier date), the FSP shall start work.

Period of Performance

The performance period of this contract is from the start date established in the Notice to Proceed and continuing for a one-time project-based effort, **lasting 3 years ending December 31, 2025**. The initial period of performance includes any transition period authorized under the contract.

Documentation Requirements

The FSP may be required to provide documentation to support its legal ability to operate facilities in the United States.

Basis of Compensation to the FSP

The USO expects to award a Cost Reimbursable contract for the SOW and budget that is proposed; negotiated with the USO during the contract award or the Best and Final Offer process; and listed in the agreement executed between the organizations. Any FSP quality issues that result in the re-drafting of work or increased labor required to meet deliverables during the performance of the contract are the financial responsibility of the FSP, and rework will be done at the FSP's expense.



Billing and Payment Procedures

The USO currently utilizes electronic invoicing. Invoices shall be provided to the USO on a monthly basis by submission to "Coupa Supplier Portal". Instructions on accessing the portal will be provided post-award.

Debrief – Post-award

The FSP(s) not selected may receive a post-award debriefing provided a written request is submitted to procurement@uso.org within three calendar days from the Notice of an Award. At the USO's sole discretion, the debriefing will be provided verbally.

Protests/Appeals

USO is not a government agency and therefore, USO's procurement decisions, including awards and decisions not to award, resulting from requests for procurement, requests for quotes, requests for information, or other procurement processes, are made in USO's sole discretion and are not subject to protest or right of appeal.



Appendix A: Past Performance Chart

FSP shall submit the following information as part of the proposal for both the FSP and proposed major subcontractors. A list of three contracts completed during the past five years, or currently in process, Contracts listed may include those entered into by the federal government, agencies of state and local governments, and commercial clients. Include the following information for each contract and subcontract:

	Contract 1	Contract 2	Contract 3
Name of contract			
Name of client or customer			
Contract type			
Dates of performance			
Total contract value			
Program manager and telephone number			
Contracting officer and telephone number			
Administrative contracting officer, if different from contracting officer, and telephone number			
List of major subcontracts			



Appendix B: Schedule of Fees

Order Fulfillment Service

Complete Attachment A (Excel Workbook) – Cost / Pricing

*To be included in Coupa Sourcing when the RFP is released.



Exhibit A: Volume and Activity

2021 Order Volume and Activity

	Pallet Positions	Pallets Received	Kits Fulfilled	Orders Shipped
January	641	109	15,094	243
February	652	187	17,620	93
March	655	201	8,885	151
April	670	85	5,130	134
May	674	100	12,470	135
June	665	161	2,520	208
July	709	76	15,159	121
August	729	196	7,565	143
September	702	327	29,279	89
October	678	196	27,721	146
November	649	95	32,770	482
December	607	187	23,775	275
Total	8,031	1,920	197,988	2,220

Exhibit A-1: KPIs

Receiving	% of shipments received: dock-to-stock (2 business days)
Kitting	% of Kitting orders complete within request date (2 weeks)
Shipping	% of orders ready for pick up by request date (2 business days)

RECEIVING (SLA 95%)

Tags received in total
 Tags not able to process within metric
 Tags available for receiving
 Tags not received within metric
 Percent of tags received in metric

KITTING (2 calendar weeks / 10 business days) (SLA 95%)

Total Kits ordered
 Kits not able to process within metric
 Kits available to be received
 Kits not received within metric
 Percent of orders kitted within metric

SHIPPING (2 business days) (SLA 95%)

Total orders shipped
 Orders not able to process within metric
 Orders available to be shipped
 Orders not shipped within metric
 Percent of orders shipped within metric



Exhibit B: Existing Inventory Report (products by program, 05/22/22)

To be included in Coupa Sourcing when the RFP is released.



Exhibit C: Schedule of Kits

SKU	Description	Bill of Material (BoM)
USO2GO		
980056-P-UGO-98-COH	Comforts of Home Kit	EXHIBIT D
980058-P-UGO-98-EEO	Edible Enjoyments Kit	EXHIBIT D
980059-P-UGO-98-LKO	Leisure Kit	EXHIBIT D
980066-P-UGO-98-AKO	Athletic Kit	EXHIBIT D
980067-P-UGO-98-EAO	Electronics Assortment Kit	EXHIBIT D
980069-P-UGO-98-FEM	Comforts of Home Kit - Female Add On	EXHIBIT D
980120-P-UGO-98-FIT	Fitness Kit	EXHIBIT D
980110-P-UGO-98-DAY	Birthday Box	EXHIBIT D
980068-P-UGO-98-MIX	Small Unit Kit	EXHIBIT D
980047-P-UGO-98-SPO	USO2GO Start Up Packet	EXHIBIT D
255936-P-UGO-23-EAO	DVD Bundle	EXHIBIT D
200028-P-UGO-20-EAO	Nintendo Switch Bundle	EXHIBIT D
253100-P-UGO-24-EAO	PS5 Bundle	EXHIBIT D
255155-P-UGO-26-EAO	XBOX Series X Bundle	EXHIBIT D
580099-P-UGO-58-LKO	Book Bundle	EXHIBIT D
Program in a Box		
980118-P-PIB-98-PNT	Paint Box	EXHIBIT D
980117-P-PIB-98-FIT	Fitness Box	EXHIBIT D
980119-P-PIB-98-TRI	Trivia Box	EXHIBIT D
USO Holiday Packs		
98015	Holiday Gift Pack	EXHIBIT D
TBD	Holiday Goodie Pack	EXHIBIT D
TBD	Holiday Travel Pack	EXHIBIT D
Military Spouse Networking		
850367	NOTEBOOK 5 X 7	N/A
850368	TRAVEL TUMBLER	N/A
TBD	Pens	N/A
USO Care Package		
750502	Snack Packs – US BAG	EXHIBIT D
750503	Snack Packs - Overseas	EXHIBIT D
750504	Toiletry Packs	EXHIBIT D
750507	Female Pack	EXHIBIT D



Exhibit C-1: Schedule of Non-Kitted Items

SKU	Description
Special Delivery	
550021-P-WTE-81-ZZZ	Sophie the Giraffe
550025-P-WTE-55-ZZZ	Skip Hop Peek & Playhouse
580026-D-WTE-58-ZZZ	Book - WTE Expecting
580027-D-WTE-58-ZZZ	Book - WTE 1st Year
580028-D-WTE-58-ZZZ	Book - WTE 2nd Year
580040-D-WTE-58-ZZZ	Book - WTE Before
580041-D-WTE-58-ZZZ	Book - WTE Food
580140-P-WTE-58-ZZZ	Book - The Original Peter Rabbit Baby Bo
580927-P-WTE-58-ZZZ	Book - Small Raffle Book
580928-P-WTE-58-ZZZ	Book - Baby's First Year
700632-P-WTE-73-ZZZ	Baby Onesie - Pink
700635-P-WTE-73-ZZZ	Baby Onesie - USO Brand
800021-D-WTE-80-ZZZ	Baby Body Wash
800052-D-WTE-80-ZZZ	Baby Lotion
810000-P-WTE-81-ZZZ	Car Seat
810001-P-WTE-81-ZZZ	Pack n Play
810004-P-WTE-81-ZZZ	Safety Bath Duck
810024-P-WTE-81-ZZZ	Wipe Dispenser - Green or Orange
810030-P-WTE-81-ZZZ	Cloth baby carrier
810034-P-WTE-81-ZZZ	Flannel Baby Blankets 4-Pack
810039-P-WTE-81-ZZZ	Diaper Changing Pad ~ Munchkin
810042-P-WTE-81-ZZZ	Baby Hooded Towel
810043-P-WTE-81-ZZZ	Paci-Pocket
810045-P-WTE-81-ZZZ	Diaper Caddy; Air Freight
850350-P-WTE-81-ZZZ	Baby Carrier
850351-P-WTE-81-ZZZ	Baby Stroller
850356-P-WTE-81-ZZZ	Diaper Changing Pad
850398-P-WTE-85-ZZZ	Plush pacifier ""Wubbanub"
850417-P-WTE-85-ZZZ	Index cards (100 Pack)
850420-P-WTE-81-ZZZ	Baby Washcloth Set
850477-P-WTE-85-ZZZ	Water Bottle - USO Brand
980005-D-WTE-98-ZZZ	J&J Toiletries Basket w/ Gift Wrap



Exhibit D: USO2GO Bill of Materials

KITS			
COH	Item Description	SKU	Quantity
1	Toothbrush	800001-P-UGO-80-COH	72
2	Toothpaste	800003-P-UGO-80-COH	72
3	Floss	800004-P-UGO-80-COH	72
4	Shampoo	800010-P-UGO-80-COH	60
5	Body Wash	800020-P-UGO-80-COH	60
6	Deodorant	800030-P-UGO-80-COH	60
7	Shaving Gel/Cream	800040-P-UGO-80-COH	60
8	Lotion	800050-P-UGO-80-COH	60
9	Razors	800056-P-UGO-80-COH	108
10	Wipes	800080-P-UGO-80-COH	50

EEO	Item Description	SKU	Quantity
1	Sports Bar	650007-P-UGO-65-EEO	192
2	Crackers	650008-P-UGO-65-EEO	120
3	Sports Drink	650016-P-UGO-65-EEO	128
4	Non-Sports Drink	650020-P-UGO-65-EEO	120
5	Otter Pops	650021-P-UGO-65-EEO	100
6	Peanuts	650022-P-UGO-65-EEO	100
7	Granola Bar	650044-P-UGO-65-EEO	144
8	Chips	650057-P-UGO-65-EEO	120
9	Trail Mix	650059-P-UGO-65-EEO	72
10	Cookies 1	650073-P-UGO-65-EEO	120
11	Cookies 2	650074-P-UGO-65-EEO	100
12	Sunflower Seed	650075-P-UGO-65-EEO	72
13	Jif Peanut Butter	650076-P-UGO-65-EEO	96
14	Slim Jims / Jack Links	650082-P-UGO-65-EEO	240
15	Protein Bar	650097-P-UGO-65-EEO	96
16	Dried Fruit Packs	650098-P-UGO-65-EEO	96
17	100 Calorie Packs	650099-P-UGO-65-EEO	176



LKO	Item Description	SKU	Quantity
1	Poker Set	500001-P-UGO-50-LKO	1
2	Playing Cards	500003-P-UGO-50-LKO	4
3	Dominos	500101-P-UGO-50-LKO	1
4	Chess	500102-P-UGO-50-LKO	1
5	Risk	500112-P-UGO-50-LKO	1
6	Scrabble	500113-P-UGO-50-LKO	1
7	Monopoly	500114-P-UGO-50-LKO	1
8	Jenga	500115-P-UGO-50-LKO	1
9	UNO	500206-P-UGO-50-LKO	1
10	Connect 4	500225-P-UGO-50-LKO	1
11	Yahtzee	500226-P-UGO-50-LKO	1
12	Taboo	500227-P-UGO-50-LKO	1
13	Cards Against Humanity	500228-D-UGO-50-LKO	1
14	Rummikub	500229-P-UGO-50-LKO	1
15	Sequence	500230-P-UGO-50-LKO	1
16	Mexican Train Dominos	500231-P-UGO-50-LKO	1
17	Trouble	500232-P-UGO-50-LKO	1
18	5 Second Rule	500233-P-UGO-50-LKO	1
19	Catan	500234-P-UGO-50-LKO	1
20	Phase 10	500235-P-UGO-50-LKO	1
21	Trivial Pursuit	500236-P-UGO-50-LKO	1
22	Book Bundle	580099-P-UGO-58-LKO	1
23	Sudoku	581120-P-UGO-22-LKO	4
24	Colored Pencils	850094-P-UGO-85-LKO	2
25	Pencil Sharpener	850095-P-UGO-85-LKO	4
26	Ault Coloring Book	850469-P-UGO-85-LKO	4
27	Magic, The Gathering	500240-P-UGO-50-LKO	1
28	Cover Your Assets	500241-P-UGO-50-LKO	1
29	Throw Burrito	500242-P-UGO-50-LKO	1
30	Blank Slate	500243-P-UGO-50-LKO	1

AKO	Item Description	SKU	Quantity
1	Frisbee - USO Logo	250005-P-UGO-21-AKO	4
2	Football	250006-P-UGO-21-AKO	2
3	Ball Pump	250008-P-UGO-21-AKO	2
4	Soccer Ball	250009-P-UGO-21-AKO	2
5	Sport Field Marker Cones	250010-P-UGO-21-AKO	2
6	Nerf Football	250012-P-UGO-21-AKO	2
7	Flag Football Set	250013-P-UGO-21-AKO	2
8	Bocce Ball	250034-P-UGO-21-AKO	1



9	Basketball	250038-P-UGO-21-AKO	2
10	Volleyball	250050-P-UGO-21-AKO	2
11	Dodgeball	250051-P-UGO-21-AKO	1
12	Portable Table Tennis	250053-P-UGO-21-AKO	1
13	Horseshoes	250003-P-UGO-21-AKO	1

EAO	Item Description	SKU	Quantity
1	HDMI Cable	200009-P-UGO-20-EAO	2
2	Converter Kits	200010-P-UGO-20-EAO	5
3	3 Ft Power Strip with Surge	200011-P-UGO-20-EAO	5
4	3 to 2 Prong Adaptor	200012-P-UGO-20-EAO	5

FEM	Item Description	SKU	Quantity
1	Female Shampoo	800016-P-UGO-80-FEM	12
2	Female Conditioner	800017-P-UGO-80-FEM	12
3	Female Body Wash	800023-P-UGO-80-FEM	12
4	Female Deodorant	800031-P-UGO-80-FEM	12
5	Feminine Razor	800060-P-UGO-80-FEM	144
6	Sanitary pads	800070-P-UGO-80-FEM	144
7	Tampons	800071-P-UGO-80-FEM	216
8	Panty Liners	800072-P-UGO-80-FEM	480
9	Feet Mask	800073-P-UGO-80-FEM	24
10	Face Mask	800075-P-UGO-80-FEM	24
11	Female Cleansing Cloth	800076-P-UGO-80-FEM	100
12	Hair Ties	850431-P-UGO-85-FEM	12
13	Bobby Pins	850486-P-UGO-85-FEM	6
14	Hairbrush	850487-P-UGO-85-FEM	12
15	Nail Clipper	800102-P-UGO-80-FEM	25
16	Nail Files	800109-P-UGO-80-FEM	100

FIT	Item Description	SKU	Quantity
1	250056-P-UGO-21-FIT	Branded Resistance Bands	4
2	250057-P-UGO-21-FIT	Ab Roller/Core Slider	2
3	250058-P-UGO-21-FIT	Medicine Ball Inflatable	2
4	250039-P-UGO-21-FIT	TRX - Tactical Trainer	2
5	250041-P-UGO-21-FIT	Foam Roller	2

DAY	Item Description	SKU	Quantity
1	980110-P-UGO-98-DAY	Birthday Box*	1

*Birthday Box arrives to Warehouse preassembled



SUK	Item Description	SKU	Quantity
1	Frisbee - USO Logo	250005-P-UGO-21-AKO	2
2	Football	250006-P-UGO-21-AKO	1
3	Ball Pump	250008-P-UGO-21-AKO	1
4	Soccer Ball	250009-P-UGO-21-AKO	1
5	Sport Field Marker Cones	250010-P-UGO-21-AKO	1
6	Nerf Football	250012-P-UGO-21-AKO	1
7	Flag Football Set	250013-P-UGO-21-AKO	1
8	Basketball	250038-P-UGO-21-AKO	1
9	Volleyball	250050-P-UGO-21-AKO	1
10	Portable Table Tennis	250053-P-UGO-21-AKO	1
11	Horseshoes	250003-P-UGO-21-AKO	1
12	Toothbrush	800001-P-UGO-80-COH	18
13	Toothpaste	800003-P-UGO-80-COH	18
14	Floss	800004-P-UGO-80-COH	18
15	Shampoo	800010-P-UGO-80-COH	15
16	Body Wash	800020-P-UGO-80-COH	15
17	Deodorant	800030-P-UGO-80-COH	15
18	Shaving Gel/Cream	800040-P-UGO-80-COH	15
19	Lotion	800050-P-UGO-80-COH	15
20	Razors	800056-P-UGO-80-COH	36
21	Wipes	800080-P-UGO-80-COH	20
22	Poker Set	500001-P-UGO-50-LKO	1
23	Playing Cards	500003-P-UGO-50-LKO	2
24	Dominos	500101-P-UGO-50-LKO	1
25	Risk	500112-P-UGO-50-LKO	1
26	Scrabble	500113-P-UGO-50-LKO	1
27	Jenga	500115-P-UGO-50-LKO	1
28	UNO	500206-P-UGO-50-LKO	1
39	Cards Against Humanity	500228-D-UGO-50-LKO	1
30	Rummikub	500229-P-UGO-50-LKO	1
31	Sequence	500230-P-UGO-50-LKO	1
32	Catan	500234-P-UGO-50-LKO	1
33	Trivial Pursuit	500236-P-UGO-50-LKO	1
34	Sudoku	581120-P-UGO-22-LKO	2
35	Magic, the Gathering	500240-P-UGO-50-LKO	1
36	Cover Your Assets	500241-P-UGO-50-LKO	1
37	Throw Burrito	500242-P-UGO-50-LKO	1
38	Blank Slate	500243-P-UGO-50-LKO	1



SPO	Item Description	SKU	Quantity
1	4x6 QR Code Card	850063-P-UGO-85-SPO	4
2	8.5x11 QR Code Banner	850069-P-UGO-85-SPO	2
3	Individual USO Banners	990063-P-UGO-99-SPO	2
4	Jiffy Padded Envelope, Size 4	990066-P-UGO-99-SPO	1

USO2GO BUNDLES

DVD	Item Description	SKU	Quantity
1	DVD 1		1
2	DVD 2		1
3	DVD 3		1
4	DVD 4		1
5	DVD 5		1
6	DVD 6		1
7	DVD 7		1
8	DVD 8		1
9	DVD 9		1
10	DVD 10		1
11	DVD 11		1
12	DVD 12		1
13	DVD 13		1
14	DVD 14		1
15	DVD 15		1
16	DVD 16		1
17	DVD 17		1
18	DVD 18		1
19	DVD 19		1
20	DVD 20		1
21	DVD 21		1
22	DVD 22		1
23	DVD 23		1
24	DVD 24		1
25	DVD 25		1

PS	Item Description	SKU	Quantity
1	PS5 Console	253200-P-UGO-24-EAO	1
2	PS5 Dual Shock Controller	252002-P-UGO-24-EAO	2
3	Game 1		1
4	Game 2		1
5	Game 3		1
6	Game 4		1



7	Game 5		1
8	Game 6		1
9	Game 7		1
10	Game 8		1
11	Game 9		1
12	Game 10		1

BOX	Item Description	SKU	Quantity
1	XBOX Series X Console	255003-P-UGO-26-EAO	1
2	XBOX Wireless Controller	255004-P-UGO-26-EAO	3
3	XBOX Wireless Headset	255006-P-UGO-26-EAO	2
4	Game 1		1
5	Game 2		1
6	Game 3		1
7	Game 4		1
8	Game 5		1
9	Game 6		1
10	Game 7		1
11	Game 8		1
12	Game 9		1
13	Game 10		1

NIN	Item Description	SKU	Quantity
1	Nintendo Switch Console	254008-P-UGO-25-EAO	1
2	Nintendo Switch Pro Controller	254007-P-UGO-25-EAO	2
3	Game 1		1
4	Game 2		1
5	Game 3		1
6	Game 4		1
7	Game 5		1
8	Game 6		1
9	Game 7		1
10	Game 8		1
11	Game 9		1
12	Game 10		1

BOO	Item Description	SKU	Quantity
1	Book 1		1
2	Book 2		1
3	Book 3		1
4	Book 4		1



5	Book 5		1
6	Book 6		1
7	Book 7		1
8	Book 8		1
9	Book 9		1
10	Book 10		1

MSC*	Item Description	SKU	Quantity
AKO	Cornhole - Collapsible	250024-P-UGO-21-AKO	1
AKO	Cornhole - Collapsible	250024-P-UGO-21-INP	1
AKO	Disc Toss Games - KanJam	250059-P-UGO-21-AKO	1
EAO	Sony Camera	200030-P-UGO-20-EAO	1
EAO	32GB Ultra SDHC Class 4 Card	990005-P-UGO-99-EAO	1
EAO	Camera Bag	990009-P-UGO-99-EAO	1
EAO	TV 32" 1080P LED	200001-P-UGO-20-EAO	2
EAO	Projector	200019-P-UGO-20-EAO	2
EAO	DVD Player	200003-P-UGO-20-EAO	2
EAO	Headphones	200008-P-UGO-20-EAO	2
FIT	TRX Battle Rope	250040-P-UGO-21-FIT	2
FIT	Yoga Mat	254004-P-UGO-25-FIT	4
EAO	Portable Table with Case	840011-P-UGO-84-FFH	4
EAO	Tripod Portable Chair	840012-P-UGO-84-FFH	8
SPO	Banner Roll USO	600055-P-UGO-60-SPO	1

*Items not kitted but added as line items if needed.

USO program manager reserves the right to remove/add SKUs to program in collaboration with FSP.

Exhibit D: Program in a Box Bill of Materials

PNT	Item Description	SKU	Quantity
1	Canvas Panels	850499-P-PIB-85-PNT	10
2	Disposable Aprons	850500-P-PIB-85-PNT	10
3	Disposable Tablecloth	990037-P-PIB-99-PNT	1
4	Paint Brush Set	850503-P-PIB-85-PNT	10
5	Paint Set	850504-P-PIB-85-PNT	1
6	Paint Tray – Palette	850505-P-PIB-85-PNT	10
7	Paper Cups	850506-P-PIB-85-PNT	50
8	USO Banner	990063-P-PIB-99-PNT	1
9	Instructions	850498-P-PIB-85-PNT	1
10	Flyer	850497-P-PIB-85-PNT	1



FIT	Item Description	SKU	Quantity
1	Jump Rope	250045-P-PIB-21-FIT	2
2	Kettlebell Meister (20 lbs.)	250054-P-PIB-21-FIT	2
3	Sandbag Adjustable	250042-P-PIB-21-FIT	2
4	Sandbag Duffle	850491-P-PIB-85-FIT	1
5	Exercise Poster	250055-P-PIB-21-FIT	1
6	USO Banner	990063-P-PIB-99-FIT	1
7	Instructions	850498-P-PIB-85-FIT	1
8	Flyer	850497-P-PIB-85-FIT	1

TRI	Item Description	SKU	Quantity
1	Bluetooth Speaker	200026-P-PIB-20-TRI	1
2	Buzzers	500238-P-PIB-50-TRI	1
3	Decorations	600237-P-PIB-60-TRI	1
4	Glowsticks	600238-P-PIB-60-TRI	1
5	Party Light	600239-P-PIB-60-TRI	1
6	Trivia Game	500239-P-PIB-50-TRI	1
7	USO Banner	990063-P-PIB-99-TRI	1
8	Instructions	850498-P-PIB-85-TRI	1
9	Flyer	850497-P-PIB-85-TRI	1

USO program manager reserves the right to remove/add SKUs to program in collaboration with FSP



Exhibit D: USO HOLIDAY PACK Bill of Materials

HOLIDAY GIFT PACK			
980021	Item Description	SKU	Quantity
	Drawstring Bag (Red)		1
	Drawstring Bag (Color TBD)		1
	Holiday Socks		1
	Mug Cake Mix		1
	Hot Cocoa Mix		1
	Beanie		1
	Wipes		1
	Hand Warmer		1
	Playing Cards (USO Branded)		1
	Pen (USO Branded)		1
	Postcards		1
	Lip Balm		1
	Holiday Sleep Mask		1
	QR Code Card		1
	HOLIDAY GOODIE BAG		
	Drawstring Bag (color TBD)		1
	Holiday Socks		1
	Hot Cocoa Mix		1
	Beanie		1
	Playing Cards (USO Branded)		1
	Pen (USO Branded)		1
	Postcards		1
	Lip Balm		1
	QR Code Cars		1
	HOLIDAY TRAVEL PACK		
	Wipes		1
	Playing Cards (USO Branded)		1
	Lip Balm		1
	Holiday Sleep Mask		1
	QR Code Card		1

Contents of each BoM subject to change, based on availability of donated products.



Exhibit D: USO Miscellaneous & Event Support Bill of Materials

Logistics Event KIT

990022	Item Description	SKU	Quantity
	Pallet Jack	990011	2
	Pallet Shrink wrap x6	990012	1
	Pallet wrap Gun x2	990013	1
	Tape Guns x 10	990014	1
	Tape for Tape Gun (1 case)	990015	1
	Box Cutters x 20	990016	1
	Product cage	990021	1
	Miscellaneous Pallets (varies per event)	990017	1
	Pallet turntable (varies per event)	990018	1
	Pallet banding strapping tool (varies per event)	990019	1
	Pallet banding reel (varies per event)	990020	1

Exhibit D: USO CARE PACKAGE Bill of Materials

SNACK PACK – US Made

750502	Item Description	SKU	Quantity
	Bag (US Made)	850324	1
	QR Code Card	990041	1
	Wipes	800080	1
	Granola Bar	650044	1
	Squeezable Applesauce	650045	1
	Salted Nuts (Almonds)	650047	1
	Mini M&M Tubes	650046	2
	Powder Drink Mix	650048	2
	Beef Jerky	650023	1
	Gum	650049	1
	Skittles		1

SNACK PACK – Overseas Made Bag

750503	Item Description	SKU	Quantity
	Bag (Overseas Made)	850326	1
	QR Code Card	990041	1
	Wipes	800080	1
	Granola Bar	650044	1
	Squeezable Applesauce	650045	1
	Salted Nuts (Almonds)	650047	1
	Mini M&M Tubes	650046	2
	Powder Drink Mix	650048	2



	Beef Jerky	650023	1
	Gum	650049	1
	Skittles		1

TOILETRY KIT

750504	Item Description	SKU	Quantity
	Bag	850322	1
	QR Code Card	990041	1
	Lip Balm	800061	1
	Deodorant	800030	1
	Toothpaste	800003	1
	Toothbrush	800001	1
	Toothbrush Holder	800002	1
	Floss	800004	1
	Razor	800056	1
	Shaving cream	800040	1
	Wipes	800080	1
	Hand Sanitizer	800055	1
	Body Wash/ Shampoo	800015	1
	Comb	800087	1

WOMEN'S TOILETRY KIT

750504	Item Description	SKU	Quantity
	Bag	850322	1
	QR Code Card	990041	1
	Women's Pack Card		1
	Lip Balm	800061	1
	Female Deodorant	800030	1
	Toothpaste	800003	1
	Toothbrush (with holder)	800001	1
	Female Shampoo		1
	Female Conditioner		1
	Female Razor	800056	1
	Floss		1
	Wipes	800080	1
	Hand Sanitizer	800055	1
	Tampons		3
	Panty Liners		3
	Female Cleansing Cloths		3
	Hair Ties		1
	Nail Clippers		1



Exhibit D-1: USO CARE PACKAGE Kitting Instructions

SNACK PACKS

1. The Snack Pack is a single compartment pouch with a M.O.L.L.E. system attachment on the back of the pouch itself.



FRONT



BACK

Bill of Materials			
Item	SKU	Quantity	Compartment
QR Code Card	990041	1	Outside Front
Wipes	800080	1	A
Granola Bar	650044	1	A
Squeezable Applesauce	650045	1	A
Salted Nuts (Almonds)	650047	1	A
Mini M&M Tubes	650046	1	A
Drink Mix - Single Serving	650048	2	A
Beef Jerky	650023	2	A
Gum	650049	1	A
Skittles		1	A

Contents of bag may change due to in-kind donations and specialty items that may need to be included in a certain number of packs

There is one main compartment for the Snack Pack. All items will be placed within the pack and sealed with the top zipper. If new items are added to the inventory for the snack pack, it will be annotated via e-mail which compartment the item will be placed in when assembled.



TOILETRY PACKS

2. The Toiletry Pack is a single pouch with multiple interior pockets and a zippered section. The pouch also contains a M.O.L.L.E system attachment on the back of the pouch itself. The tables below indicate which SKU should go in which pouch.



Contents of bag may change due to in-kind donations and specialty items that may need to be included in a certain number of packs

a. There are five sections in each Toiletry Pack. Listed below are the different compartments and their locations within the bag itself.

Sections:

- A: Large pouch with an elastic band over the top of the compartment.
- B: Smaller pouch with elastic top. Located on the left side and in front of Section A.
- C: Smaller pouch with elastic top. Located in the center and in front of Section A.
- D: Smaller pouch with elastic top. Located on the right side and in front of Section A.
- E: Mesh pouch with a zippered closure.

Bill of Materials			
Item	SKU	Quantity	Section
QR Code Card	990041	1	Outside Front
Lip Balm	800061	1	E
Deodorant	800030	1	C
Toothpaste	800003	1	E
Toothbrush (w/holder)	800001	1	E
Floss	800004	1	E
Razor	800056	1	E
Shaving gel	800040	1	E



Body Wipes	800080	1	A
Hand Sanitizer	800055	1	D
Nail Clippers		1	E
Body Wash/ Shampoo	800015	1	B
Comb	800087	1	E
If new items are added to the inventory for the toiletry pack, it will be annotated via e-mail which compartment the item will be placed in when assembled.			

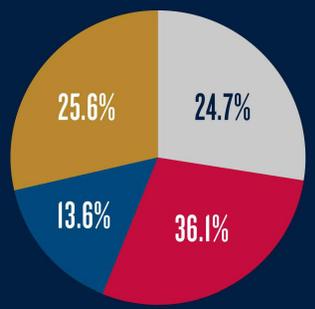
Bill of Materials			
Item	SKU	Quantity	Section
QR Code Card	990041	1	Outside Front
Women's Pack Card		1	Outside Front Behind QR Code Card
Lip Balm	800061	1	E
Deodorant	800030	1	C
Toothpaste	800003	1	E
Toothbrush (w/holder)	800001	1	E
Floss	800004	1	E
Razor	800056	1	E
Shaving gel	800040	1	E
Body Wipes	800080	1	A
Hand Sanitizer	800055	1	D
Nail Clippers		1	E
Body Wash/ Shampoo	800015	1	B
Comb	800087	1	E
If new items are added to the inventory for the toiletry pack, it will be annotated via e-mail which compartment the item will be placed in when assembled.			

WHO WE SERVE

ACTIVE DUTY MEMBERS

More than **1.3 million** Active Duty members serve in the Army, Navy, Marine Corps, and Air Force.

SERVICE BRANCH



■ Navy
 ■ Marine Corps
 ■ Army
 ■ Air Force

GENDER



ENLISTED AND OFFICER



27 Average age of Enlisted

34 Average age of Officers

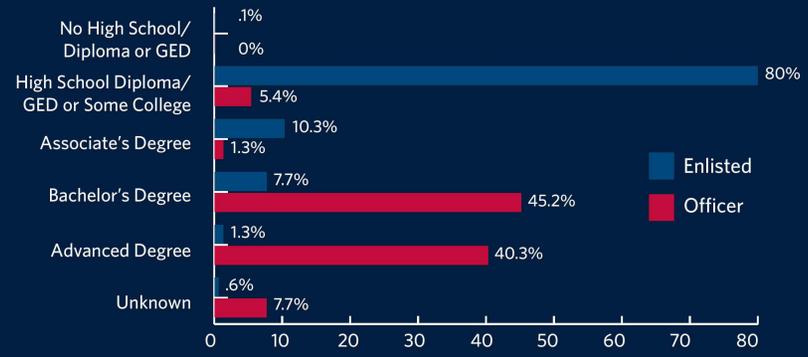
RACE/ETHNICITY

31.1% of Active Duty members are in Racial Minority groups*

17.2% of Active Duty members are Hispanic or Latino

*Racial minority includes Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Multi-racial, and Other/Unknown

EDUCATION



GEOGRAPHIC LOCATION

87.9% of Active Duty members are located in the United States and U.S. Territories. The map depicts the four U.S. states with the largest percentage of Active Duty members.

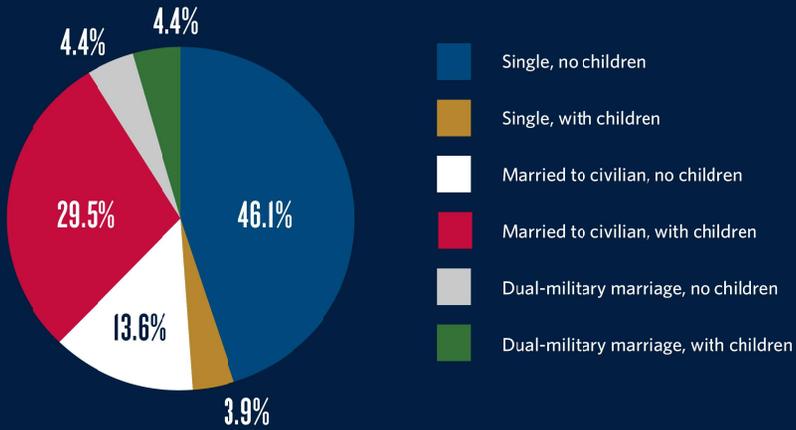


Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

ACTIVE DUTY FAMILIES

There are **1,569,841** Active Duty family members. 38.1% of Active Duty family members are spouses, 61.4% are children, and 0.5% are adult dependents.

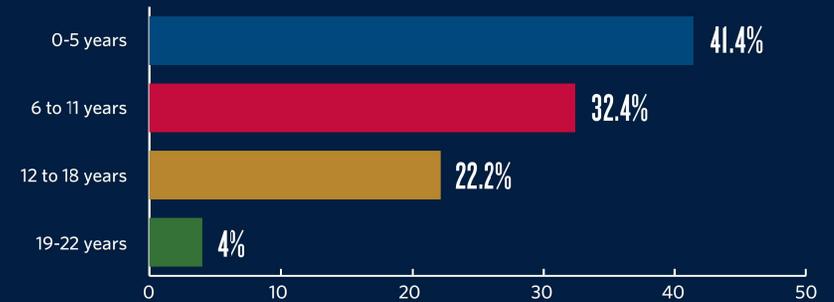
FAMILY STATUS



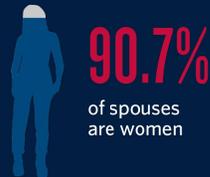
ACTIVE DUTY CHILDREN



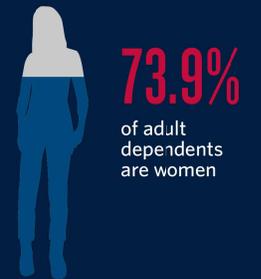
35.9% Active Duty members with children



ACTIVE DUTY SPOUSES



ACTIVE DUTY ADULT DEPENDENTS

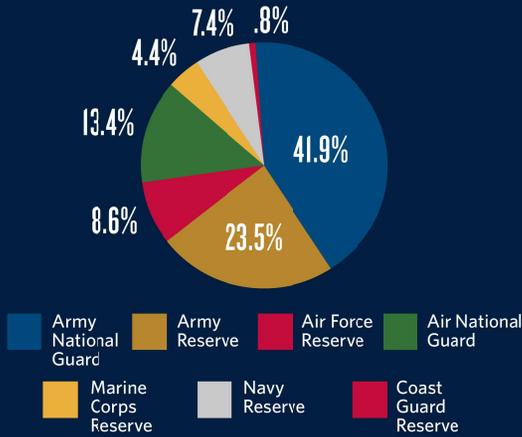


Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

SELECTED RESERVE MEMBERS

More than **1.02 million** Selected Reserve members serve in the Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

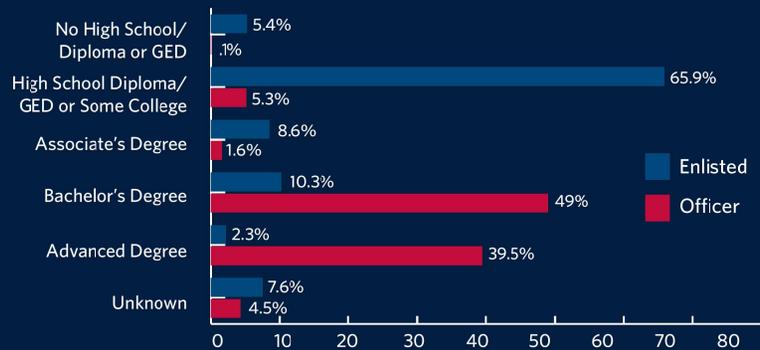
SERVICE BRANCH



GENDER



EDUCATION



ENLISTED AND OFFICER



30.2 Average age of Enlisted

39.3 Average age of Officers

RACE/ETHNICITY

27.5% of Selected Reserve members are in Racial Minority groups*

14.1% of Selected Reserve members are Hispanic or Latino

*Racial minority includes Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Multi-racial, and Other/Unknown

GEOGRAPHIC LOCATION

99.6% of Selected Reserve members are located in the United States and U.S. Territories. The map depicts the four U.S. states with the largest percentage of Selected Reserve members.

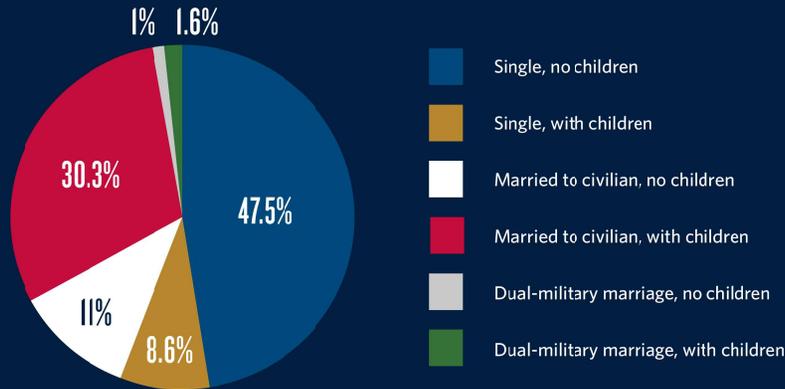


Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

SELECTED RESERVE FAMILIES

There are **1,023,295** Selected Reserve family members.
34.9% of Selected Reserve family members are spouses,
64.9% are children, and **0.2%** are adult dependents.

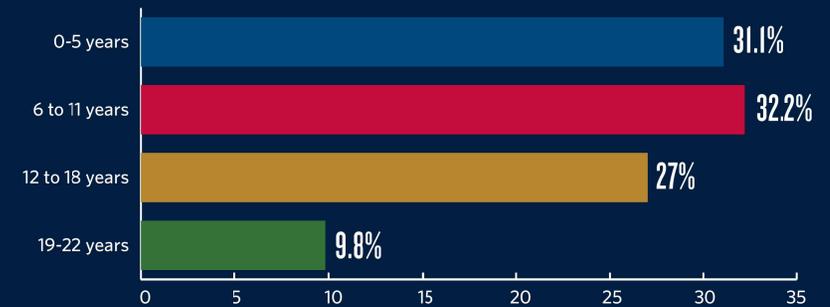
FAMILY STATUS



SELECTED RESERVE CHILDREN



40.5% Selected Reserve members with children



SELECTED RESERVE SPOUSES



43.9%
Selected Reserve members are married



72%
Civilian spouse employment



36.7
Average age of spouses



14.4%
of spouses are men



85.6%
of spouses are women

SELECTED RESERVE ADULT DEPENDENTS



89.4% Over the age of 50



79.9%
of adult dependents are women



31.6% of adult dependents are associated with Selected Reserve members in E5-E6 paygrades

Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

OPERATIONS & PROGRAMS

USO BY THE NUMBERS



275+ LOCATIONS

USO LOCATIONS IN

23 COUNTRIES

United States, Afghanistan*, Australia, Chad, Djibouti, Germany, Hungary, Cyprus, Italy, Iraq, Japan, Jordan, Kenya, Korea, Kuwait, Niger, Poland, Qatar, Saudi Arabia, Spain, Turkey, United Arab Emirates, United Kingdom



**At the end of 2021, the USO closed the last two locations in Afghanistan: Bagram Air Base - Pat Tillman Memorial and Hamid Karzai International Airport.*



9 MILLION

Total service connections in 2021 worldwide



4.2 MILLION

Center Program and Service Participants



584,000

Expeditionary and Family Program Participants



57,000

Transition program participants



3.7 MILLION

Center visits



27,000

Entertainment Event Attendees



13,400

USO Transition Action Plans



USO LOCATIONS IN

36 STATES

(+ Washington, D.C and Guam)

AK, AZ, CA, CO, CT, DC, DE, FL, GA, GUAM, HI, IA, ID, IL, IN, KS, KY, LA, MA, MD, MO, MS, MT, NC, NJ, NV, NY, OH, OK, OR, PA, SC, TN, TX, UT, VA, WA, WI



USO SERVICES ON

7 CONTINENTS

Supported through facilities, outreach programs and entertainment

USO PROGRAM IMPACT MEASURES:

Based on survey responses by service members and family members who visited USO centers or participated in USO programs in 2021:

98%

were satisfied with USO programs and services

97%

would recommend USO to others

96%

felt strengthened by USO programs and services