



**DEPARTMENT OF THE AIR FORCE  
DISTRICT OF WASHINGTON  
JOINT BASE ANDREWS, MD**

1 October 2024

TO WHOM IT MAY CONCERN

FROM: AFDW/PKS (Ms. Destinee Narak)

SUBJECT: Government Required Commercial Corporate Experience for Request for Proposal  
FA701423R0019

1. The Government is evaluating perspective Offerors for transformation support services. For this effort, transformation means a step or incremental-change that will fundamentally impact the enterprise, through the improvement of how organizations holistically use people, processes, technology, data, and physical infrastructure to develop capabilities to meet their mission. Transformation should achieve measurable improvements in efficiency, effectiveness, and stakeholder satisfaction. *Step change is like the sledgehammer: powerful, impactful, and capable of sweeping changes quickly. Incremental change is the scalpel: precise, deliberate, and resulting in gradual but consistent improvements over a more extended period.*

2. Each interested Offeror must choose one tier to compete in. Tier definitions are as follows:

a. Tier 1 - Corporate experience successfully performing studies, research and analysis developing and implementing transformational strategies and plans for Fortune 50 companies; (must have been on the Fortune list at year end published "2022" or "2023") and experience advising C-suite executives and large organizations through crisis response and highly complex, undefined, unstructured problems. Has extensive experience advising and implementing a comprehensive rethinking of business models, systems, or processes and; Corporate experience successfully assisting the Government (Federal, State, US Territories) at the agency level, no lower than Major Command (or equivalent), advising senior leaders through developing transformational strategies; translating and incorporating commercial (private sector) best practices through crisis response and highly complex, undefined, and unstructured problems.

b. For the purpose of Tier 1, the term "highly complex, undefined, and unstructured problems" means the problems faced in this tier of effort are usually large in scale with little context or definition provided. Crisis scenarios often call for an immediate and dramatic response, usually making a step change essential. Requests usually require engagement across multiple stakeholder communities (external but in limited cases internal to the requesting Agency), and usually have political or statutory impacts. There are potentially no existing best practices in Government to leverage. These initiatives are usually characterized by sudden, disruptive changes brought about by outside forces.

c. Tier 2 - Corporate experience successfully performing studies, research and analysis developing and implementing transformational strategies and plans for Fortune 200 companies; (must have been on the Fortune list at year end published "2022" or "2023"); and experience advising C-suite executives and large organizations through moderate to complex problems. Has extensive experience advising and implementing organizations through cautious progression when the risks

associated with drastic changes loom large and; Corporate experience successfully assisting the Government (Federal, State, US Territories) at the agency level, no lower than Major Command (or equivalent), advising senior leaders through developing transformational strategies; translating and incorporating commercial (private sector) best practices through moderate to complex problems.

d. For the purpose of Tier 2, the term “moderate to complex problems” means the requirements of this tier are complex but are usually understood with a goal defined. The scope may involve stakeholders internal and external to the Government but are usually limited to the requiring organization being within the requesting Federal Agency. The challenges are usually not political and usually have no statutory impact. The coordination and collaboration effort needed to resolve the problem is challenging and usually requires incremental change to complete. Responses in these efforts usually require a progressive evolution, emphasizing continuous improvements. These initiatives are also usually introduced in response to internal needs, but they are usually characterized by an urgent challenge to the status quo such as a sudden organizational restructuring or the introduction of a new strategic initiative.

3. To compete and possibly qualify for placement, interested Offerors shall submit industry (private sector) examples where they’ve supported transformation efforts for Fortune 200 companies (Fortune 50 for Tier 1 and Fortune 200 for Tier 2). Interested offerors may contact your company to request permission to provide examples of successfully assisting your company through a transformation as a requirement to comply with the Government’s request for proposal.

4. The information provided by the Offeror to the Government will be used to verify if the Offeror performed the transformation work for your company as described in their proposal. All information provided in response to this request for proposal will be covered under the Freedom of Information Action, which states, “A proposal in the possession or control of the Government, submitted in response to a competitive solicitation, shall not be made available to any person under the Freedom of Information Act (10 USC 3309, 41 USC 4702). Additionally, all information provided as part of a proposal is covered by the Procurement Integrity Act with its restrictions on disclosing and obtaining contractor bid and proposal information (41 USC 423).

5. A Government employee will contact your company to validate that the transformation support provided to your company by the Offeror is valid and accurate. The Government will not ask for any trade secrets, proprietary information, etc. The Government employee’s email will be on the **@us.af.mil** domain.

6. If you have any questions, please reach out to the government team at [afdwpkpks.afsts@us.af.mil](mailto:afdwpkpks.afsts@us.af.mil) or call 571-256-0442.

DESTINEE M. NARAK, Civ, USAF  
Contracting Officer