

**Request for Proposal  
Technical Response**

**Sol. No. 36C10X22R0074**

**VHA National Center for Healthcare Advancement & Partnership  
Strategic Communications Support Services**

**Submitted:** August 29, 2022 - 10am EDT

**Submitted to:**

Strategic Acquisition Center – Frederick  
Department of Veterans Affairs  
5202 Presidents Court, Suite 103  
Frederick, MD 21703  
Christina.Heller@va.gov



**Submitted by:**

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Founded in 2016 / Service Disabled Veteran Owned Small Business • CVE Certified Service Disabled  
Veteran Owned Small Business (SDVOSB) • Virginia Certified Small Veteran Owned and SWaM  
Business • Cage Code: 7LPG7 | DUNS Number: 080176755

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29 Aug 2022

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Subject: Proposal in Response to Solicitation Number 36C10X22R0074

Dear Ms Heller,

BrennSys Technology LLC is pleased to submit a proposal in response to the solicitation, VHA National Center for Healthcare Advancement & Partnership Strategic Communications Support Services, Sol. 36C10X22R0074. Our proposal complies with all the terms.

BrennSys Technology LLC, is a VIP Certified Service Disabled Veteran Owned Small Business (SDVOSB), headquartered in Ashburn, Virginia. BrennSys Technology's client base consists of the federal government, state government, educational institutions and commercial industry.

BrennSys Technology LLC corporate information is as follows:

- Federal Tax Identification Number: 81-1138876
- SAM UEI# WPH4T2F5XXU7
- Data Universal Numbering System: 080176755
- Cage Code: 7LPG7

We look forward to providing services to the Department of Veterans Affairs. Please feel free to contact me at (571) 370-6760 and/or by email at [laldrich@brennsys.com](mailto:laldrich@brennsys.com).

Sincerely,

A handwritten signature in black ink, appearing to read 'Larry A Aldrich', with a long horizontal stroke extending to the right.


Larry A Aldrich  
President and CEO



**BrennSys Technology LLC** (BrennSys) is fully capable of meeting the needs of the Veterans General Mental Health Awareness and Education Outreach Support Services contract. BrennSys is a customer-oriented, mission solutions contractor firm that provides commercial entities and government agencies flexibility and availability of expertise without the expense and commitment of sustaining in-house staff. We are joined with a select team of specialist subcontractors — together, we are “BrennSys.” We stand ready to meet the challenge with a cost-effective solution that ensures optimum results.

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## OVERVIEW OF CORPORATE CAPABILITIES

Company	Relevant Qualifications
	<ul style="list-style-type: none"><li>▪ BrennSys Technology LLC is a proven CVE certified SDVOSB technology company providing innovative and sustainable Marketing Communications and Advertising services.</li><li>▪ BrennSys has significant VA Healthcare marketing experience. Relevant experience includes Digital Marketing, Advertising, Video production, Web Development and Migration to include maintenance, Graphic Design, Social Media, and Outreach to Veterans using traditional Marketing and Advertising and Strategic Communications.</li></ul>

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## PROJECT MANAGEMENT (WBS 1.0)

BrennSys continually improves our internal process controls to manage project of similar scope and scale as providing Strategic Communications Support Services to VHA National Center for Healthcare Advancement & Partnership. Our trained, certified, and experienced PM will oversee this effort, and the staff undertaking the various services. This management team will use their combined corporate resources, including contract management, HR, finance, quality assurance/quality control (QA/QC) processes, and training to ensure every activity is executed on time and within cost.

Our methodology to meet requirements and exceed acceptable quality levels whenever possible is based on the Project Management Body of Knowledge (PMBOK®) and refers to the five process steps of project management: initiating, planning, executing, controlling, and closing. It contains many processes and techniques of project management by which to evaluate or complete the way we run projects for our government clients. BrennSys understands that, in providing communication support services, we will not perform and activities that involve “self-aggrandizement” or “puffery.” Our focus is disseminating approved information about HAP, its policies, practices, and products. All materials will be reviewed and approved by the COR or other authorized government official before release. The government will retain all rights to materials we develop for this effort, and BrennSys will ensure copyright compliance and receipt of any releases in accordance with VA and VHA policy. Our team will be available to meet via remote (MS Teams, WebEx, etc.) or face-to-face at the VA Central Office.

BrennSys personnel management approach ensures best value is delivered to the Government. BrennSys charges our PM as the single-point-of-contact on the front line of customer interaction. We recognize this as a high profile/impact project that requires support during business hours each working day. To effectively manage and coordinate performance of efforts across the government, we emphasize a top down approach, starting with our PM, who is responsible for ensuring all activities related to managing, coordinating, and executing performance efforts under this contract flow down to the team members assigned for day-to-day execution.

The BrennSys team will work with the government's designated Contracting Officer's Representative (COR) to monitor the status and progress of work, make adjustments in accordance with established priorities, and request guidance from the COR on major issues or problems that may arise. We will also estimate and report on expected milestones for the completion of tasks and maintain records of work accomplishments according to the deliverable schedules — using our online Virtual Project Management Office (vPMO) portal.

### ***Project Management Plan***

The contractor management / communications plan BrennSys follows is a blueprint for the way our organization will run this effort, both day-to-day and over the long term. Our plan includes standard methods for doing various corporate communications-related tasks — defining print and electronic media projects, handling issues, dealing with the actual work of the project, addressing the way our people do their jobs — and the overall intellectual framework in which these methods operate. The project management plan (PMP)

As part of the PMP, BrennSys will develop a Risk Management Plan (RMP) that provides solutions for mitigating anticipated problems (or risks), a proactive methodology for detecting and resolving unforeseen risks, and a means to track and communicate them to stakeholder management in a timely manner. The RMP will tag each perceived risk through a risk ID and associate a probability to it (highly likely, likely, less likely), along with a description of the risk and its severity (high, medium, low), in terms of impact. The RMP will also provide a risk mitigation solution and a schedule for its implementation.

### ***Exhibit: Key Components of the BrennSys Project Management Plan***

Component	Purpose
Work Breakdown Structure (WBS)	Reflects the major work elements that will be performed with corresponding deliverables. Identifies staff, resource allocation, duration and a GANTT depicting each task/activity.
WBS Dictionary	Lists and defines each WBS element and indicates the resources required to produce it.
Project Schedule	Defines key activities and milestones for all major events and deliverables.
Other Sections	Quality Control Procedures: Details the review procedures needed to ensure adequate oversight and exceptional quality. Risk management is detailed, as well as the BrennSys approach to communications.

The task performance model starts with our logging the initial contract file, then kicking off activities related to this effort, recommending QA/QC KPIs, and, over the life of the effort, documenting performance. These measures provide a wealth of data for our PM to make decisions on future work and to determine where to put coaching, mentoring, and other services to use. BrennSys has found this model allows for more initiative, makes it easier and more pleasant for people to do their jobs, and is more likely to reflect the principles of our organization.

BrennSys will utilize our own office facilities, equipment, computers and software. Our project management plan (PMP) is based on Total Quality Management (TQM), which we find marries the processes of our Quality Assurance quite nicely to our vision for executing graphic design projects. This approach ensures strong management, and we will “hit the ground running” based on our previous experience with VA. BrennSys uses a management plan that seeks to integrate all organizational functions (customer interaction/support, graphic design, web content, and quality assurance) to focus on the VA’s objectives.

**Post-Award Kickoff Meeting.** Upon award and prior to the beginning of any services, BrennSys will host a Kickoff Meeting with the CO and the VA COR/PM. The purpose of this meeting is to review schedule, transition planning, and any other necessary items related to database administration services. BrennSys will schedule a kick off meeting (8.1) and provide an agenda to the government for start-up of this effort. Within ten days of award, we will provide the meeting minutes and action items. At the kickoff meeting BrennSys will present the Onboarding Transition-In Plan and will discuss key elements of our project plan and schedule for a combined team review. We will review transition components, highlight challenges, document new risks and issues, discuss next steps, and record action items. We also jointly develop meeting cadence as identified within our Communications Plan, including transition status reporting. These key elements are critical to a successful transition start so that all stakeholders understand what will occur on Day 1 and what will occur during the initial days of the transition—and so that accurate and timely information is communicated as soon as possible.

**Status Meetings.** BrennSys will host quarterly performance reviews. The purpose of the review is to analyze our performance, receive quality improvement suggestions from BrennSys or other stakeholders, and identify opportunities for continuous improvement. These status meetings may be held in person at the job site, via teleconference or as otherwise directed by the CO and/or COR. We will attend any additional meetings (i.e., ad-hoc client meetings, joint stakeholder-contractor creative/development meetings, etc.) are at the discretion of the CO and/or COR/PM. Attendance by our PM will be mandatory at all meetings.

**Reports.** All reports will be archived in our vPMO for access by the CO and COR, as well as any other authorized stakeholders. Reports and meeting minutes will be circulated via email on or before the due date. We will produce a Monthly Report (8.3) that covers all work undertaken,

any issues and their resolutions, and projected efforts in the upcoming period. We will monitor performance against our PMP, via the BrennSys vPMO.

### ***Virtual Project Management Office (vPMO)***

BrennSys has come to understand the various types of information systems that support the many processes needed to carry out clients' business functions. Each of these information systems has a particular purpose or focus, and each has a life cycle of its own. The BrennSys team utilizes a virtual Project Management Office (vPMO) to help oversee tasks, personnel management, and issues response. More specifically, we ensure that the expertise and resources of project staff, organizational stakeholders, and relevant personnel can be effectively coordinated and focused to achieve all of a project's goals, objectives, and tasking. Our vPMO enables our team to track the progress of time sheet management and approvals, including leave tracking and vacation time, putting visibility and control back into the hands of decision makers. As a web-based portal, the vPMO provides users with the ability to enter time sheets and approvals online, anytime, anywhere, using a standard browser and an internet connection. We are able to manage time sheets to the level of detail required by each unique project, with real-time updating of project status and results against key deliverables.

### ***Project Communications Plan***

Project communication management is a collection of processes that help make sure the right messages are sent, received, and understood by the right people. Project communication management is one of the ten key knowledge areas in the PMBOK. BrennSys will incorporate into our PMP a Communication Plan to facilitate effective stakeholder communication. This is essential in being proactive in identifying warnings of potential problem areas:

- Manage expectations. The Communications Plan will continually provide general information about the envisioned future operations and the changes it requires to those who will be affected by the changes.
- Gather input and facilitate two-way communications. The Communications Plan provides specific opportunities for interaction among work groups and the project team. Both the envisioned future operations and the way to fulfill them are the result of collective input.
- Motivate and instill ownership. DCIO, support and other personnel will help set direction for individuals anticipating change and foster a climate in which change is eagerly embraced.
- Provide structure for review and approval. Checks and balances are achieved through the approval of agreed upon project objectives that will give project sponsors the opportunity either to endorse the direction of the project or to correct/refine it.



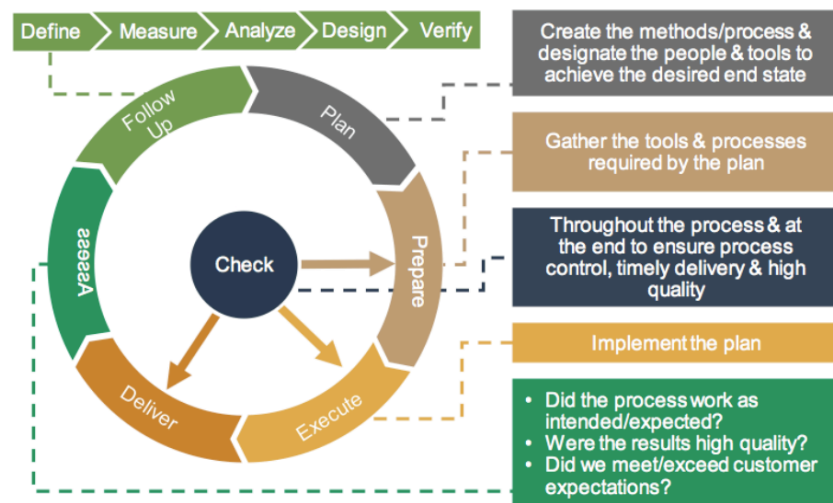
- Coordinate project information. Communications provide administrative information to the project team and workers in the affected client business functions. The communication plan will include the list of meetings, list of deliverables, and schedule.

### ***Quality Assurance***

The BrennSys team's project management approach incorporates quality assurance (QA), consisting of applying scientific and analytical disciplines to ensure outputs of our staff meet the quality requirements of the government. We assess capabilities to ensure a process solution functions effectively when required and that detection and correction of design deficiencies, weakness, and workmanship defects that affect personal performance and outputs are mitigated.

Nonconforming products and services are not acceptable, and our Quality Control Plan is designed to capture and subject these items to immediate corrective action before they can affect the project or come to the customer's attention. Each deliverable will incorporate the Government's comments and feedback, be grammatically correct, and reflect comprehensive research, to incorporate complete analysis. to the

### ***Exhibit: BrennSys Quality Management System***



extent possible, all deliverables and documentation will be provided to VA in electronic form (MS Office Word, Excel, PowerPoint formats) and other standards, such as Adobe PDF. We accelerate the feedback process based on an agile methodology, by integrating customer feedback with SOO requirements and an issue management systems, such as Atlassian Jira, to enable traceability and continuously validate ongoing levels of risk.

When responding to potential problem areas, BrennSys's PM will ensure compliance with the terms of each subcontractor teaming agreement (subcontract after award) and communicates through the BrennSys Contracts Office with our teammates' corporate leadership to address any contractual or performance-related issues.

### ***Exhibit: Quality Control Plan Tracking***

The final version of the BrennSys quality control plan will be embedded on our project management portal, for easy access. We will track all QA/QC in this template.

**QUALITY CONTROL PLAN TEMPLATE**

SOP #	PROCESS STEP	WHAT'S CONTROLLED	INPUT OR OUTPUT	SPECIFICATION CHARACTERISTIC	SPECIFICATIONS	METHOD OF MEASUREMENT	METHOD OF CONTROL	SAMPLE SIZE	FREQUENCY	WHO / WHAT MEASURES	RECORDING LOCATION	DECISION / CORRECTIVE ACTION

The value added by the BrennSys approach to quality assurance is that we are able to ensure that we proactively meet production standards with our comprehensive quality control plan template (see the exhibit). We enter the unique standard operating procedure (SOP) numbers from our developer guidelines in order to monitor progress and improvements. Monitoring will be tracked using a Quality Assurance Monitoring Form. Next, our team will enter the process steps, specifications, methods of measurement and control, and the decision or corrective measures, if any, needed. BrennSys uses this template approach to facilitate a failsafe quality control process and maintain high-quality software development standards and to match with the government's QASP.

All our products will be compliant with Section 508 of the Americans with Disability Act for user interfaces and must include closed captioning, which includes descriptive captioning for videos; and accurately depict the benefits and services being portrayed. We will deliver all products in electronic format. BrennSys will provide KPI reporting in our monthly status report to support the government's Quality Assurance Surveillance Plan (QASP), conforming to the performance standards outlined on pages 13-14 of the PWS. BrennSys will follow the recommended 10-day review period that the government may utilize. BrennSys will then expeditiously turn around review comments and revision. We will ensure all deliverables are stored on the appropriate VA servers, once approved by the government. With our extensive experience adhering to VA standards and practices, BrennSys will be responsible for understanding and implementing the VA's information technology and other policies.

As a BrennSys value-add, we will

***Exhibit: Improvements for managing end-to-end content management***

Phase	BrennSys Team Approach
Baseline	<ul style="list-style-type: none"> <li>▪ Evaluate the current process to identify known bottlenecks and delays between VA content sources, to include interview stakeholders to collect anecdotal feedback and process pain points, to effectively deliver draft copy for deliverables with plenty of time to incorporate feedback from the government.</li> <li>▪ Assess Section 508, copyright, and chain of custody requirements and responsible resources and create a RACI chart based on these findings and create an "as-is" flowcharts, geographical maps, and process maps.</li> </ul>
Model	<ul style="list-style-type: none"> <li>▪ Leverage VHA approval and our vPMO tracking system to track all deliveries from point of origin to the point of intake.</li> <li>▪ Compare findings against delivery data to identify content development/process constraints</li> <li>▪ Conduct shortest path routing analysis to speed up content and graphic design processes.</li> </ul>
Optimize	<ul style="list-style-type: none"> <li>▪ Document inefficiencies and recommend process improvements.</li> <li>▪ Update editorial calendars, review workflows, and logistics plans.</li> <li>▪ Prepare workflow optimization report to include recommendations on potential permanent relocation of information resources to optimize writing, design, and production of all deliverables, in compliance with VA policies and procedures.</li> </ul>
Audit	<ul style="list-style-type: none"> <li>▪ Continue to leverage our vPMO tracking system and the implementation of process improvements and provide reports with actionable, quantitative analysis.</li> <li>▪ Measure data against performance metrics to track if recommended improvements are working, to include cost analysis and security incident reports, as well as supply data for the government's QASP.</li> </ul>

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**SERVICES TO BE PROVIDED (WBS 2.0)**

BrennSys will provide content development, graphic design, publishing/layout, video/media production, and web development for VHA National Center for Healthcare Advancement & Partnership (HAP). We will draft articles, and produce the organization's annual report. Our talented and experienced team will coordinate the development of the Annual Communications Plan, quarterly newsletters, programmatic shorts such as flyers, brochures, news releases, presentations, and other technical communication artifacts.

The methodology we will employ to deliver overall excellence for VHA HAP is based on understanding and articulating an Organizational Communication Strategy, which BrennSys defines as a framework used by organizations to plan out communication with stakeholders, the served community, employees, and any citizen with an interest in HAP's mission. When leveraged properly, an Organizational Communication Strategy can be the key to the audience having a better understanding the government agency and enhancing its reputation with the people whose attitudes and actions influence its success. BrennSys will use our proven processes (based on PEMBOK) to manage this effort, but it is this overarching methodology, based on identifying and prioritizing HAP's key communication goals. Stakeholders are one of the most vital parts of the VHA's organization, so if one notices that they are communicating something that isn't confident for the success of the agency, there will be a need to adjust the overarching communications strategy to fix any perceptions that don't match the goals of the agency. BrennSys believes communicating with the served community, employees, and other stakeholders in a way that is most effective to address their unique needs is critical for sustaining success and alignment with long-term plans. We will execute the following tasks (identified with WBS numbers) to carry out this effort.

***WBS 2.1 - Task: Newsletters (8.4)***

BrennSys will deploy our content creators to create and manage the products of the HAP quarterly newsletter. This product will be coordinated with submissions from agency partners, and have wholly new content specific to the publication. The 12-page original content and visuals (photos, illustration, and infographics) will include an opening message from HAP and other leaders. As with all BrennSys products, visual representation of the Veteran population will reflect its age, gender and ethnicity diversity — BrennSys has been producing publications, web content, videos, and other communication tools for the VA for more than five years, so we understand the importance of showing the world how our Veterans reflect our country.

The BrennSys approach to this task will be to ensure effective use of data to improve content, presented with clear and concise writing. Our "voice" for the content will be at a level that engages the target audience. We will speed production by creating newsletter content templates that stand out, and ensure the content connects with the reader. We will embed visuals to reach everyone. A goal will be to foster the overall communications goals through a folksy but high factual style.

***WBS 2.2 - Task: Programmatic Short Artifacts (8.5)***

BrennSys brings a diverse team to help the VHA with its communication objectives, and thus we are able to support the ad hoc development of new outreach materials such as presentations, news releases, fact sheets, and other short programmatic assets. These types of artifacts are a perfect choice for saying more about the organization by offering more detailed information about its services and mission, the writers at BrennSys ensure content and layout help establish a connection with stakeholders and other audiences. We do this by ensuring graphic representation follows the VA/VHA/HAP visual guidelines, policies on content copyright and topical relevance, and other agency-specific requirements. We will use images and graphics of high quality. BrennSys ensure the copy (text) conveys the right message — and is vetted for accuracy and tone before we submit to the CO/COR for approval.

***WBS 2.3 - Task: Technical Communication Artifacts (8.6)***

BrennSys recognizes how technical communication artifacts such as white papers, info graphics, and flow charts are effective. Our content creation experts combine the written word with visual elements to pack big ideas into small spaces. Presenting information in such a compelling fashion encourages VHA audiences to spend time on a web page or reading detailed documents, consuming and sharing more about the organization.

We have broad experience with creating digital assets for use in print materials, websites, social media channels. BrennSys has supported creation of digital assets associated with naming, logo, identity design and tag lines, driven by brand guidelines. We incorporate appropriate JQuery, Dojo, HTML5, CSS, and Adobe PhotoShop UI approaches to facilitate the professional look and feel of a website. Our team provides the RSS Feed capability to websites in order for users to keep up-to-date on the updates of the site content items, which is the industry standard “Site Syndication” mechanism. Collaborative features like Blogs, Wikis, YouTube integration, and social media links are integrated into website to give rich user experience by using “Web 2.0 mash-ups.” We will also maintain a repository of digital assets either developed or acquired throughout the life of the contract. We support branding strategies by developing a style guide and branding strategy to promote VA services and messages and plan to adopt a similar approach through digital assets across offices and programs.

BrennSys is particularly good at data visualization. A primary goal of data visualization is to communicate information clearly and efficiently via statistical graphics, plots and information graphics. BrennSys consolidates sources visually within a “source architecture” diagram and a robust spreadsheet/database. Target audiences may have particular analytical tasks, such as making comparisons or understanding causality, and the design principle of the graphic should follow the task — that is, showing comparisons or causality. Tables are generally used where users will look up a specific measurement, while charts of various types are used to show patterns or relationships in the data for one or more variables.

***WBS 2.4 - Task: Articles (8.7)***

BrennSys content creators will prepare articles for use in online and printed HAP journals, blogs, Veterans Service organizations, and other news media. We have expertise in interviewing subjects, writing, editing, proceeding visual assets such as photos and illustrations, and other materials in the creation of articles. As with our media services, we ensure copyright compliance, Section 508 accessibility, and of course obtaining the necessary releases in following VA policies. BrennSys writers will match the intended audience leveraging our expertise in the industry as well as finding the right the subject matter of the article. BrennSys writers will draft content in the appropriate tone, style, and flow for the target publication.

Writing any article at BrennSys follows our SOP: Once the client has selected a topic, we deploy the best qualified writer, who identifies the target audience and researches facts that reinforce the story. They then draft an outline of the article, and, once approved, write a rough draft and based on the approved outline. BrennSys content creators specify the area of subject matter, and may conduct interviews to bolster factual content. Before release to the VA for review, our team does “team proofreading,” where two members of the staff read aloud the document to ensure the draft is error-free. The last step in the BrennSys process for article writing, is to add any infographic, visuals, and images in the article. This gives readers a break. For today’s fast-paced world, an audience engages more with visual materials — it helps them digest what they’re reading. Add visuals relevant to VHA HAP’s content will make sure reading engagement is high, another BrennSys value-add.

***WBS 2.5 - Task: Video/Media Artifacts (8.8)***

BrennSys will oversee all aspects of video and still photography creative, planning, production and post-production. At BrennSys, we provide a range of video and media artifact production — simply everything that goes into the ideation, planning and execution of a video, motion graphic, infographic or other digital asset. BrennSys will capture a broad range of Veteran and family member interview, lifestyle, social media shorts and cutdowns, and b-roll type video when doing film shoots for use on various VHA properties taking into account the unique audiences’ viewing nature on each VHA digital/social media platform (web, Facebook, YouTube, and Instagram). BrennSys will anticipate multiple edit cycles per video by VA and plan for post-production editing, color-correction, and sound leveling per video. BrennSys will develop a detailed video plan detailing aggressive video production strategy and when/where necessary for content capture, a recruitment plan (which must be performed solely by Contractor team and not include any VA facilities, resources, or personnel) and shoot schedule (estimated three days per shoot/ 8-10 Veterans per day/weekends only, including Fridays). BrennSys anticipates multiple edit cycles and plans for post-production editing, color-correction, sound leveling per video and storage (cloud and hard) of hundreds of terabytes of new and existing content.

BrennSys will develop, cast, and shoot all original footage/VFX for PSAs or other video shorts, and will provide Behind-The-Scenes professional photography services for use in media

packaging and promotional products and materials for dissemination. For designated interview shoots, BrennSys will provide VA with a list of suggested venues/facilities which must be approved by VA and will be professional studio accommodations or similar. BrennSys will support activities during interview shooting such as: in-processing, still photography (see additional details below), off-shoot room for review of live interview via video feed, and live interview room. A BrennSys advantage is our fast one-stop information availability and delivery of services on-location, video post-production process and workflow automation, media upload/download including RSS, Podcasts, pictures, video, and sound, and leveraging platforms such as Vimeo and YouTube for video content distribution.

The video editor will provide assistance converting ideas into easy to understand, high quality presentations, graphics, video productions and other visual representations by using technical expertise, specialized software, illustration and digital devices such as cameras, audio recording equipment, and lighting and printing equipment to create a product that is sophisticated and professional. They use software, such as Microsoft Office Suite, including PowerPoint, Publisher, Word, and Excel, the Adobe Creative Suite, including InDesign, Illustrator, Photoshop, Lightroom, Dreamweaver, After Effects, and Bridge, Apple Final Cut Pro, and CorelDRAW Graphic Suite among others.

#### ***WBS 2.6 - Task: Web Development/Management (8.9)***

Our web design and development services involves developing a website for the Internet or the World Wide Web. Web development can range from developing a simple single static page to complex web-based internet applications, web apps, electronic businesses, and even social network services. As evidenced by the number of web sites we have designed, our team has the expertise to support any web development activity and has extensive experience in publishing via SharePoint, Alfresco or any other collaborative environmental tool. We will and have developed templates for reviews, charts, reports and sample workflows to monitor and manage the program, keep the stakeholders abreast of the program status and to manage our service level agreements with the agency. Using our technologists, BrennSys will provide necessary consulting and technical support in the development of any new collaborative SharePoint sites and the maintenance of current and existing HTML web sites.

BrennSys web developers have been involved in the design and development of several web-based development initiatives for more than ten years. Many of our solutions have required the development of web GUIs to integrate with SQL Server, Oracle, DB2, and Access databases. Further, BrennSys has provided solutions to integrate a web front-end solution with a cluster of machines that utilize the Hadoop architecture for Cloud. This experience has provided BrennSys with the knowledge to integrate web-based solutions as administrators on several platforms, including Microsoft Windows, Red Hat Linux, Solaris and Cent OS.

BrennSys will ensure the VA has a solid online presence with appropriate web pages. To be recognized when we contact an influential blog is one of the advantages that BrennSys bring to this effort. The more social media contacts know the messenger, the more probable it is that they're going to promote our message. We answer the question is, how do we create a social media presence? Facebook, Twitter, LinkedIn, Instagram and alike are channels that can make a VA engagement web page stand out. For example, Twitter is the place where BrennSys gets the most engagement for blog posts and where we can leverage more outreach opportunities. Outreach marketing is an excellent way of acquiring new "eyeballs" without having to dig deep into the budget to pay for ads or running other types of public relations marketing campaigns. We create personalized messages tailored to the right audience and prospects, leveraging the platform being used to reach out to them. Because it's a highly efficient strategy, outreach marketing can help reduce customer acquisition costs (CACs), the key metric for engaging success.

With BrennSys's improved approach, we use VHA's existing tools as bridging technology to provide the missing link between a rigorous logical formalism of ontology and the chaotic, informal and loosely structured world of Web-based collaboration tools, as exemplified by social tagging. We use our SharePoint portal as a knowledge management tool for our corporate initiatives and in supporting our federal government customer base and it will be modified to support the critical business processes at the agency. Our web site administration is focused on the use of a content management system approach — so content providers can easily create and personalize website pages for every visitor — optimized for conversion across every device. This means the government may rely on BrennSys developers as much or as little as it prefers. Our web server expertise includes: Create and maintain internal and external websites in collaboration with web developers; Review web content, links, and design; provides necessary updates and enhancements in a timely manner; Monitoring site security; reports suspected or actual security breaches and denial of service attacks to appropriate agency staff; Recommending appropriate security measures such as firewalls or message encryption; Identifies useful site performance metrics; collects, tracks, records, compiles, analyzes, and reports site usage data; Conducts user testing and use analysis to assess usability and effectiveness of site; recommends improvements based on analysis; Discusses, analyzes, reviews, and resolves usability issues in conjunction with development teams; Communicates with site visitors and users regarding site updates, anticipated and unanticipated downtime, and resolution of bugs and outages; Drafts, documents, and implements backup, recovery, and business continuity plans; and, maintain knowledge and expertise in web design and development; participates in professional conferences, workshops, and groups.

BrennSys's aim is not to replace original conceptual vocabularies in their initial context of use, but to allow them to be ported to a shared space. This is based on a simplified model, enabling wider re-use and better interoperability — key to building the Semantic Web as a knowledge

management tool at VHA. In this way, we will build out a web services platform that will improve business intelligence, facilitates communications, and improve customer service-facing business lines that enhance value for VHA. For public-facing web sites and other projects, BrennSys uses joint design reviews (where we gather the stakeholders, information architects, and other representative technologists in one room), we conceptualize and take all aspects of the targeted communications need into consideration in order to determine how each one relates to the others. This results in a requirements inventory, laying out which aspects will be incorporated into the web based solution.

To validate web content and coding requirements, our approach is to craft a demonstration and proof-of-concept, with the goal of determining how these requirements will be accommodated in the system. The information architect, coders and content creators work together to build a simplified version of the proposed web page or site and present it to stakeholders for consideration as part of the creative process.

#### ***WBS 2.7 - Task: Annual Report (8.10)***

We will layout and illustrate a wide variety of complex visual requirements and create abstract designs for types of media to include video and internet sites in the creation of the Annual Report and subsequent option year reports. For bench support, BrennSys operates a wide variety of systems and equipment to design publications, poster presentations, portable foam displays, web sites, 3D animations, vector based animations, and marquee display.

The BrennSys team brings demonstrated graphic design and editorial capabilities that meet the various diverse needs of VA to include creation of agency, branch, or regional documents such as Fact Sheets, or edits to the security policy web pages on the internal portal. We show attention to detail in the creation and revision of our graphic design materials and ensure that all revisions and new publication of these materials go through a multi-step editorial and production review, with a series of sign-offs required before materials can be released for final production. The BrennSys team possesses considerable expertise in providing Web Support services to its customers to support and encourage the use of these services by the respective client organizations, The BrennSys team will perform website design and maintenance tasks for VA such as web coding using Go Live or Dreamweaver, with web-accessible databases; utilizing web-based scripting languages, such as JavaScript.

While this is still a popular annual report design process, and many organizations are designing offline reports, we will focus on providing access to a digital version online. The BrennSys approach to this project starts with Step 1: Make data accessible. Traditional annual report design involves printing a physical brochure and mailing it to stakeholders. While this is still a popular annual report design process, and many organizations are designing offline reports, we will focus on providing access to a digital version online. Step 2: Don't just report, means we will, of course, reporting the numbers, but that is not all it's about. While number crunching is important,



all the numbers can start to look pretty dull after a while, and that is where BrennSys innovation comes in: a visually appealing report highlights the organization's achievements, while setting it apart as something special. Infographics, aesthetic elements, and images can all help to keep your readers engaged with your report content, and it also means that you introduce some personality into the mix. Remember, your report should be a combination of facts, design, and compelling content writing that helps to tell a story about the last year for your business.

We also recommend a Step 3: Show "behind the scenes" in the organization. The Annual Report is something that can be shared with the served community, employees, and stakeholders. The main characteristic that each of those audience members share, is that they're crucial to the mission of the organization. Stakeholders want to know what investments are being made into the mission, so it's important they know that there is positive progress. Employees invest their time and passion, so give them a sign that you appreciate their effort. BrennSys understands that the report should be a combination of facts, design, and compelling content writing that helps to tell a story about the last year for the organization. This means that we don't just build document, but create tool for a deeper relationship with stakeholders, and make the organization more human and relatable to the served community, too.

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### Staffing Plan

At BrennSys, we have discrete processes for staff planning and recruiting processes that alleviate how time-consuming these steps are. With a 95% staff retention rate, our clients win by leveraging the BrennSys team's expertise in IT consulting services. With our experience and pool of tested, qualified technologists, we are able to provide the right talent for this effort. If the government requires additional resources, BrennSys has the ability to source personnel quickly, from our other full time employees or from our pool of vetted contractors.

Our PMP will include a resource plan, where we identify, list, and organize the resources needed to complete this project, as well as help determine the quantity needed for each resource, the cost and when they are needed in the project work breakdown structure (WBS).

### *Exhibit: Staffing Matrix*

Position	Role
<b>Program Manager</b>	This person will ensure the PMP is executed as planned, work with the QAM so that QA/QC is carried out, and acts as the single point of contact for the government. They will provide oversight and manage multi-disciplinary teams in the development of plans, goals, objectives, policies, and procedures for completion of a project in a highly technical and fiscal related field; develops project schedule and budget; reviews project proposal or plan to determine time requirements and allotment of available resources to various phases of the project; establishes work plan and staffing for each phase of the project, and arranges for recruitment or assignment of project personnel; confers with project staff to outline work plan and to assign duties, responsibilities, and scope of authority. This person dual-hats as the QAM.

Position	Role
<b>Technical Writer (Senior and Junior)</b>	The junior and senior technical writers are skilled wordsmiths that typically develop product manuals, how-to guides, website help sections, journal articles, and other content that distills technical information with ease and clarity. Develop comprehensive documentation that meets organizational standards. Obtain a deep understanding of products and services to translate complex product information into simple, polished, and engaging content. Write user-friendly content that meets the needs of the target audience, turning insights language that sets our users up for success. Develop and maintain detailed databases of appropriate reference materials, including research, usability tests, and design specifications. Evaluate current content and develop innovative approaches for improvement.
<b>Marketing Specialist</b>	Responsible for helping maintain a brand by working on marketing campaigns. Their duties include performing market research, strategizing with other marketing professionals and creating content to aid in the success of marketing campaigns; Research advertising trends; Decide on appropriate placement of ads; Determine what content will reach customers; Develop projects to create content; Publish digital marketing content online; Implement email marketing campaigns; Measure digital traffic; Monitor social media and Google Analytics; Optimize paid advertising campaigns using SEO and other tools; Report on the growth and analytics of campaigns to stakeholders. Responsible for creating, reviewing and editing content for the company which will be published in the company's websites and social media pages.
<b>Web Developer</b>	Responsible for writing well designed, testable, efficient code by using best software development practices. Creating website layout/user interfaces by using standard HTML/CSS practices. Integrating data from various back-end services and databases.
<b>Subject Matter Expert - Communications</b>	Responsible for the use social media platforms to promote a company's offerings. They often use platforms like Facebook, Instagram, Twitter, and TikTok to reach new customers, engage with current ones, and announce new products or services; oversee site metrics, interact with readers, and be responsible for creative design. Supports the Digital Marketing Specialist.
<b>Quality Assurance Manager</b>	Dual-hatting as the PM, the QAM is responsible for oversight and execution of the quality assurance methodology we employ, developing, implementing, and maintaining a system of quality and reliability testing for BrennSys services, products and/or development processes.

Within five days of contract award, BrennSys will submit the following for each staff person: VA Optional Form 308; Self-certification of continuous service; VA Form 0710; and completed SIC Fingerprint Request forms. We will also ensure personnel submit all required information for background investigations and their executed e-QUIP OPM submissions. BrennSys is fully responsible for the actions of our staff and subcontractors (if any), and we handle personnel issues per the processes defined in our Employee Handbook.

From a personnel management perspective, our PM will coordinate contractual requirements through our Contracts Team using a variety of automated management tools such as MS Project, MS Teams, and our SharePoint-based Virtual Project management Office (vPMO) contracts management site. BrennSys brings additional value to the government because our technical and status reports are factually accurate and complete, reflecting our commitment to “white glove” quality, while we adhere to deadlines.

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**Section 508 Compliance**

BrennSys fully supports the need for accessible services. BrennSys will ensure that all supplies and services delivered will be aligned with current provisions for accessibility included in Section 508. In circumstances where this is not feasible, equivalent facilitation will be provided. The BrennSys Project Manager will oversee our participation and compliance with technical standards, functional performance criteria and documentation and support as required. By assigning this responsibility to the Project Manager, BrennSys can ensure that appropriate provisions are made within individual contracts. This may include: Contractor training on 508 Standards; Collection of information; Providing guidance to staff as required.

BrennSys employs a Section 508 compliance standard operating procedures (SOP) which include instructions on: staying current, adjusting audit tools, and conducting a formal training program to create Section 508 awareness and adoption of best practices on our team. We strive to comply with the applicable standards of Section 508 of the Rehabilitation Act to the maximum extent possible, ensuring that individuals with disabilities have comparable access to and use of information and data to that provided to the general public, unless an undue burden would be imposed on us. For deliverables such as documentation and training, we will ensure PDFs meet the criteria outlined at <https://www.section508.gov/create/pdfs/>

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**Government Furnished Equipment and Information**

BrennSys staff will complete any required Security and other policy-required training. We will supply all supplies and equipment for our off-site personnel. Immediate response to production errors will be provided, with uninterrupted performance. Our team will avail ourselves certain facilities, equipment, utilities, supplies, and materials furnished by government. All GFE/GFP/contractor Acquired Property (CAP - 1.8) will be tracked using our vPMO asset management tool. BrennSys will manage all GFE/GFP in accordance with an approved property system. BrennSys will manage and report all GFE/GFP/CAP in accordance with FAR 52.245-1. When the contract ends, BrennSys will return all GFE/GFP to the COR.

**ATTACHMENT - PORTFOLIO**

Herein BrennSys identifies previous contracts which are relevant to the scope of the PWS. Our past performances are all within the past 5 years, and are relevant in that they are of similar size and scope.

**Exhibit: Summary of BrennSys Corporate Experience**

Customer	Project	Contract Info	Services Overview
VA Department of Health	Office of Emergency Medical Services Outreach	2018-2019; Prime	Social media outreach, targeted marketing campaigns
Department of Veterans Affairs	Media Development and Management	2018-2028; Prime	Promote public and private awareness of the NYARNG's mission, goals, initiatives and objectives, Message communicate, media selection, outdoor marketing, and media services, such as radio, TV, and public service announcements
Department of Veterans Affairs	Veterans Experience Office (VEO) Support Services	2021-2026; Prime	Customer experience (CX): real-time CX data, tangible CX tools, modern CX technology, and targeted CX engagement. These capabilities empower employees to deliver outstanding experiences to Veterans, their families, caregivers and survivors through actionable real-time CX data and predictive analytics; concrete CX tools such as the VA Welcome Kit and accompanying guides, training and implementable best practices; user-friendly, modern technology; and personal engagement with VA customers.
Strategic Acquisition Center - Frederick Department of Veterans Affairs	AboutFace Outreach Program	#VA119A-17-D-0157 36C10X20N0151; 2020-2025; Sub	All aspects of new media development: video and multimedia from pre-production, production and post-production. Content development for website, enhancing design and information architecture, performing functional maintenance, ensuring 508 compliance, and produce other media and/or educational materials for the National Center for PTSD.

**VA Department of Health – Office of Emergency Medical Services Outreach.** In the spring of 2019, we worked with the Virginia Department of Health Office of Emergency Medical Services, which needed a marketing firm to assist in sharing resources and information to help first responders deal with the mental health impacts that occur as a result of their experiences on their very stressful jobs. As part of the project, we ensured that social media platforms were being appropriately utilized and reached the right audiences when they needed to be there. We also compiled a list of all the fire, EMS, law enforcement and dispatch locations, and ensured

that they receive a targeted print campaign. The project required biweekly reports, and was completed in 2019.

**Department of Veterans Affairs – Media Development and Management.** We are currently working with the Department of Veterans Affairs on a contract that runs from September, 2018 until September of 2028. Our services include developing materials to promote public and private awareness of the VA's mission, goals, initiatives and objectives. We work to develop and disseminate marketing materials and services which will increase public understanding of the complex and technical aspects of the VA. Some of our services are determining the advertising objective, specifically defining and creating materials with the specific message we are working to communicate, media selection, outdoor marketing, and media services, such as radio, TV, and public service announcements.

**Department of Veterans Affairs - Veterans Experience Office (VEO) Support Services.** We provide the VA VEO with Graphic Design Services. The Veterans Experience Office (VEO) is VA's lead organization for customer experience (CX) at VA and reports directly to the Secretary. VEO supports VA in the Department's modernization efforts to become a premier CX organization by bringing industry best practices to VA service design and delivery. VEO accomplishes this through four core CX capabilities: real-time CX data, tangible CX tools, modern CX technology, and targeted CX engagement. These capabilities empower employees to deliver outstanding experiences to Veterans, their families, caregivers and survivors through actionable real-time CX data and predictive analytics; concrete CX tools such as the VA Welcome Kit and accompanying guides, training and implementable best practices; user-friendly, modern technology; and personal engagement with VA customers.

**Strategic Acquisition Center - Frederick Department of Veterans Affairs - AboutFace Outreach Program.** In the private sector, we recently contracted with AboutFace Web Design to provide services from October of 2020 until October of 2025, including media production, website maintenance, social media clips, website and YouTube channel maintenance, production of videos of veteran interviews, topic pages, user guides and education, CMS migration and site redesign.

AboutFace is a documentary website that features multimedia stories of Veterans who have experienced post-traumatic stress disorder (PTSD), their family members, and VA clinicians. By watching the videos on AboutFace, viewers can learn about PTSD, explore treatment options, and get advice from others who have lived with the disorder. AboutFace is produced by the VA's National Center for Post-traumatic Stress Disorder (NCPTSD), the world's leading center for PTSD research and education. BrennSys works with NCPTSD to further develop AboutFace's mission while maintaining and advancing the role it plays in reducing stigma and informing Veterans and their loved ones how PTSD treatment can turn lives around.

This contract includes all aspects of creating new media for AboutFace including video and multimedia from pre-production (planning, location scouting, assistance with recruitment of subjects) through production (video- and audio-recording, lighting and set design, etc.) and post-production (editing, mixing, color correct, captioning, audio describes, 508 compliance, etc.). We write content for the website, planning for the expansion and updating of AboutFace, enhancing website design and information architecture, performing functional maintenance, ensuring 508 compliance, and ancillary tasks. Working with the National Center for PTSD providing services that include all aspects of creating new media for AboutFace including video and multimedia from pre-production (planning, location scouting, assistance with recruitment of subjects) through production (video- and audio-recording, lighting and set design, etc.) and post-production (editing, mixing, color correct, captioning, audio describes, 508 compliance, etc.). We write content for the website, planning for the expansion and updating of AboutFace, enhancing website design and information architecture, performing functional maintenance, ensuring 508 compliance, and ancillary tasks.

## Portfolio of Diverse Sample products

### 5 Active Web Links

<https://rnsupervisor.com/>

(Subcontractor)

<https://straightuptreatment.com/>

(Subcontractor)

<https://healthcaretrainingsolutionsinc.com/>

(Subcontractor)

<https://www.ptsd.va.gov/apps/AboutFace/>

(Prime)

<https://brennsys.com/>

(Prime)

## **2 URL links to commercial-grade quality videos for use on linear/broadcast/cable TV**

<https://waveonefilms.com/casestudies/susan-g-komen-oregon-and-sw-washington>

(Subcontractor)

<https://waveonefilms.com/casestudies/dr-kirk-lewis-career-and-technical-high-school-pasadena-texas>

(Subcontractor)

## **3 URL links to commercial-grade videos for use on digital-type platforms (social, digital out of home, web)**

<https://youtu.be/l20vluQl2Lc>

(Noah BrennSys Employee YouTube Video)

<https://waveonefilms.com/casestudies/2021/1/27/2020-lottery-campaign-digital-short-the-multnomah-athletic-club>

(Subcontractor)

<https://waveonefilms.com/casestudies/2021/6/14/rose-villa-in-the-air>

(Subcontract)

## **2 communications strategies used in past to include associated metrics to measure success**

### **Communications Strategies**

BrennSys has used multiple strategies in current and prior contracts. Some of those strategies are mentioned in this brief strategy for proposal purposes. We will develop a detailed and specific communications strategy after award that will meet and exceed the desired outcome for the contract. We will also continuously update the strategy using new ideas, best practices, and evaluations of what's working based off metrics.

## PROGRAM/PROJECT MANAGERS

The Program Manager is responsible for completing the project template, including a clear explanation of the benefits of the project. The Project Manager is also responsible for identifying stakeholders, holding sessions with key stakeholders, and mapping any resistance.

## KEY ELEMENTS

For the Communications and Outreach Plan to be successful, there are several key elements that must be present.

Key Elements	Impact
Involved leadership	Demonstrates support of transformation initiatives, reinforces credibility and authority of messages, and provides context and background for forthcoming activities and actions.
Deliverer and receiver alignment	Recognizes unique characteristics, needs, and motivations of stakeholder groups
Ownership of communications	Ensures understanding by top level management and communicated to subordinate staff
Effective feedback mechanisms	Allows for two-way dialog and engagement with stakeholders; provides method to understand that messages are being received
Credibility of messaging and content	Builds trust with stakeholders; dispels rumors and incorrect assumptions
Consistency and frequency of messages	Reinforces messages and re-emphasizes credibility



Balancing macro and micro communications	Provides specific messages for the overall transformation and the individual projects that will be implemented
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## CONSISTENCY AND FREQUENCY OF MESSAGES

As we communicate with veterans, VA staff, and internal audiences, there are a number of themes that should frame our communications as much as possible. Emphasizing these themes will counter and dispel rumors that may occur, alleviate any concerns felt by VA staff, veterans, and quell sideline discussions about the transformation. Not only is it important to provide consistent messages, but also to communicate these messages frequently. The more frequently someone hears a message, the more likely they are to fully absorb and process it.

### THE MESSAGES Message

- 1: The transformation will benefit veteran through improved delivery of services and programs (e.g., going online instead of waiting in line), a more transparent and responsive government, and increased access to information and data. Message
- 2: The transformation will benefit VA staff with streamlined processes that allow more focus on serving veterans and access to a wider range of new technologies to support departmental mission, programs, and services. Message
- 3: The transformation will benefit the VA through efficiently aligned services, reduced costs, and unnecessary redundancies, increased reliability and security, and improved outcomes and accountability.

## BRANDING

BrennSys will create specific branding standards, logos, and templates to identify communication vehicles. All items must be developed in accordance with identified VA standards. The branding items, logos, and templates will support various communications activities including, but not limited to:

- News releases • Status reports (annual, weekly, ad-hoc, etc.) • PowerPoint and keynote presentations • Memorandums • Printed newsletters • Online communications (websites, blogs, e-newsletters, etc.) • Digital Marketing • User manuals • tradeshow • Educational, outreach, and marketing collateral materials (e.g., posters, brochures, flyers, etc.)

## **COMMUNICATION CHANNELS, METHODS, AND TOOLS**

This Plan proposes a number of different communication vehicles for outreach to the veteran and stakeholders up to date with specific types of information. The three primary types of interaction recommended are:

- Printed material
- Personal interaction
- Online communications

Some of the communication vehicles are push: information is provided or pushed to individuals on a regular basis. In other cases, the communications are pulled by veterans and stakeholders interested in the information, but it will remain BrennSys's responsibility to ensure the information is available to be pulled.

This Plan will evolve as the transformation progresses to best suit the needs of the veteran and the VA of this initiative. As activities occur, it will be important to communicate with internal and external audiences to address and alleviate concerns and fears that may arise and to build momentum around the organizational and cultural changes that need to occur to be successful. BrennSys program manager, BrennSys staff will regularly review and evaluate the effectiveness of the existing Plan to ensure it is meeting the VA's needs.

## Print

<https://content.govdelivery.com/accounts/USVA/bulletins/3011251>

(created the top image of the gold Christmas bulbs/top 10 image) - Prime

<https://blogs.va.gov/VAntage/wp-content/uploads/2021/12/2021-Year-in-Review-Serving-Americas-Veterans-v2.pdf>

(created the Christmas version of the Year in Review)- Prime

<https://content.govdelivery.com/accounts/USVA/bulletins/3186a78>

(at the bottom, created motion graphic for Update your VA address) - Prime

<https://content.govdelivery.com/accounts/USVA/bulletins/31b515f> (at the bottom, created motion graphic for Update your VA address) - Prime

