



NORTH ATLANTIC TREATY ORGANISATION

HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA, 23551-2490

REQUEST FOR PROPOSAL

RFP-ACT-SACT-25-66

**Next Generation Workplace Renovation and Modernization
Pilot Project**

Bidding Instructions

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BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price deliverable contract in accordance with the HQ SACT General Terms and Conditions; Contract Award is contingent upon funding availability; Partial bidding is not allowed.

HQ SACT GENERAL TERMS AND CONDITIONS DATED 03/13/2024 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION.

2. Classification

This Request for Proposal (RFP) is a NATO UNCLASSIFIED document.

3. Definitions

- (a) The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this RFP.
- (b) The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this RFP.
- (c) The term “Contractor” shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this RFP on behalf of HQ SACT.
- (e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Headquarters Supreme Allied Commander Transformation.
- (g) The term “ACT” shall refer to Allied Command Transformation.
- (h) The term “NATO” shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this RFP shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

This RFP is open to governmental or commercial entities:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field and legally authorised to operate in the country or countries in which this contract is to be performed at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope, as described in this RFP.
- (d) **All proposed key personnel on this requirement must be citizens of a**

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NATO member nation.

5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) **Period of Performance:** The contract period of performance is from Award through to 15 November 2025.

6. Exemption of Taxes

In accordance with the agreements, (Article VIII of the Paris Protocol, dated 28 August 1952) goods and services under this contract are exempt from taxes, duties, and similar charges.

7. Amendment or Cancellation

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions, or provisions of the RFP prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this RFP either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision, or specifications, shall be requested in writing from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 (three) calendar days prior to the bid closing date.
- (b) In lieu of a bidders' conference, HQ SACT invites bidders to submit initial technical questions **no later than 25 July 2025**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at <http://www.act.nato.int/contracting> as a Question-and-Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this RFP. Oral Interpretations shall not be binding.

9. Bid Closing Date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, **no later than 3 Aug 2025 at 0900 hours, Eastern Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date. **No hard copy proposals will be accepted.**

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10. Bid Validity

Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this RFP. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity. HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

11. Content of Proposal

The company description portion of its technical proposal shall be limited to 10 pages.

A table of contents for the entire proposal:

- (a) The bidder's full name, address, point of contacts, telephone, fax number, and website;
- (b) Compliance statement (See Enclosure #1)
- (c) Past performance (See Enclosure #2); references will be accepted in lieu of past performance;
- (d) Provision of technical and price volumes;
- (e) Compliance matrix (See Annex B to Statement of Work).

12. Proposal Submission

- (a) Proposals shall be submitted electronically in two separate PDF documents; One containing the Technical Proposal and one containing the Price Proposal, each emailed separately to:
- (b) Technical Proposal: hqsact.techproposal@nato.int
- (c) Price Proposal: hqsact.priceproposal@nato.int
- (d) Email subjects shall include the solicitation information along with company name (for example: RFP-ACT-SACT-25-66_Tech_ABC Inc. / RFP-ACT-SACT-25-66_Price_ABC Inc.). Allow sufficient time in your submission should you encounter email size challenges.
- (e) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (f) Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (g) No oral bids or oral modifications or telephonic bids shall be considered.
- (h) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. Only if it can be unequivocally demonstrated that the late arrival of the bid package

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was the result of NATO staff negligence (mishandling) shall the bid be considered.

- (b) A delay in email exchange due to the server or size restrictions does not constitute a delay by NATO.

14. Bid Withdrawal

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the HQ SACT Contracting Officer.

15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the RFP.
- (b) HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (c) Proposals shall be evaluated and awarded based upon the proposal that represents the lowest priced technically compliant offer. The following factors are considerations:
 - 1. Successful administrative submission of bid packages as requested paragraph 11, as listed in this RFP.
 - 2. Successful determination of compliance with mandatory criteria. (Compliant/non-compliant)
 - 3. Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of concern.

17. Award

- (a) HQ SACT intends to award a **firm fixed price deliverables contract** to the Offeror whose proposal represents the **Lowest Priced Technically Compliant** offer to NATO. Partial awards shall not be considered.
- (b) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this RFP.

18. Communications

All communication related to this RFP, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated

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contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel regarding this RFP. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. Points of Contact:

(PLEASE INCLUDE ALL BELOW ON ALL CORRESPONDENCE)

Tonya Bonilla	Contracting Officer	757-747-3575	tonya.bonilla@nato.int
Margaret Anderson	Contracting Officer	757-747-3699	margaret.anderson@nato.int
Louise Syms	Contracting Officer	757-747-3788	louise.syms@nato.int

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Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past Performance (including References).
- Technical Proposal.
- Price Proposal
- Compliance matrix (See Annex B to Statement of Work).

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Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-25-64

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-25-66. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-25-66 and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation</u>
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-----	-----
-----	-----
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Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the RFP and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

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Enclosure 3: Past Performance Information Form

(Company is required to submit minimum of one – references may be submitted in lieu of past performance).

PAST PERFORMANCE INFORMATION FORM

Contracting Entity:

Contract No:

1. Type of Contract (Firm Fixed Price, IDIQ, Requirements):
2. Title of Contract:
3. Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
4. Contract Dollar Amount:
5. Period of Performance:
6. Name, Address, Fax and Telephone No. of Reference:
7. Indicate Whether Reference Acted as Prime or Sub-contractor:
8. Comments regarding compliance with contract terms and conditions:
9. Complete Contact Information for client:
10. Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding Instructions in part 1 of subject solicitation.

Enclosure 4: Price Proposal

SEALED BID PRICE PROPOSAL

SUBJECT: RFP-ACT-SACT-25-66

Please find on behalf of (**Insert: Company Name**) to provide HQ SACT with services (collectively referred as "ITEMS"), subject to the provisions, terms and conditions stated in RFP-ACT-SACT-25-66 and the "**Insert: Company Name Technical Proposal**", submitted in accordance with solicitation provisions.

Serial	Activity	Price
1	Project Brief	\$
2	Concept Design Report	\$
	TOTAL	\$

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Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

Printed Name: _____

Position: _____

Title: _____

Authorizing Company (Signature): _____

Date: _____

Company Name Witness Official:

Printed Name: _____

Position: _____

Title: _____

Witness (Signature): _____

Date: _____

Annex A
STATEMENT OF WORK (SOW)

Headquarters Supreme Allied Commander Transformation (HQ SACT) STATEMENT OF WORK
for
NEXT GENERATION WORKPLACE RENOVATION AND MODERNIZATION – PILOT PROJECT

1. Introduction.

- a. The Supreme Allied Commander Transformation's (SACT) priorities for the Headquarters Supreme Allied Command (HQ SACT) workplace is to make readily available differentiated work areas for individuals and teams that are optimized for each core activity required to provide warfare development for NATO. A facility lifecycle plan now needs to be designed to renovate and modernize the Headquarters infrastructure and environment to meet SACT's priorities.
- b. HQ SACT's mission has expanded and is most likely going to continue to expand. By the end of 2025 the total number of people working in HQ SACT is expected to rise to over 1050. With a maximum capacity of 862 desk spaces, it is readily apparent that new flexibility workplace measures need to be developed. To facilitate new flexibility measures the physical use of available space needs to be reconfigured.
- c. Staff surveys and feedback have indicated that there may be better ways of working in HQ SACT. Staff cite the need for a combination of more collaborative workplaces, teamwork spaces, independent work areas, and social spaces. Staff are also keen to be involved in developing requirements and possible solutions.
- d. To meet the demands of increased capacity and new ways of working, HQ SACT must use the implementation of the Facilities Lifecycle Plan to leverage both business imperatives. Professional architect/design space expertise is required to propose design options for the renovation and modernization of headquarters.

2. Background and scope of work

- a. In accordance with HQ SACT's facilities lifecycle plan, HQ SACT will renovate and modernize all floors during the 2025 to 2030 period to meet SACT's priorities for the workplace. This will require the introduction of new ways of working that are enabled by a workplace environment. This will mark a departure from the current cubicle centric open office concept. To offset risks and to identify lessons for the wholesale change the lifecycle programme will cause, it has been decided to design and implement a pilot project on the 5th floor East side of the NH-31. The project will consider the available workplace and incorporate innovative solutions to add flexibility to the workplace and workspace¹. The pilot project will be treated as a single stand-alone initiative that will require:
 1. Customer consultations and review of data from previous surveys to establish what and how the Next Generation Workplace will deliver the benefits.
 2. Establish customer requirements.
 3. Design a workplace to meet the customer requirements.
- b. The benefits to be realized are:

1. A digital-first workplace designed to incorporate advanced collaboration tools and a working environment that enables seamless communication for branch, team and individual staff members.
2. Efficient and flexible use of the workplace meets the changing needs of warfare development over time.
3. A workplace that inspires staff to deliver quality output.

c. The objectives are:

1. To provide a workplace that enables the workforce to maximize the delivery of quality output using new ways of working.
2. Provide feedback to other NATO and national headquarters on the benefits of modernizing the workplace whilst also accommodating increased workforce in the times of crisis.

- d. The contractor will assess the current work environment and conditions and then identify user requirements for: collaboration, team working, social/relax/break, private and individual spaces. The requirements shall then be assessed against industry leading infrastructure solutions and US/DoD regulations and code to design a flexible workplace and workspace that improves the ways of working environment and adds options for increased workforce capacity. The contractor will recommend a solution that addresses benefits for the ways of working and how the workplace and place can be adapted.

3. Type of contract and period of performance.

- a. Type of Contract: Firm Fixed Price, Deliverables-based contract.
- b. Period of performance: The period of performance is from contract award to 31 August 2025. This work is planned for delivery that reflects the nature of the scope of work outlined in para 2 and tasking/deliverables in paragraph 4.

4. Tasking and deliverables.

Throughout the whole duration of the contract, the contractor shall:

- a. Tasks and/or actions for contractors.
 1. Have a valid Facilities Security Clearance²;
 2. Must declare any affiliation with a furniture dealership, vendor or manufacturer.³
 3. Have Council for Interior Design Accreditation (CIDA) accreditation or equal accreditation program of academic training in interior design.
 4. Have attained National Council for Interior Design Qualification (NCIDQ) or national equivalent certification or state licensure, certification or registration.

5. Provide advice on workspace requirements for consultations with the NATO Communications and Information Agency Customer Support Unit located in HQ SACT to establish ICT and CIS processes and procedures.
6. The contractor will interview a representative selection of staff to establish current and desired working requirements to include: the balance of internal and external stakeholder engagement, remote and / or hybrid working, temporary duty travel, the balance of work on the NATO classified and unclassified systems, collaboration, and team and individual working requirements.
7. Create and execute a communication and engagement plan to take the customer along the implementation journey to ensure that they are prepared and fully understand the benefits of the next generation workplace modernization.
8. Provide regular tailored briefings to the executive and general staff.
9. Contribute to weekly scheduled project progress meetings.
10. Conduct a Workplace and Workspace Assessment. The contractor shall assess the available workplace and space of the 5th floor East side workplace comprising of approximately 3,750 usable SFt.
11. Following the workplace and workspace assessment the contractor will then consider leading industry infrastructure solutions and their benefits as they apply to the project.

The contractor should consider:

- a. Acoustic privacy especially regarding the need for discrete conversations and individual and small team (up to 4 to 6 people) virtual meetings with NATO stakeholders on NATO unclassified and NATO classified networks;
- b. Collaboration spaces with flexibility to accommodate up to 6 people and potential collaboration and furniture solutions;
- c. A menu of choice for team meetings from 2 to up to 6 personnel and potential furniture solutions;
- d. Individual workplace and workspace and potential furniture solutions;
- e. Space specific designed for breaks or relaxation;
- f. Implementation of new ways of working and workplace cultural change can be used to be a positive motivational factor;
- g. An assessment of how up to 15% additional personnel can work in the same footprint;

- h. Consideration of environmental/carbon reduction or carbon neutral solutions.

Project Brief Development. The contractor will generate a Project Brief based on a workplace assessment outlining the project outcomes, sustainability outcomes, quality aspirations and spatial requirements. It is to include a ROM cost for implementation. Once the Project Brief has been approved by HQ SACT, an Architectural Concept and Technical Design solution is to be prepared and delivered for implementation in a further contract. The solution must include architectural and technical specifications, drawings, manuals, and will be the property of HQ SACT.

- a. Expected (or possible) information to be gathered from aforementioned actions. In accordance with paragraph 4. above.

The expected information and deliverables from each action:

1. Project Brief

- a. A comprehensive site appraisal to gain an appreciation of the client requirements including the current state of ways of working and desired state of ways of working that will also increase workplace capacity.
- b. Offering insights into emerging trends, technologies, and potential benefits that HQ SACT can derive from changing the workplace and workspace.

2. Concept Design:

- a. An initial Design Report will cover spatial design, architectural and engineering considerations, and operation information required to implement a phased plan for renovation. It is anticipated that the Report cover;
 - i. A detailed design proposal for a pilot project for the 5th floor east side.
 - ii. Qualitative and quantitative Measures of Effectiveness that will assist identifying how the lessons from the pilot project can inform the lifecycle renovation and modernization of the entire HQ SACT workplace.
- b. Propose options and planning considerations for implementation for new ways of working and increased workplace capacity.
- c. Identify any associated risks per proposal.
- d. Provide ROM costs, schedule, and associated risks for implementation of each option with appropriate associated architectural and technical specifications, drawings, manuals.
- e. Schedule and/or priority for aforementioned actions and tasks.

From contract award date plus 15 working days conduct stakeholder engagement with HQ SACT.

- f. Deliverables to be produced. As described in paragraph 4.d.(1) and 4.d.(2) above.
- g. Human and physical resources available.
 - 1. The HQ SACT Project Officer for the pilot project should be contacted should additional resources or access be required. Access to the HQ SACT and the USN Naval Support Activity in which HQ SACT is located require at least two weeks notification for access to be granted. Contractors are required to gain DBIDs identification cards as directed by the DoD.
- h. Qualitative/quantitative metrics.
 - 1. It is expected that all deliverables are developed/delivered in high quality. Reporting deliverables should be produced at the graduate level, in English using the appropriate Microsoft Office Software program.
 - 2. The contractor must provide a sufficiently detailed audit trail, including documentation of data and assumptions list to enable a third party to independently replicate the analyses.
 - 3. The contractor must provide the deliverables listed in paragraph 4. d.
 - 4. All deliverables are to be submitted IAW paragraph 5 below.

5. Schedule of Delivery.

- a. Project Brief by contract award plus 4 working weeks or before.
- b. Concept Design by contract award plus 8 working weeks or before.

6. Acceptance Criteria

- a. The report will be accepted if the following criteria has been met:
 - 1. Provides a comprehensive assessment of how the current workplace and workspace can be renovated to include modern ways of working and associated planning considerations and risks;
 - 2. Design solutions that comply with federal and state regulatory requirements;
 - 3. Design solutions that accommodate collaboration, team and individual working;
 - 4. Design options that include solutions to increase workplace capacity for up to 15% personnel;
 - 5. The report will include ROM costs with a breakdown of potential furniture, infrastructure, CIS and ancillary equipment needed to implement each design solution.
- 7. Contractor performance requirements.
 - a. The Contracting Officer will assign a Contracting Officer's Technical Representative (COTR) to administer all technical contract details. The Contracting Officer has final

authority (in consultation with the COTR) to determine if the contract/SOW should be amended, extended, modified or cancelled for evolving requirements, new tasking, and/or technical non-performance.

- b. The COTR will be Mr. Duncan Thomson, HQ SACT Facilities Lifecycle Manager.
 1. The COTR's written approval of work reported, and products submitted is mandatory for contractor invoices to be successfully processed.
 2. The contractor shall submit a report every two working weeks to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period.
 3. The report shall include, but not be limited to, the following information:
 - a. Summary of work and status of tasks undertaken during the reporting period;
 - b. Current or anticipated problems/deficiencies and recommended solutions.

8. Place of performance.

- a. The contractor shall conduct most work at their place of business but shall travel to HQ SACT for site appraisals, stakeholder engagement, design reviews, etc...

10. PHYSICAL SECURITY

- a. Final products should be NATO UNCLASSIFIED.
- b. Personnel details are to be supplied as requested to allow access to HQ SACT, if required. All contractor personnel possess a valid DoD DBIDS Identity Card for access to NSA Hampton Roads and HQ SACT.
- c. Contractors shall abide by the security restrictions⁴ regarding carrying and using electronic devices (e.g. laptops, cell phones) in all NATO facilities. The Supplier(s) shall be responsible for satisfying the necessary clearance requirements before bringing any such device into a NATO facility.

Annex B

Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequate qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#	Mandatory Criteria	Compliant (C)	Non-compliant (NC)
1.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) (Written and Oral). NATO: 3333.		
2.	Have Council for Interior Design Accreditation (CIDA) accreditation or equal accreditation program of academic training in interior design		
3.	Have attained National Council for Interior Design Qualification (NCIDQ) or national equivalent certification or state licensure, certification or registration.		
4.	Demonstrable and extended knowledge of DoD infrastructure regulations		
5.	All proposed key personnel on this requirement are citizens of a NATO member nation.		
6.	Minimum of one past performance with the DoD or other US government agency within the last five years to show successful completion of work that is similar to or directly traceable to this SoW requirement.		
7.	Minimum of three past performances for commercial or citations within the last five years to show successful completion of work that is like or directly traceable to this SoW requirement.		
8.	Declaration by the Contractor of any affiliation with furniture products that are recommended in the final design		

HQ SACT GENERAL TERMS AND CONDITIONS DATED 03/13/2024 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION.

