

**Post-Hearing Questions for the Record
Submitted to Maj. Gen. Judd H. Lyons
From Senator Claire McCaskill**

**“Waste and Abuse in National Guard Sponsorship and Marketing Contracts”
May 8, 2014**

1. At the hearing, you mentioned that your goal for accessions is approximately 50,000 accessions per year.

Q. What is the estimated number of leads it takes to get to your 50,000 accessions target every year?

Answer: It takes approximately 1,000,000 leads to get 50,000 accessions every year. Historically, it takes between 20-25 generic leads to enlist one Soldier into the ARNG (as opposed to leads generated by Soldiers in our units, which convert into enlistments at a better rate). Though each recruiter has a different contact to contract ratio, Recruiting and Retention Command (RRC) leaders must be aware of the importance of lead generation and have a sound plan to develop enough leads to support their recruiters.

Q. How many leads has the NASCAR program produced?

Answer: The NASCAR program is primarily a branding vehicle intended to elevate awareness of National Guard service opportunities among our target audiences of recruits and influencers. While the focus has been on branding, 7,471 leads were produced at NASCAR-related events in the Feb. – Nov. 2013 contract performance period. Thus far in the 2014 contract period, we are on pace to exceed that number, with 6,603 leads as of May 30.

Q. How many accessions has the NASCAR program been responsible for?

Answer: As previously stated, the NASCAR program is primarily a branding program. As such, the ARNG has not historically collected data linking NASCAR events with accessions. In March 2014, the ARNG instituted a MEPS enlistment survey, in which all applicants prior to final enlistment were asked: “Which of the following influenced your decision to join the ARNG?” As of June 5, 2014, from the list of events provided, 17% of 6,500 ARNG respondents selected NASCAR as an influencing factor in their decision to enlist. The ARNG will be conducting detailed in-depth analysis of all MEPS enlistment survey data.

2. At the hearing, you mentioned that these sports sponsorships are used for general awareness and branding purposes that are difficult to directly tie to leads and accessions.

Q. Has there ever been an analysis of alternatives conducted for the NASCAR or IndyCar sports sponsorships? (Please provide if there has been)

Answer: The ARNG did evaluate the effectiveness of motor sports as part of its marketing / branding mix. We determined that, of the several sponsorship programs we had, motorsports gave us the best reach and media value within our target demographic. As a result, when reductions were made in the ARNG's marketing budget, we discontinued less effective programs such as the American Motorcyclist Association (AMA) Superbike sponsorship and World Wrestling Entertainment (WWE).

Q. When will the decision be made to continue sponsorship with NASCAR?

Answer: All Army National Guard marketing and advertising programs are undergoing a thorough and holistic review. Decisions about fiscal year 2015 marketing programs, including motorsports sponsorships, will be made after the review is complete.

Q. When was the decision made to fund the current year's sponsorship?

Answer: The decision to fund the current year's sponsorship was made in June 2013.

Q. Who made the decision to fund NASCAR for the 2014 season at the Army National Guard?

Answer: LTG (ret.) William E. Ingram, Jr., the former Director, Army National Guard made the decision to continue the NASCAR contract for 2014.

3. At the hearing you mentioned that the Guard is actively trying to reach out to women to recruit them for the Army National Guard.

Q. What current efforts are ongoing to recruit women to the National Guard?

Answer: The ARNG engages in advertising and marketing activities tailored to women, with the intent of getting women to consider ARNG service. Examples of these tailored activities include the ARNG's involvement in girls' high school sports, using female "stars" in ARNG TV and radio spots, and ARNG engagements on Tumblr (a social media microblogging and content sharing site). Direct marketing conducted by the ARNG (traditional paper and email outreach) is also sent to all available names within a target market (e.g., High School Juniors and Seniors, Prior-Service Army Soldiers, and current ARNG members qualified to pursue warrant officer opportunities), regardless of gender.

Q. What are the costs of those programs for 2014?

Answer: The 2014 costs of the programs that reach women are embedded in the overall costs for programs mentioned above and are not broken out separately by gender.

Q. What is the current percentage of the Guard that are women?

Answer: The ARNG has made steady progress over the past 15 years in recruiting and retaining female Soldiers. Number of females serving in the ARNG has increased by 40% since 2000. We currently have 56,210 female ARNG Soldiers, compared to 39,891 in 2000. The current percentage of ARNG Soldiers who are women is 15.8%. Women,

however, make up a proportionately larger percentage of those currently joining the ARNG, comprising 22.21% of fiscal year 2014 accessions.

4. At the hearing, you discussed whether Guard officials may have abused marketing relationships with NASCAR, IndyCar, and other organizations

Q. Do the sports sponsorship programs include perks for senior officers and officials? (Please provide a list of senior officers and officials that have gone to races and how often)

Answer: Access to races is one component of the ARNG motorsports program. The NASCAR and Indy Car contracts both include a limited number of race passes. As I said previously, in the past the motorsports program had fairly broad criteria for program participation to include eligibility for race access. Shortly after becoming the Acting Director of the ARNG, I issued guidance to limit program participation to the intended audience. Worth noting is that race access under the ARNG motorsports program was granted in the past to senior officers for the purposes of conducting official activities such as engaging with potential recruits and enlistment ceremonies.

Q. (Please provide any Army National Guard policies that restricts access to tickets and perks from sports sponsorship contracts)

Answer: ARNG started tracking motorsports program-related requests for race access in 2013. The list below reflects the records maintained by the ARNG Recruiting and Retention division of requests by senior officials for access passes provided through ARNG's motorsports contracts for NASCAR races in 2013, and requests for access passes to both NASCAR and Indy Car races in 2014.

I would like to emphasize that the list below is comprised of senior National Guard officers requesting access under the ARNG motorsports program and does not reflect race access by senior officials which may have been arranged through other means.

2013 senior officers (NASCAR only):

- MG Terry Haston (TN TAG) – 1 Tennessee race
- Brig Gen D. Todd Kelly (NC Assistant Adjutant General Air Guard) – 1 North Carolina race
- MG Francis D Vavala (DE TAG) - 2 Delaware races
- MG Edward Tonini (KY TAG) – 1 Kentucky race
- BG Michael Osburn (IN 81st Troop Command) – 1 Indiana race
- GEN Frank Grass (Chief of NGB) – 1 Delaware race

2014 senior officers (NASCAR and Indy Car):

- MG James Tyre (FL ARNG) – 1 Florida race
- MG Perry Smith (AL TAG) – 1 Alabama race

Q. How does the Army National Guard prevent abuse of the sponsorship programs?

Answer: As stated earlier, I issued guidance limiting program participation, including race access as provided for under the ARNG motorsports contracts, to primarily potential recruits and those assisting with official recruiting duties at the race. The ARNG Recruiting and Retention division incorporated this guidance into their program and also issued a Strength Maintenance Operations Message. Additionally, ARNG Program Managers and Contracting Officer Representatives (CORs) approve race attendance by vetting lists of proposed attendees which are submitted by States 30 days prior to race day. On the day of the race, attendees check in with on-site personnel, present identification and, once confirmed as being on the previously approved list, they are granted access to the ARNG activities/areas at the track.

Individuals seeking event access via the ARNG motorsports program who are not on the vetted list are turned away by on-site personnel from the contracted ARNG activities/areas. This is done consistently and without regard for the rank of the individuals. I would like to point out, however, that there have been occasions on which senior ARNG officials have obtained race access through avenues other than the ARNG motorsports program. Additionally, there is no prohibition against a senior leader arranging and paying for race access as a private citizen would.

(Please provide any Army National Guard policy that restricts access to tickets and perks from sports sponsorship contracts)

Answer: See attached Strength Maintenance Operations Message (SMOM 14-020).

Q. Has the current contract been reviewed to minimize perks that have been offered to the Army National Guard leadership in the past? (Please provide a copy of the current contract with LM&O Advertising as well as the subcontract with NASCAR and Indycar).

Answer: Yes. The previous SMOM was reviewed in early 2014, resulting in an updated SMOM being issued that incorporated additional guidance as described above.

See attached contracts:

- W9133L-08-D-0100-0102 (IRL)
- W9133L-08-D-0100-0080 (NASCAR)



NATIONAL GUARD BUREAU

111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1382

ARNG-GSS

13 March 2014

MEMORANDUM FOR NG J1 RRF (All-Entire RRF)

SUBJECT: SMOM 14-020, 2014 NASCAR Mobile Recruiting Display and Interactive Track Display

1. The 2014 ARNG Mobile Recruiting Display (MRD) and Interactive Track Display (ITD) will operate at the following NASCAR races:

- 23-Feb: Daytona International Speedway
- 03-Mar: Phoenix
- 16-Mar: Bristol Motor Speedway
- 06-Apr: Texas Motor Speedway
- 12-Apr: Darlington Raceway
- 26-Apr: Richmond International Raceway
- 04-May: Talladega Superspeedway
- 10-May: Kansas Speedway
- 25-May: Charlotte Motor Speedway
- 08-Jun: Pocono Raceway
- 15-Jun: Michigan International Speedway
- 28-Jun: Kentucky Speedway
- 13-Jul: New Hampshire International Speedway
- 27-Jul: Indianapolis Motor Speedway
- 10-Aug: Watkins Glen International
- 31-Aug: Atlanta Motor Speedway
- 14-Sep: Chicagoland Speedway
- 28-Sep: Dover International Speedway
- 11-Oct: Charlotte Motor Speedway
- 16-Nov: Homestead-Miami Speedway

2. Mobile Recruiting Display (MRD): As part of the National Guard's recruitment efforts,

ARNG-GSS

SUBJECT: 2014 NASCAR Mobile Recruiting Display and InteractiveTrack Display (SMOM #14-020)

NASCAR Sprint Cup Series trackside activities will promote and support national and state recruiting programs. To support these recruiting programs, an allotted amount of MRD hospitality passes will be given to the State MNCOs for all of the above races. A National Guard Track Team Representative (Robert Williams) will contact the State MNCOs ninety (90) days out from the race regarding the State's allotted amount of MRD passes and State support of the ITD.

3. The MRD provides attendance opportunities for recruiters to spend quality time with applicants. Recruiters who attend the race have the opportunity to educate their guests on National Guard programs and benefits.

4. MRD Attendance Rules are as follows:

a. The MRD will operate at Sprint Cup Series races only. Please see above list for MRD activation schedule.

b. The ARNG NASCAR PROGRAM will not fund individual travel expenses for race attendees.

RRNCO's guests must fall within the following category and must be 17 years of age or older:

(1) Potential Recruit (PR) MRD passes are to be used solely for recruiting purposes.

(2) States are required to send their completed MRD guest list to Robert Williams (Robert.Williams@docupak.com) three (3) weeks prior to the race date. Mr. Williams will send the list to MAJ Marc Burner for approval.

(3) List will include attendees' rank (if applicable), name and in what capacity they are attending the event: i.e. recruit.

(4) RRNCOs must wear military personnel uniform.

(5) RRNCOs and guests are NOT allowed to consume alcohol while attending a NASCAR program event hosted by the National Guard.

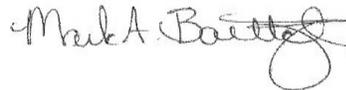
3. Interactive Trackside Display (ITD). The ITD will be located in the vendor/fan zone area and is open to the public for three (3) consecutive days leading up to the Sprint Cup Series race (see above for ITD activation schedule). State MNCOs will be contacted and requested to support ITD activation by providing ten (10) Soldiers to assist with setup, tear down and overall public interaction. A National Guard Track Team Representative will contact State MNCOs ninety (90) days prior to the race event in order to allow the State plenty of time to coordinate ITD personnel. Soldiers will be given food vouchers and grandstand tickets to attend the scheduled race event for each day they work. Three (3)

ARNG-GSS

SUBJECT: 2014 NASCAR Mobile Recruiting Display and InteractiveTrack Display (SMOM #14-020)

weeks prior to the race event, States will be required to send an ITD roster listing Soldiers working ITD and an NCOIC Point of Contact. Email this information to Robert Williams at Robert.Williams@docupak.com. The primary function of the ITD setup is to promote and support national and State recruiting efforts by providing recruiters with a venue where they can hone in on their target demographic. Local recruiters have the opportunity to interact one-on-one with potential recruits and centers of influence that are among the NASCAR crowds. Various MET assets and lead generators are used to help further draw in and identify prospects for the Guard. Lead generators include a Picture Marketing System and MET Personal Survey Systems.

4. For questions concerning this message, the MRD and the ITD, contact MAJ Marc Burner at marc.a.burner.mil@mail.mil or 703-607-2927. For questions concerning the ITD, contact Robert Williams at Robert.Williams@docupak.com or 703-863-7160.



1 Encls

1. [2014 Paint and Trackside Schedule .xlsx](#)

MARK A. BOETTCHER JR.
LTC, LG
Chief, Army National Guard,
Strength Maintenance Division

ORDER FOR SUPPLIES OR SERVICES

1. CONTRACT/PURCH. ORDER/ AGREEMENT NO. W9133L-08-D-0100		2. DELIVERY ORDER/ CALL NO. 010202		3. DATE OF ORDER/ CALL (YYYYMMDD) 2013 Sep 27		4. REQ./ PURCH. REQUEST NO. 0010378566-0001		5. PRIORITY		
6. ISSUED BY NGB-ZC-AQ - W9133L 111 SOUTH GEORGE MASON DR BLDG. 2, 4TH FLOOR ARLINGTON VA 22204-1373			7. ADMINISTERED BY (if other than 6) SEE ITEM 6		8. DELIVERY FOB <input checked="" type="checkbox"/> DESTINATION <input type="checkbox"/> OTHER (See Schedule if other)					
9. CONTRACTOR LAUGHLIN, MARINACCIO & OWENS, INC. NAME SHARON CUNNINGHAM AND 2000 N 14TH ST #800 ADDRESS ARLINGTON VA 22201-2540			FACILITY		10. DELIVER TO FOB POINT BY (Date) (YYYYMMDD) SEE SCHEDULE		11. MARK IF BUSINESS IS <input type="checkbox"/> SMALL <input type="checkbox"/> SMALL DISADVANTAGED <input type="checkbox"/> WOMEN-OWNED			
					12. DISCOUNT TERMS Net 30 Days		13. MAIL INVOICES TO THE ADDRESS IN BLOCK See Item 15			
14. SHIP TO SEE SCHEDULE W56R0K SEE SCHEDULE SEE SCHEDULE ARLINGTON VA			15. PAYMENT WILL BE MADE BY DFAS-INDY VP GFEB HQ0490 8899 E 56TH STREET INDIANAPOLIS IN 46249-3800		16. DISCOUNT TERMS		MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.			
16. TYPE OF ORDER	DELIVERY/ CALL	<input checked="" type="checkbox"/>	This delivery order/call is issued on another Government agency or in accordance with and subject to terms and conditions of above numbered contract.							
	PURCHASE		Reference your quote dated Furnish the following on terms specified herein. REF:							
ACCEPTANCE. THE CONTRACTOR HEREBY ACCEPTS THE OFFER REPRESENTED BY THE NUMBERED PURCHASE ORDER AS IT MAY PREVIOUSLY HAVE BEEN OR IS NOW MODIFIED, SUBJECT TO ALL OF THE TERMS AND CONDITIONS SET FORTH, AND AGREES TO PERFORM THE SAME.										
NAME OF CONTRACTOR			SIGNATURE			TYPED NAME AND TITLE			DATE SIGNED (YYYYMMDD)	
<input checked="" type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: 1										
17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE See Schedule										
18. ITEM NO.		19. SCHEDULE OF SUPPLIES/ SERVICES			20. QUANTITY ORDERED/ ACCEPTED*	21. UNIT	22. UNIT PRICE		23. AMOUNT	
SEE SCHEDULE										
* If quantity accepted by the Government is same as quantity ordered, indicate by X. If different, enter actual quantity accepted below quantity ordered and encircle.				24. UNITED STATES OF AMERICA TEL: 703 604-4186 EMAIL: patrick.r.staresina.mil@mail.mil BY: Patrick Staresina				25. TOTAL		\$12,693,967.47
				CONTRACTING / ORDERING OFFICER				26. DIFFERENCES		
27a. QUANTITY IN COLUMN 20 HAS BEEN <input type="checkbox"/> INSPECTED <input type="checkbox"/> RECEIVED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT EXCEPT AS NOTED										
b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE					c. DATE (YYYYMMDD)		d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE			
e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE					28. SHIP NO.		29. DO VOUCHER NO.		30. INITIALS	
f. TELEPHONE NUMBER			g. E-MAIL ADDRESS			<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		32. PAID BY		
36. I certify this account is correct and proper for payment.					31. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		33. AMOUNT VERIFIED CORRECT FOR		34. CHECK NUMBER	
a. DATE (YYYYMMDD)		b. SIGNATURE AND TITLE OF CERTIFYING OFFICER					35. BILL OF LADING NO.			
37. RECEIVED AT		38. RECEIVED BY		39. DATE RECEIVED (YYYYMMDD)	40. TOTAL CONTAINERS	41. S/R ACCOUNT NO.		42. S/R VOUCHER NO.		

Section B - Supplies or Services and Prices

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		1	Job	\$337,715.47	\$337,715.47

Labor

FFP

To provide non-personal services to perform program operations and support in accordance with the price proposal dated 11 september 2013.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010378566-0001

NET AMT \$337,715.47

ACRN AA \$337,715.47

CIN: GFEB001037856600004

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002		1	Job	\$12,111,452.00	\$12,111,452.00

Media Placement

FFP

To provide non-personal service for media and advertising placement in accordance with the discrete elements as addressed in the price proposal date 11 September 2013.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010378566-0001

NET AMT \$12,111,452.00

ACRN AA \$12,111,452.00

CIN: GFEB001037856600001

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003		1	Job	\$244,800.00	\$244,800.00 NTE

ODCs

T&M

To provide non-personal service for ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. The contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price. All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). No other charges of any type shall be applied to travel.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010378566-0001

TOT ESTIMATED PRICE	\$244,800.00 NTE
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CEILING PRICE

ACRN AA	\$244,800.00
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CIN: GFEB001037856600005

Section E - Inspection and Acceptance

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government

Section F - Deliveries or Performance

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 27-SEP-2013 TO 26-SEP-2014	N/A	SEE SCHEDULE W56R0K SEE SCHEDULE SEE SCHEDULE ARLINGTON VA FOB: Destination	W56R0K
0002	POP 27-SEP-2013 TO 26-SEP-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
0003	POP 27-SEP-2013 TO 26-SEP-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: 02120132013206500004434342510040088917 6100.9000021001

COST CODE: A1835

AMOUNT: \$12,693,967.47

CIN GFEBS001037856600001: \$12,111,452.00

CIN GFEBS001037856600004: \$337,715.47

CIN GFEBS001037856600005: \$244,800.00

Section I - Contract Clauses

CLAUSES INCORPORATED BY REFERENCE

52.217-8	Option To Extend Services	NOV 1999
252.232-7003	Electronic Submission of Payment Requests and Receiving Reports	JUN 2012

Section J - List of Documents, Exhibits and Other Attachments

PROPOSAL DATED 11 SEPT 2013



September 11, 2013

National Guard Bureau (NGB-ZC-AQ)

ATTN: MAJ Rodriguez

111 S. George Mason Drive, Suite 4T-ZC

Arlington, VA 22204-1373

(703) 607-5381

ellieth.rodriquez.mil@mail.mil

COST PROPOSAL

IndyCar Racing League (IRL) 2014 Program

LM&O Advertising requests a Task Order be issued to accomplish this program under the terms of contract W9133L-08-D-0100.

Both LM&O and a subcontractor to LM&O (Docupak) who has managed similar programs in the past for the Army National Guard will handle the IndyCar Racing League 2014. Any account management labor required by LM&O will be covered under a separate task order (Core Group – TO 94).

1. Background

Since the inception in 2008 of the National Guard's IndyCar program, the Army National Guard (ARNG) and Docupak have successfully managed its development and expansion to its current level of success. In 2012, the IndyCar sponsorship provided **\$38,134,968.00 in media value** through various media outlets such as, race broadcast, web and social media, print and out-of-home media, trackside activation, merchandise and track hauler impressions, and other televised media outside of race broadcast.

2. Scope

Docupak's mature relationship and firsthand experience with ARNG-Guard Strength Sustainment (ARNG-GSS) and IndyCar is supported by trained people, proven processes, and the on-hand equipment and materials needed to execute the motorsports marketing plan with IndyCar. Michael Symes, our Project Manager, has well-established relationships for coordinating and facilitating all agreements necessary to meet program requirements. As substantiated by our past performance and experience in the IndyCar Program, Docupak has continually met or exceeded the requirements and expectations of the ARNG-GSS for marketing of recruiting and retention at the state level.

3. Objective

Docupak will continue to enhance promotion of the ARNG through advertising and marketing media outlets within the IndyCar industry. The synergy we have with other ARNG programs and advertising partners will reinforce and build upon other ARNG motorsports sponsorship platforms, effectively increasing the reach and frequency of interactions with the target demographic. Docupak will use our proven methodologies to plan and coordinate all individual pre-event, event, and post-event activities. For cost and performance efficiencies we manage this program by pre-season, season, and post-season and that is how we have organized this proposal.

3.1 Level of Effort (LOE): The LM&O team will work together meeting the Government objectives while performing in our proven methodology that provides unparalleled success in the IndyCar program. Our team past performance reflects our capability in meeting the requirements of the program, while providing excellent leadership, management, and supervision. The program will be based out of:

Army National Guard Readiness Center

Guard Strength Maintenance Division (ARNG-SMD)

Attention: CPT Marc A. Burner

111 S. George Mason Drive

Arlington, Virginia 22204

The Government reserves the right to modify place of performance based on operational demand.

4. Personnel Requirements

The contractor shall provide qualified, trained, equipped, and motivated personnel to perform the program operations in accordance with ARNG approved guidelines. It is the contractor's responsibility to employ competent individuals in accordance with the approved staffing plan.

4.1. Key Personnel.

4.1.1. Program Manager (PM). LM&O will provide a PM who shall be responsible for the performance of the work. The name of this person and an alternate, who shall act for the contractor when the manager is absent, is designated in a separate task order (Core Group – TO 94), to the contracting officer (KO) and designated as key personnel to this contract. LM&O's PM will work directly with the COR and provide the required information and data that will determine performance objectives achieved and value results.

4.2. Other IndyCar Team Members. Docupak has highly skilled PR management staff supporting the IndyCar program throughout the years. Their team includes Michael Symes and Amanda Perez. Michael Symes is the Project Manager (PM) for the IndyCar Program, provides daily management and operations oversight. Docupak places enormous trust and responsibility in Michael and holds him accountable for contract performance. He is central to accomplishing the PWS requirements and providing continued success for the ARNG meeting recruiting objectives. Michael took over the management of the ARNG IndyCar program September 2011 while still managing the 2011 FLW program, and specializes in managing complex marketing programs. and is the Key Docupak representative. Michael received his Bachelor's degree in Marketing from the University of Alabama, where he developed his outstanding communication and management skills. In his four years of managing the NGB FLW & IndyCar programs he has gained extensive knowledge in developing marketing strategy that allows him to develop dynamic relationships with the groups that must come together, Indy Racing League, Indy Racing Experience, IMS productions, the various states, various tracks, and television and network personnel to make the program successful. Amanda Perez, Sr. Account Executive, serves as the Sponsorship Coordinator/Assistant PM and provides operational coordination across all sponsorship programs for consistency of approach.

Sponsorship Account Coordination. The IndyCar account support is ongoing with Michael planning, coordinating and organizing all driver appearances and special initiatives with race team; managing day-to-day requests and tasks and keeping ROI analysis updated for ad hoc reporting to ARNG. Michael working with Amanda will also coordinate the trackside hospitality activities and interactive mobile recruiting display for the 15 planned activation events for the 2014 season. **Figure 1** lists the racing venues anticipated for the 2014 race season, ARNG will have co-sponsorship at all planned races.

Figure 4 Proposed 2014 Schedule

Date	Track	Layout
TBD	Streets of St. Petersburg	1.8-mile street course
TBD	Barber Motorsports Park	2.38 mile road course
TBD	Streets of Long Beach	1.968-mile street course

Figure 4 Proposed 2014 Schedule

Date	Track	Layout
TBD	Indianapolis Motor Speedway	2.5-mile oval
TBD	Detroit Belle Isle Grand Prix	2.3-mile street course
TBD	Texas Motor Speedway	1.5-mile oval
TBD	Milwaukee Indy Fest	1.0-mile oval
TBD	Iowa Speedway	.875-mile oval
TBD	Pocono Speedway	2.45-mile course
TBD	Mid-Ohio Sports Car Course	2.258-mile road course
TBD	Sonoma Raceway	2.52-mile road course
TBD	Baltimore Grand Prix	2.4-mile street course
TBD	Houston Grand Prix	1.7-mile street course
TBD	Auto Club Speedway	2.0-mile oval

“At Track” Event Coordination. Docupak “at track” representatives will be the on-ground POCs for trackside activation. Responsibilities include facilitating all last minute requests, host and escort guests/VIPs, help guests obtain credentials, give guided pit and garage tours, conduct briefing on program essentials, coordinate MET support labor, and coordinate any last minute schedule changes with team/track/recruiters/COR. Michael will work with the recruiters and their guests (e.g., potential recruits and COIs) coordinating their credentials and assisting in the day’s activities.

Docupak’s marketing staff will provide all the pre-event coordination for trackside activations based on the following milestones.

Pre-Season: Program Guidelines will be compiled and emailed to the marketing NCO in each hosting state. These guidelines will include team and driver bios, state requirements, suspense dates, event schedule and a credential allocation break down for both state and NGB credentials.

- 3 Months out (Notification Phase): Begin initial communication with the specific state marketing NCO. Identify event POC for interactive trackside display activation plan. Identify how the state would like to use the nationwide race to expand the local activation. Develop initial plan for guests, e.g., RSP Warriors, ROTC cadets, or Centers of Influence (COI).

- 4-6 Weeks out (Preparation and Promotion Phase): Follow-up conference call between state, NGB and Docupak. Confirm details with the hosting state for ITD workers and state guest list for nationwide race. Docupak begins coordination on the state IndyCar ticket packages.
- 2-3 Weeks out (Confirmation Phase): Final conference call between state, ARNG and Docupak to confirm ITD worker roster, finalize state guest list for the nationwide race. Docupak will finalize the guest list for the race with the recruiting and retention NCO for IndyCar ticket packages.
- 1 Week out (Movement- Maintenance Phase): Send the state the final timeline for the ITD events, Docupak sends final event schedule to all RRNCOs who coordinated ticket packages and also provide the final guest list to NGB and “at track” staff representative for final review/approval. Execute conference call with state POC if needed/requested.
- Week of (Execution Phase): Set up and safety checks for all equipment.

5. INDYCAR Activities. Sponsorship management does not begin with the start of the racing season, nor does it end at the final race. The IndyCar season runs March thru October with 15-16 domestic point races and 1-3 international races televised in the United States; however, Docupak begins coordinating and negotiating sponsorship agreement terms each summer for the next year’s season. Docupak has over five years’ experience managing the ARNG participation in the IndyCar Series. Each season, Docupak seeks out the most advantageous terms for team and driver selection, driver appearances and added value elements.

5.1. Post-award Meeting. LM&O and Docupak will coordinate to conduct a post-award meeting within ten (10) business days of the task award date to discuss execution of the program, including the steps, processes, key milestones, and other objectives required for program success. Docupak will also coordinate and monthly in-progress-review meetings that the ARNG requires. At these meetings, we will provide a current copy of the required monthly report for approval by the Contracting Officer Representative (COR). We will provide After Action Report (AAR) information to LM&O within 24 hours after the meeting, which defines the responsibilities discussed and assigned. Docupak will confirm the program POC and submit a sample monthly report for approval by the COR.

5.2. The contractor shall find a driver and team within the IndyCar. Docupak solicited six (6) IndyCar Teams for price and best value proposals for the 2014 Race Season with four (4) option years. We received four (4) proposals, summarized below and a detailed comparison of each proposal in meeting the ARNG program objectives and deliverables in Attachment 1. Docupak presents these proposals in the order of receipt.

Schmidt Peterson Motorsports (SPM) – SPM currently runs two (2) IndyCar teams, #77 & #55; as well as three (3) Indy Lights teams, #7, #77 & #8. SPM and its partner Comcast propose a platform that will expand the reach of the IndyCar programs outside of the race season in markets not currently impacted by the IndyCar series. Their proposal includes several opportunities for an expanded brand presence; however, these opportunities are either not guaranteed/confirmed or requires additional funding. SPM meets or exceeds all of the ARNG required deliverables and is approximately 46% less than the highest priced team.

Rahal Letterman Lanigan Racing (RLL) – RLL currently runs two (2) IndyCar teams, #15 & #16; as well as two (2) American Le Mans Series (ALMS) teams, #55 & #56. The RLL team has extensive knowledge and success in motorsports including both IndyCar & ALMS, real world experience working with blue chip corporate brands and a very diverse portfolio of Associate Team Sponsors ready to support the ARNG's efforts on and off the track. Their proposal includes several aspects for national branding in and outside of the motorsports markets. This branding is confirmed/guaranteed with no additional costs, and the team is committed to reach out to all of their current as well as future sponsors to provide more ARNG branding opportunities. They also propose to include the ARNG as Associate Sponsor on all their teams, IndyCar & ALMS, therefore adding exposure in motorsports without additional costs. RLL meets all of the ARNG required deliverables and is approximately 26% less than the highest priced team.

Panther Racing (PR) – PR's six-year partnership with the National Guard resulted in creative and high-impact programs assisting ARNG leadership and TAGs in developing advantageous relationships with centers of influence such as business leaders and policy makers. PR has a long history of supporting Military or Guard specific programs such as Hometown Heroes, Youth Challenge and Hire our Heroes. Their proposal includes continued support of these initiatives as well as the current IndyCar media activation plan. The proposed Boss Lift program supports the senior leaders program to expose employers and COIs to the need to hire and retain National Guard and Reserve members; however, this program does have an additional cost. PR did not propose any branding or media opportunities outside the IndyCar or existing military programs to expand the ARNG reach or cultivate a more diverse target. PR meets all of the ARNG required deliverables except hosting race guests through the actual race. This proposal is the highest price and over 6% higher than 2013 with all things considered.

Dale Coyne Racing (DCR) – DCR currently runs two (2) IndyCar teams, #18 & #19. They are proposing the #19 team with driver Justin Wilson. This team and driver are proving their capabilities on the track with this year's improvements and nearly winning at Barber, Long Beach, Indy, Detroit II, Sonoma and Baltimore. Another unique aspect of DCR is its relationship with the Boy Scouts of America. Off the track, the relationship with the world's largest youth organization is a natural for the Army National Guard recruiting objectives. Outside of the Boy Scouts of America, DCR does not propose any additional branding or advertising opportunities and only guarantees 6 in-car cameras per year. DCR meets all of the ARNG required deliverables and is approximately 67% less than the highest priced team.

Docupak will coordinate the sponsorship agreement with the team selected by the Government pending final approval of this selection by the Contracting Officer (KO) with technical input from the Contracting Officer Representative (COR).

5.3. This proposal includes all costs associated with a one-season sponsorship to include, but not limited to, branding on the car (e.g. paints schemes) and hauler, branding on the driver's and crew's attire and helmets, tickets and credentials, as well as annual credentials and driver appearances. Option year pricing is provided to show the race teams out year costs to support the program. LM&O and Docupak will work with the selected 2014 Race Team to develop, produce and execute a comprehensive

marketing plan supporting all of the recruiting and retention goals for the National Guard. Our proven approach incorporates the following elements:

- Provide driver with talking points
- Ensure driver is wearing co-branded NG apparel and mentioning sponsor during media interviews
- Negotiate terms of partner relationships and provide recommendations to ensure ARNG is getting optimal amount of exposure through cooperative marketing efforts
- Develop a comprehensive digital media plan leveraging the IndyCar program through interactive web promotions on the National Guard's racing website
- Create synergy plan with IndyCar partners to drive more traffic to the ARNG recruiting site
- Develop incentivized promotions, special features and fan club offerings

5.4. This proposal includes awareness, branding, and recognition strategies previously deployed and will leverage new innovation where needed. Advertising and marketing shall include the ARNG name, logo, and all other intellectual property. The contractor shall also seek highly visible and marketable areas to brand the current motorsports campaign to include, but not limited to, trackside activation and web media.

5.5. This proposal includes the IndyCar Show Car static display provided to the ARNG Mobile Event Team (MET) contractor – currently Docupak. The ARNG MET supports events with this display in high-traffic areas to brand the ARNG and promote interaction between Recruiters and potential recruits across the Contiguous United States. The current MET contract provides the operational staff and transportation and travel, maintenance and repair, and all other costs associated with movement and care of the static display. This proposal does not include any of these costs except the display cost only.

5.6. The LM&O team will obtain rights necessary to perform objectives through multimedia to include, but not limited to, electronic games, still photography, and video. The contractor shall have a planned, organized, and detailed series of actions to achieve a specific marketing objective. These intents must be cost-effective, shall include associated costs and labor, and shall be submitted for approval.

5.7. The LM&O team will obtain copyright property rights that will give the ARNG exclusive rights to the team's logos and logo usage, which includes the right to authorize or prohibit reproduction, derivative works, distribution, and public performance or display of that work for the ARNG's internal use. These property rights will not be used to create items for resale or for profit.

5.8. The Army National Guard (ARNG) name and Minuteman & recruiting logos are the exclusive property of the ARNG. Permission to use these marks for commercial retail is required. The use of ARNG trademarks for commercial purposes, including reproduction on merchandise, is expressly prohibited unless the producer completes a license agreement with the ARNG. Use is governed by the terms of the agreement.

5.9. This proposal includes the use of current style guides, typography, logos, and photography. The LM&O team will submit for approval all artwork, graphics, and designs to the COR. All proposed designs must be approved prior to release.

5.10. The LM&O team will meet the following requirements:

- Coordinate with Government POC, an accepted media and marketing plan to ensure that intent of the ARNG is achieved
- Promote the benefits of service in the ARNG to the target market of 17–28 years olds
- Reach centers of influence (COI) such as parents, grandparents, significant others, coaches and other educators
- Create a national marketing campaign that supports recruiting, retention and attrition management by utilizing national advertising for the ARNG on major media outlets that are to be discussed and approved by the ARNG Program Manager
- Brand the NATIONAL GUARD logo and www.NationalGuard.com
- Develop a Social Media (SM) campaign that incorporates twitter, Facebook, YouTube, Instagram and any other SM vehicle available
- Expose the www.NationalGuard.com web site and generate web traffic (leads)
- Secure continued advertising on an IndyCar race team so as to brand the car, hauler, crew uniforms, equipment, show car, etc. with the ARNG's logo, phone number, and web address (www.NationalGuard.com)
- Assist in securing additional advertisers that will leverage the sponsorship and produce additional promotion tie-ins
- Assist in securing a suitable additional advertiser/sponsor to take up to 50% of the existing sponsorship cost
- Provide Trackside Infield Training Unit (ITU) with updated 2013 Season graphics and information
- Activation
 - Develop Activation Packages that incorporate a combination of the following:
 - Activation at off-track venues that will be more beneficial to the ARNG or the local State Recruiting leadership i.e. high schools, local events other than racing, fairs, large gatherings or any other market that may better accommodate local recruiting or provide better return on investment than what the race venue would provide
 - Activation footprint within the Indy Car "Fan Zone" that is exclusive to the National Guard
 - Considerations:
 - Races when high schools are not in session and months when they are in session.
 - It is typically more beneficial for the ARNG Indy Car program to penetrate high schools within reasonable distances of the track during race week than to be confined to track activation for the duration of the event
 - During the summer months, high schools are not in session and so the greater ROI for activation may be at the track, however, it is encouraged that other more beneficial venues be considered for activation using the celebrity of the ARNG Indy Car program. The local recruiter is best to consult when planning these "away from track" events
 - This approach for a more versatile activation plan, where the state can opt to direct the activation venues for the event in accordance with COR/PM approval will require deliberate planning in the off-season several months before the first race of the 2014 season.
- Provide collateral materials

5.11. The LM&O team will provide services to assure the quality and timeliness of IndyCar items and support to include the inspection, delivery confirmation, and all supply chain activities to fulfill IndyCar task order requirements.

5.12. Docupak, the LM&O subcontractor, currently warehouses and manages the supply chain for all of the existing IndyCar items in the ARNG-GSS inventory in support of the activities identified in Section 6. Docupak will handle coordination and logistics for all current and future supplies and materials in support of this program. Docupak shall be responsible for the material handling, supply chain management, and delivery of promotional items, which is to include proper packaging and delivery. Services shall be performed to fulfill and accomplish the SOW, incorporating commercial standards and practices, ARNG instructions, federal and state regulations.

6. Deliverables IndyCar Race Events and Promotional Items. Activity and deliverable documentation, proofs/samples/final items shall be submitted under official company letterhead and signed by the designed company representative. All deliverables sent to the following address for final approval:

The Army National Guard Readiness Center
Guard Strength Maintenance Division (ARNG-SMD)
ATTENTION: CPT Marc A. Burner
111 S. George Mason Drive
Arlington, VA 22204

6.1. IndyCar Race Event Deliverables

Table 6.1. IndyCar Race Event Main Requirement

Item	QTY
One-Season IndyCar Sponsorship FY 2014	1
4 additional One-season option years	4
Static Display Car	1
Driver Appearances	25
Production Days	2
Photo Shoot	1
Video Shoot	1

Table 6.2. IndyCar Race Event Dates and Locations (note: this is an estimate based on the 2013 Season)

Date	Track	Layout
TBD	Streets of St. Petersburg	1.8-mile street course
TBD	Barber Motorsports Park	2.38 mile road course
TBD	Streets of Long Beach	1.968-mile street course
TBD	Indianapolis Motor Speedway	2.5-mile oval
TBD	Detroit Belle Isle Grand Prix	2.3-mile street course
TBD	Texas Motor Speedway	1.5-mile oval
TBD	Milwaukee Indy Fest	1.0-mile oval
TBD	Iowa Speedway	.875-mile oval
TBD	Pocono Speedway	2.45-mile course
TBD	Mid-Ohio Sports Car Course	2.258-mile road course
TBD	Sonoma Raceway	2.52-mile road course
TBD	Baltimore Grand Prix	2.4-mile street course
TBD	Houston Grand Prix	1.7-mile street course
TBD	Auto Club Speedway	2.0-mile oval

Table 6.3. Deliverable IndyCar Sponsorship and Recruiting Promotional Items - Based on historical best practices, the below RPI Deliverable list is proposed with adjusted items as well as quantities.

Item	Purpose	Description	Quantity
Racing Sponsorship	Primary sponsorship and branding rights of an INDY CAR and team ITU, collateral, credentials and activation space	NG logo and paint schemes to be applied to car, hauler, crew and driver attire, ITU space and manpower, fire suits, helmets, crew shirts and uniforms, 1:64 and 1:18 scale die cast cars, golf cart transportation	1
COI Experience	To invigorate COI's about the ARNG	Two-Seat rides, Special Track Access, special recognition by media, other opportunities for upwards of 40 guests	1 per race
Special Paint Scheme	To emphasize ARNG messaging initiatives	Special paint scheme on INDY CAR with accompanying fire suit for driver	2
Hero Cards			
INDY CAR Driver	For distribution in race venues	8-1/2" x 11" Double-side: 4c/4c	7,000
Hometown Hero	For distribution in race venues	8-1/2" x 11" Double-side : 4c/4c; Vendor to print 1,000 at a time	4,200
RPIs			
Hats	For COI race guests at 12 races and special events	Baseball cap, modern style, fashionable.	2,500
Racing Crew Jersey	ARNG have not provided Racing Jerseys since 2009	Made of 100% Polyester, Knit	0
Lanyards	100 for each race day and special events	3/4"; 1c; 1 side screened imprint with J-swivel hook	1,500
Credential Holders	Not required – paper credentials are not issued		0
Credential Inserts	Not required – paper credentials are not issued		0
Die-Cast Indy Car	20 for each race day and special events	1:18 scale die cast INDY CAR	200

Item	Purpose	Description	Quantity
Sunglasses	100 for each race day and Fan Zone Distribution	IndyCar Malibu Sunglasses Black with NG Racing Logo	10,000
Sunscreen	100 for each race day and Fan Zone Distribution	IndyCar Sunscreen Bottle w/Carabiner-ACU NG Racing Logo	10,000
ACU Backpack	100 for each race day and special events		1,500
Koozies	100 for each race day and Fan Zone Distribution	IndyCar Neoprene Koozie-ACU w/Black NG Racing Logo Red Tr	10,000
Paracord Bracelets	100 for each race day and Fan Zone Distribution	Para-cord/Survival Cord Bracelet - 1-color 1-location imprint	10,000
Miscellaneous			
Poster	For distribution at races and autograph signing	18.25"x 24"; 1 side full color; side to side flip	0
Additional Marketing	To further brand the NG	Additional track signage and involvement	1

Table 6.4. Preparation Development Timeline for IndyCar Racing Events

Deliverables / Requirements	Due Date*
Comprehensive Marketing Plan with COR	30 days after award
Primary theme and identification on the front wing.	Approved by 15 October 2013
Primary identification on engine cover.	Approved by 1 November 2013
Primary theme on rear wing.	Approved by 1 November 2013
Primary theme side skirts	Approved by 1 November 2013
ARNG logo on instrument panel when applicable.	Approved by 1 November 2013
Primary position on all car cameras unless specified by the National Guard.	Approved by 1 November 2013
Primary position on driver and crew uniforms.	Approved by 1 November 2013
Primary position on driver and team helmets.	Approved by 1 November 2013
Primary positioning on transporter.	Approved by 1 November 2013
Primary paint scheme will be used for all races unless	Approved by 1 November 2013

Deliverables / Requirements	Due Date*
specified by the National Guard.	
Primary position on pit wall during race and other ancillary pit equipment.	Approved by 1 November 2013
Primary on all media releases, press announcements, and photos	Approved by 1 November 2013
Implement SOP for trackside recruiting	1 March 2014
A customized ARNG branded "at the track" crew shirt(s) that all team members will be required to wear. Team should be in National Guard gear at all times when they are at the track or whenever they are representing the National Guard or in the eye of the media.	1 January 2014
The contractor and racing team will maximize awareness with merchandise.	1 March 2014
Plan and implement photo shot and video shoot	30 November 2013
Pit tent with logos. Tents will be used by the National Guard race team.	Approved by 1 November 2013
Car and pit box cover that matches or compliments the design of car.	Approved by 1 November 2013
Create theme for INDYCAR season.	Approved by 1 November 2013
Pre-schedule each race for the entire season and pinpoint special event situations.	1 December 2013
Propose plan for both recruiting and marketing opportunities at or around racetracks or locations where the National Guard sponsorship can be maximized.	14 January 2014
Propose a media orientation day for driver and crew to include both A&B teams. Possibly accomplished during the pre-season photo shoot.	11 February 2014

*Due dates are subject to change based on the Government's needs and mission.

6.2. The contractor shall submit, for Government approval, sample graphics, artwork, and designs for RPIs 15 days after task order award.

6.3. The contractor shall submit, for Government approval, sample RPIs 30 days after task order award.

6.4. The contractor shall manage, distribute, and track all promotional items.

6.5. Invoices for final payment shall be clearly identified and submitted within 30 days from task completion and no further charges are to be billed.

7. Management of Deliverables and Reporting. The contractor shall be responsible for creating, maintaining, archiving, and disposing of only those Government records and reports required by the awarded contract. The contractor shall provide the KO, the COR, or authorized representative access to all records, data, and facilities used in the performance of the anticipated services. The contractor will maintain all records of performance in accordance with the Defense Contract Audit Agency (DCAA) requirements and additional guidance by the KO.

All information concerning the data shall be property of the United States Government. The contractor shall not publish or disclose such data or reports in any manner and understands that such data can only be released with the consent of the ARNG Guard Strength Sustainment (GSS) Division.

The contractor shall be responsible for adhering to all public safety laws and regulations as required by the different counties and states (fire extinguishers, signs, etc.).

Warranty replacements on RPIs shall be made free of charge and shall be shipped directly from the contractor's facility to the end user as needed. The contractor has a 14-day delivery time upon notice from the state and approval from ARNG-GSS to deliver replacement items.

7.1. Monthly Status Reports: A written report shall be submitted monthly to the COR no later than the 15th business day of every month. The monthly status report will consist of the following:

7.1.1 Summary of financial data shall include hours and costs expended for the month and execution to date. The contractor shall itemize monthly costs, breaking down hours worked, travel expenses, and reimbursable expenses (if applicable). The contractor shall organize this information by Contract Line Item Number (CLIN) and differentiate tasking costs.

7.1.2. A report of the summary of tasks accomplished, critical actions/issues, problems/issues encountered, and program recommendations.

7.1.3. The contractor shall provide accountability of all events attended with performance evaluations conducted to ensure that each event is meeting the ARNG's objectives.

7.1.4. Summary detailing the following information: key sponsorship assets to include information on the car, team, apparel branding, any hospitality events, athlete meet-and-greets, RPIs ordered, RPIs shipped, delivered, and used, event signage, TV advertising, and exposure on designated websites.

7.1.5. Other information as directed by the Government.

7.2. Quality Assurance/Quality Control (QA/QC) Plan: The contractor shall develop and maintain an effective quality control program in accordance with their approved management oversight plan to ensure services are performed as described in the SOO. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is the means to assure the work complies with the requirements of the contract. An initial QA/QC plan shall be provided as part of the Offeror's proposal and will be updated within thirty (30) days of contract award based on the Government's input and review.

7.3. Transition Plan (TP): The contractor shall submit a TP with its proposal. The TP will be included within the page limitations of the proposal and may be adjusted based on Government input. The TP is to be executed within the first thirty (30) days after contract award. The transition plan will include risk reduction methodology, transition of historic data, technical documentation, staffing methodologies, inventory, and transfer of any Government furnished equipment (GFE) and Government furnished information (GFI). The TP will also include personnel resources, dates, milestones and other information needed to validate the approach to transitioning services to a new contractor. The transition plan shall discuss transitioning services to future contractors at the end of the period of performance of the contract.

7.4. Customer Satisfaction Survey (CSS): Within the first 90 days of award, the contractor will provide an electronic CSS to the COR to determine satisfaction of provided task order services. Survey results will be made available to the Government POC and program management oversight representative(s), and a briefing will be conducted no later than (NLT) 120 days after award. Subsequent surveying will be accomplished as directed by the Government.

7.5. Quality Assurance (QA): The Government shall evaluate the contractor's performance in accordance with the Quality Assurance Surveillance Plan (QASP). The Program COR will provide management oversight of the contractor's performance and measure the quality of performance against the published QASP performance measures. The QASP focuses on what the Government must do to ensure that the contractor has performed services in accordance with the awarded contract. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable quality level(s).

7.6. Milestone Plan: The contractor shall provide a milestone plan/chart with proposed dates (to include an in progress review (IPR) meeting every 30 days), a quality control plan, a monthly spend plan, and a preliminary event list with dates to be approved later by the KO and COR. The contractor shall research appropriate, venue-specific items, which recruiters can offer to individuals of a wide range of groups and target markets. The contractor shall be responsible for submitting and accepting deliverables in accordance with the terms and conditions of the task order. The plan shall be delivered 30 days after award.

8. Contract Management and Oversight Requirements: Offeror will propose a management and oversight structure that ensures sufficient management, control, leadership, training, quality, and cost control that will be exercised in the execution of the task.

8.1. Period of Performance (POP): This program will run from the award date for one year. The Government reserves the right to extend the POP for up to two (2) option years. In the event that funds are depleted, the contractor will give the COR a sixty (60) day notice of the impending shortfall.

8.2. Staffing Provisions

8.3. Personnel shall wear Government-approved, appropriately branded/sponsored uniforms.

8.4. The contractor shall provide timely, clean/operable event equipment, signage, and materials capable of making the unit self-sustaining at all approved events.

8.5. The contractor shall settle disputes with employees to protect the Government's mission accomplishment.

8.6. The contractor shall provide internal training for employees to ensure a professional image is maintained. This includes technical expertise, grooming, and people skills. The contractor shall manage all day-to-day activities of employees to ensure the Government's investment is maximized.

8.7. The contractor shall brief ARNG leadership, KO, and COR quarterly on the program's progress, problems, budget expenditures, and plans.

8.8. The contractor will provide complete budget documentation for all expenditures related to this task order to ARNG-GSS, upon request.

9. COST REIMBURSEABLE: All reimbursable costs must be authorized by the KO and COR and must conform to task order requirements. All reimbursable costs must be pre-approved by the Government prior to the contractor incurring any charges.

10. OTHER DIRECT (ODC): ODCs are cost categories that are not clearly identified in the SOW but are required/needed to cover costs and therefore allowed as a direct charge. These costs must be allocated in accordance with the contractor's written or established accounting practices and approved by the Government.

11. TRAVEL: The contractor shall propose travel as necessary to accomplish the requirements outlined in this SOW. Prior to departure, the contractor shall submit any and all travel to the COR for approval.

12. Security Requirements: The contractor shall be responsible for safeguarding information from this program.

12.1 Contractor employees shall identify themselves as contractors in meetings, telephone conversations, all written communications (to include signature blocks on e-mail) and work situations, so that their actions cannot be construed as acts of a Government official. The contractor and/or contractor employees shall take no action that binds the Government to a final decision or results in the exercise of Governmental discretion. When contractor employees are tasked to attend a Government meeting or conference, they shall identify themselves as employees of a contractor at the beginning of the meeting. The contractor and/or contractor employees may present Government-approved briefings at meets and answer questions with pre-approved Government responses; however, the contractor and/or contractor employees shall not become de-facto Government representatives in discussions.

12.2 The contractor is responsible for safeguarding all information regarding this program. Failure to safeguard this information, which may involve the contractor or the contractor's personnel or to which they may have access, may subject the contractor and/or the contractor's employees to criminal liability under Title 18, section 793 and 7908 of the United States Code. Provisions of the Privacy Act apply to all records and reports maintained by the contractor. All programs and materials developed at Government expense during the course of this program are the property of the Government. The

contractor's QCP will provide provisions for safeguarding, storing and recovering program sensitive information and data.

12.3 If the contractor and/or contractor employees detect or suspect any form of fraud, waste, and/or abuse; the contractor and/or contractor employees are required to notify the COR and the KO immediately in order to be instructed on how to proceed. The contractor's security measures must be submitted with their proposal and be equivalent to those used by the Government to protect Government information and/or data. Written materials will not be circulated or the content disclosed to any person whose "need to know" has not been clearly established. The contractor shall ensure all personnel have had necessary background checks.

CONTRACT WILL REQUIRE ACCESS TO:	YES	NO	SECURITY REQUIREMENT
1. DOD NON-SECURE INTERNET PROTOCOL ROUTER NETWORK (NIPRNet) AKA "NETWORK"	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Favorable Background Investigation (NACI)
2. FOR OFFICIAL USE ONLY (FOUO) INFORMATION *NOTE: PRIVACY ACT INFORMATION IS FOUO	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Favorable Background Investigation (NACI)
3. SECURE INTERNET PROTOCOL ROUTER NETWORK (SIPRNET)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
4. COMMUNICATIONS SECURITY (COMSEC) INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
5. RESTRICTED DATA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
6. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
7. FORMERLY RESTRICTED DATA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
8. SPECIAL ACCESS INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
9. NATO INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
10. FOREIGN GOVERNMENT INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher
11. LIMITED DISSEMINATION INFORMATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Secret or Higher

12. SENSITIVE COMPARTMENTED INFORMATION (SCI)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TS/SCI
13. OTHER (<i>Specify</i>)			

If a secret or higher security requirement is required for the performance of duties, a DD Form 254 is required. CORs must contact their servicing Industrial Security Program Office to develop the DD Form 254.

12.4 AR 25-2, Information Assurance:

12.4.1 General users: Use of Government Information System (IS) and access to Government networks is a revocable privilege, not a right. Users are the foundation of the Defense in Depth strategy and their actions affect the most vulnerable portion of the AEI. Users must have a favorable background investigation or hold a security clearance and access approvals commensurate with the level of information processed or available on the system. Users will:

1. Comply with the command's Acceptable Use Policy (AUP) for Government owned ISs and sign an AUP prior to or upon account activation.
2. Complete initial and/or annual IA training as defined in the IA training BBP (<https://informationassurance.us.army.mil>).
3. Mark and safeguard files, output products, and storage media per the classification level and disseminate them only to individuals authorized to receive them with a valid need to know.
4. Protect ISs and IS peripherals located in their respective areas in accordance with physical security and data protection requirements.
5. Practice safe network and Internet operating principles and take no actions that threaten the integrity of the system or network.
6. Obtain prior approval for the use of any media (for example, USB, CD-ROM, floppy disk) from the SA/IAM.
7. Scan all files, attachments, and media with an approved and installed AV product before opening a file or attachment or introducing media into the IS.
8. Report all known or suspected spam, chain letters, and violations of acceptable use to the SA, IAM, or IASO.
9. Immediately stop using an infected IS; and report suspicious, erratic, or anomalous IS operations, and missing or added files, services, or programs to the SA/IASO in accordance with local policy.
10. Not disclose their individual account password or pass-phrase authenticators.
11. Invoke password-protected screen locks on your workstation after not more than 15 minutes of non-use or inactivity.
12. Log off ISs at the end of each workday.
13. Access only that data, control information, software, hardware, and firmware for which the user is authorized access.
14. Access only that data that they are authorized or have a need to know.
15. Assume only authorized roles and privileges as assigned.

16. Users authorized Government-provided IA products (for example, AV or personal firewalls) will be encouraged to install and update these products on their personal systems and may be required to do so as directed by the DAA.

	YES	NO	SECURITY REQUIREMENT
CONTRACTOR REQUIRES COMMON ACCESS CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NACI or Higher

12.5 DTM-08-003, December 1, 2008: The CAC-eligible population will not be issued a CAC without the required background vetting according to Reference (c), Reference (l), and Office of Management and Budget (OMB) Memorandum M-05-24 (Reference (o)). Initial issuance of a CAC requires, at a minimum, the completion of FBI fingerprint check with favorable results and submission of a National Agency Check with Inquiries (NACI) to the Office of Personnel Management (OPM), or a DoD-determined equivalent investigation.

Unless specified as a condition of employment, contractors who report to NGB without a NACI must submit a completed SF 85, OF 306 and fingerprints to their servicing Personnel Security Program Office immediately upon arrival. Forms are available via the Internet.

http://www.opm.gov/forms/pdf_fill/SF85.pdf http://www.opm.gov/forms/pdf_fill/of0306.pdf

ACRONYMS

ARNG	Army National Guard
AQL	Acceptable Quality Levels
CSS	Customer Satisfaction Survey
CLIN	Contract Line Item Number
CM	Contract Manager
COR	Contracting Officer Representative
DoD	Department of Defense
FAR	Federal Acquisition Regulation
FFP	Firm-Fixed Price
GFE	Government Furnished Equipment
GSS	Guard Strength Sustainment
IPR	In Progress Review
IRL	Indy Racing League
KO	Contracting Officer
LOE	Level of Effort
NLT	No Later Than
PMO	Program Management Office
POC	Point of Contact
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QA/QC Plan	Quality Assurance/Quality Control Plan
QCP	Quality Control Plan

SOW

Statement of Objectives

PERFORMANCE REQUIREMENTS SUMMARY
(WORK BREAKDOWN STRUCTURE)
GUARD'S RACE TO SUCCESS PROGRAM

TABLE 1: DELIVERABLES

	ITEM	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	Monthly Status Report	15th day of the month	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, hardcopy
2	After Action Report	No later than twenty-four (24) hours after the post-award meeting	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
3	Quality Assurance/ Quality Control Plan	Included with Offeror's proposal; updated within 30 days of award based on the Government's input and review	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, hardcopy
4	Transition Plan	Included with proposal; to be executed within the first 30 days after task order award	The Government has 10-days to review and approve, or direct changes.	Softcopy, Hardcopy
5	Customer Satisfaction Survey	Survey delivered to the COR 90 days after task order award; Survey results provided NLT 120 on completion of survey.	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy

	ITEM	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
6	Milestone Plan	Delivered 30 days after award	The Government will review and approve, or direct changes within 10 days of delivery	Softcopy, Hardcopy
7	Branding/advertising: artwork, graphics, photography, designs, logo/brand positioning, and copyright/property rights.	Submitted to the Government 30 days after task order award.	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
8	INDY CAR promotional items (as identified in Section 6 of the SOW)	As directed by the Government and States. See Section 6 of SOW for details.	Sample sketches within 15-days; Samples within 30-days; State NCO orders as placed.	Shipped to site as directed.

TABLE 2: PERFORMANCE STANDARDS

	CATEGORY	DELIVERABLES AND ACTIVITIES	PERFORMANCE STANDARDS	MIN AQL	MILESTONES/ INTERVALS	MONITORING METHOD
1	Plans and Reports	Monthly Report; Quality Assurance / Control Plan; Customer Satisfaction Survey; Milestone Plan	All required content included in the documentation and delivered on time	100% compliance	As indicated in the Taskings/Deliverables section	Inspection, Reports
2	Meetings	Post-award meeting	All required content included and performed on time	100% compliance	Post-award meeting: 10-days after task order award	Inspection
3	INDY CAR promotional items	Sample delivery	Defect free. Shipped without breakage	100% compliance	10-days for Government approval of samples or corrective instructions.	Inspection
4	INDY CAR promotional items (as identified in Section 6 of the SOW)	Order fulfillment.	Defect free. Shipped without breakage. Delivery received as required, possibly within 48-hours of order placement.	100% compliance to approved sample items	10-days for Government approval	Inspection
5	Preparation development timeline for INDY CAR racing events	Preparation activities. (See Section 6 of the SOW)	Schedule met in accordance with the due dates identified in Table 6.4 Preparation Development Timeline for INDY CAR Racing Events.	100% compliance	10-days for Government approval	Inspection, reports
6	Branding/advertising	Artwork, graphics, photography, designs, Logo/brand	All required content included and performed on time	100% compliance	10-days for Government approval	Inspection

	CATEGORY	DELIVERABLES AND ACTIVITIES	PERFORMANCE STANDARDS	MIN AQL	MILESTONES/ INTERVALS	MONITORING METHOD
		positioning, copyright/property rights.				
7	INDY CAR Racing Events	INDY CAR Racing Events	All required content included and performed on time	100% compliance	10-days for Government approval	Inspection

Cost Proposal

2014 Indy Racing League Program					
	Description	SPM	RLL	PR	DCR
MEDIA	Program Management	\$337,715.47	\$337,715.47	\$337,715.47	\$337,715.47
	IndyCar Sponsorship	\$5,049,000.00	\$9,424,800.00	\$12,067,438.00	\$3,366,000.00
	Potential Driver Bonus Awards - Earned the prior season	\$0.00	\$0.00	\$0.00	\$0.00
	PR and Media Support Services	\$0.00	\$140,250.00	\$0.00	\$0.00
	In-Car Camera	\$931,260.00	\$420,750.00	\$0.00	\$0.00
	Infield Training Unit - Includes space, catering, credentials and golf carts	\$953,700.00	\$802,230.00	\$1,525,135.00	\$897,600.00
	2-Seat Indy Car Rides	\$314,160.00	\$308,550.00	\$329,868.00	\$0.00
	Activation - Fan Zone - Show car	\$561,000.00	\$561,000.00	\$802,230.00	\$319,770.00
	Docupak Fan Zone Activation (not MET)	\$221,850.00	\$221,850.00	\$221,850.00	\$221,850.00
	ARNG IRL Microsite with SM interaction	\$96,900.00	\$96,900.00	\$96,900.00	\$96,900.00
	Proposed Additional Activation Costs				
	Front Row Marketing Venue Space	\$112,200.00			
	Pocono Race Title Naming Rights	\$280,500.00			
	Boss Lift - 20 Events per Year			\$1,458,600.00	
	SUBTOTAL MEDIA FFP	\$8,858,285.47	\$12,314,045.47	\$16,839,736.47	\$5,239,835.47
RPI	IndyCar Driver Hero Cards	7,000	\$0.45	\$3,150.00	

FFP	Hometown Hero - Hero Cards	4,200	\$0.71	\$2,982.00	
	Hats	2,500	\$6.12	\$15,300.00	
	Lanyards	1,500	\$1.12	\$1,680.00	
	Sunglasses	10,000	\$1.48	\$14,800.00	
	Sunscreen	10,000	\$1.78	\$17,800.00	
	Die-cast Indy Car	200	\$35.70	\$7,140.00	
	ACU Backpack	1,500	\$29.58	\$44,370.00	
	Koozies	10,000	\$1.01	\$10,100.00	
	Paracord Bracelets	10,000	\$1.78	\$17,800.00	
	SUBTOTAL RPIs FFP			\$135,122.00	
NTE	Travel	\$40,800.00	1 LS	\$40,800.00	
NTE	ODC - Misc. Trackside Support, Additional Signage & Media Buys	\$204,000.00	1 LS	\$204,000.00	
	SUBTOTAL Travel/ODC			\$244,800.00	
		SPM	RLL	PR	DCR
	TOTAL Proposed	\$9,238,207.47	\$12,693,967.47	\$17,219,658.47	\$5,619,757.47

Opt Year Pricing is only Team Related and does not include Program Management, RPI or Travel/ODC

2015 Indy Racing League Program

	2015 Sponsorship & Activation	SPM	RLL	PR	DCR
MEDIA	* IndyCar Sponsorship	\$5,301,450.00	\$9,424,800.00	\$12,067,438.00	\$3,590,400.00
**	Potential Driver Bonus Awards - Earned the prior season	\$0.00	\$1,732,368.00	\$0.00	\$0.00
	PR and Media Support Services	\$0.00	\$140,250.00	\$0.00	\$0.00
***	In-Car Camera	\$977,823.00	\$420,750.00	\$0.00	\$0.00
***	Infield Training Unit - Includes space, catering, credentials and golf carts	\$1,001,385.00	\$802,230.00	\$1,525,135.00	\$953,700.00
***	2-Seat Indy Car Rides	\$329,868.00	\$308,550.00	\$329,868.00	\$0.00
***	Activation - Fan Zone – Show car	\$589,050.00	\$561,000.00	\$802,230.00	\$336,600.00
	Docupak Fan Zone Activation (not MET)	\$221,850.00	\$221,850.00	\$221,850.00	\$221,850.00
	ARNG IRL Microsite with SM interaction	\$96,900.00	\$96,900.00	\$96,900.00	\$96,900.00
Proposed Additional Activation Costs					
	Front Row Marketing Venue Space	\$112,200.00			
	Pocono Race Title Naming Rights	\$280,500.00			
	Boss Lift - 20 Events per Year			\$1,458,600.00	
	TOTAL MEDIA FFP	\$8,911,026.00	\$13,708,698.00	\$16,502,021.00	\$5,199,450.00

* IndyCar Sponsorship is the only item above that is "Locked-In" for 2015 pricing

** Driver Bonus is the maximum amount to be earned from 2014

***Elements estimated by the SPM & RLL and will be re-priced each year

2016 Indy Racing League Program					
	2016 Sponsorship & Activation	SPM	RLL	PR	DCR
MEDIA	* IndyCar Sponsorship	\$5,566,242.00	\$9,424,800.00	\$12,670,809.00	\$3,814,800.00
**	Potential Driver Bonus Awards - Earned the prior season	\$0.00	\$1,732,368.00	\$0.00	\$0.00

	PR and Media Support Services	\$0.00	\$140,250.00	\$0.00	\$0.00
***	In-Car Camera	\$1,026,715.00	\$420,750.00	\$0.00	\$0.00
***	Infield Training Unit - Includes space, catering, credentials and golf carts	\$1,051,456.00	\$802,230.00	\$1,525,135.00	\$1,009,800.00
***	2-Seat Indy Car Rides	\$346,362.00	\$308,550.00	\$329,868.00	\$0.00
***	Activation - Fan Zone – Show car	\$618,503.00	\$561,000.00	\$802,230.00	\$359,040.00
	Docupak Fan Zone Activation (not MET)	\$221,850.00	\$221,850.00	\$221,850.00	\$221,850.00
	ARNG IRL Microsite with SM interaction	\$96,900.00	\$96,900.00	\$96,900.00	\$96,900.00
	Proposed Additional Activation Costs				
	Front Row Marketing Venue Space	\$112,200.00			
	Pocono Race Title Naming Rights	\$280,500.00			
	Boss Lift - 20 Events per Year			\$1,458,600.00	
	TOTAL MEDIA FFP	\$9,320,728.00	\$13,708,698.00	\$17,105,392.00	\$5,502,390.00

* IndyCar Sponsorship is the only item above that is "Locked-In" for 2015 pricing

** Driver Bonus is the maximum amount to be earned from 2015

***Elements estimated by the SPM & RLL and will be re-priced each year

2017 Indy Racing League Program					
	2017 Sponsorship & Activation	SPM	RLL	PR	DCR
MEDIA	* IndyCar Sponsorship	\$5,844,779.00	\$9,424,800.00	\$12,670,809.00	\$4,039,200.00
**	Potential Driver Bonus Awards - Earned the prior season	\$0.00	\$1,732,368.00	\$0.00	\$0.00
	PR and Media Support Services	\$0.00	\$140,250.00	\$0.00	\$0.00
***	In-Car Camera	\$1,078,051.00	\$420,750.00	\$0.00	\$0.00
***	Infield Training Unit - Includes space, catering, credentials and golf carts	\$1,104,029.00	\$802,230.00	\$1,525,135.00	\$1,065,900.00
***	2-Seat Indy Car Rides	\$363,680.00	\$308,550.00	\$329,868.00	\$0.00
***	Activation - Fan Zone – Show car	\$649,429.00	\$561,000.00	\$802,230.00	\$381,480.00
	Docupak Fan Zone Activation (not MET)	\$221,850.00	\$221,850.00	\$221,850.00	\$221,850.00
	ARNG IRL Microsite with SM interaction	\$96,900.00	\$96,900.00	\$96,900.00	\$96,900.00
Proposed Additional Activation Costs					
	Front Row Marketing Venue Space	\$112,200.00			
	Pocono Race Title Naming Rights	\$280,500.00			
	Boss Lift - 20 Events per Year			\$1,458,600.00	
	TOTAL MEDIA FFP	\$9,751,418.00	\$13,708,698.00	\$17,105,392.00	\$5,805,330.00

* IndyCar Sponsorship is the only item above that is "Locked-In" for 2017 pricing

** Driver Bonus is the maximum amount to be earned from 2016

***Elements estimated by the SPM & RLL and will be re-priced each year

2018 Indy Racing League Program					
	2018 Sponsorship & Activation	SPM	RLL	PR	DCR
MEDIA	IndyCar Sponsorship	\$6,137,019.00	\$9,424,800.00	\$13,304,349.00	\$4,263,600.00
**	Potential Driver Bonus Awards - Earned the prior season	\$0.00	\$1,732,368.00	\$0.00	\$0.00

	PR and Media Support Services	\$0.00	\$140,250.00	\$0.00	\$0.00
***	In-Car Camera	\$1,131,953.00	\$420,750.00	\$0.00	\$0.00
***	Infield Training Unit - Includes space, catering, credentials and golf carts	\$1,159,232.00	\$802,230.00	\$1,525,135.00	\$1,122,000.00
***	2-Seat Indy Car Rides	\$381,865.00	\$308,550.00	\$329,868.00	\$0.00
***	Activation - Fan Zone – Show car	\$681,901.00	\$561,000.00	\$802,230.00	\$403,920.00
	Docupak Fan Zone Activation (not MET)	\$221,850.00	\$221,850.00	\$221,850.00	\$221,850.00
	ARNG IRL Microsite with SM interaction	\$96,900.00	\$96,900.00	\$96,900.00	\$96,900.00
Proposed Additional Activation Costs					
	Front Row Marketing Venue Space	\$112,200.00			
	Pocono Race Title Naming Rights	\$280,500.00			
	Boss Lift - 20 Events per Year			\$1,458,600.00	
	TOTAL MEDIA FFP	\$10,203,420.00	\$13,708,698.00	\$17,738,932.00	\$6,108,270.00

* IndyCar Sponsorship is the only item above that is "Locked-In" for 2018 pricing

** Driver Bonus is the maximum amount to be earned from 2017

***Elements estimated by the SPM & RLL and will be re-priced each year

I certify that to the best of my knowledge and belief that the costs proposed herein are accurate, complete, and current. I also certify the costs proposed are fair and reasonable and necessary to provide the services requested under subject contract.

Sharon Cunningham

Comptroller

Chris Laughlin

President

SOW DATED APRIL 13 2013

INDY RACING LEAGUE 2014

STATEMENT OF WORK

(SOW)

April 23, 2013

1. BACKGROUND The Army National Guard (ARNG) Guard Strength Sustainment (GSS) Division has participated in the national Motorsports program since 2003. This program has expanded to include many different venues such as **National Association for Stock Car Auto Racing (NASCAR)**, Indy Racing League (IRL) and American Motorcyclist Association (AMA) Superbike. All of these programs strive to reach similar target markets. This requirement is for the existing IRL program and the Government's desire to capitalize on its past success in generating leads and branding the ARNG logo on IRL team and driver items.

Also, the program has been dedicated to creating public awareness of the ARNG through activation in the FanZone area, track signage, and involvement in the pre-race ceremonies at the majority of all racing tracks. As part of the ARNG's recruitment efforts, IRL trackside activities promote and support national and state recruiting and attrition programs.

2. SCOPE The contractor shall provide professional, administrative, and technical services plus equipment and materials for the development of the IRL program and its objectives. The contractor shall be responsible for coordinating and facilitating all agreements necessary to meet the requirements of the IRL program.

3. OBJECTIVE The ARNG's objectives are to recruit new soldiers, retain current membership, and brand the ARNG throughout the IRL fan base during the 2013 season. The ARNG seeks to promote service in the ARNG by targeting new potential service members. By expanding the associations that the ARNG has, the ARNG can appeal to a diverse market thus enriching the ARNG as a whole.

3.1 Level of Effort (LOE) The Government seeks a contractor methodology that provides unparalleled success in meeting the requirements of the task order, while providing excellent leadership, management, and supervision.

3.2. Place of Performance The task order will be based out of:

Army National Guard Readiness Center

Arlington Hall Station No. 2

111 S. George Mason Drive

Arlington, Virginia 22204

The Government reserves the right to modify place of performance based on operational demand.

4. PERSONNEL REQUIREMENT The contractor shall provide qualified, trained, equipped, and motivated personnel to perform the program operations in accordance with ARNG approved guidelines proposed by the contractor and approved by the ARNG. It is the contractor's

responsibility to employ qualified individuals in accordance with the approved staffing plan in the base contract. The contractor shall identify the level of effort for each person identified in the task order.

4.1. Key Personnel The Government considers a maximum of two (2) personnel critical to the success of this task order) and they are therefore considered “Key Personnel.” The key personnel are the individual(s) responsible for the contract oversight within the Offeror’s corporate headquarters and the Program Manager. These individual(s) will be identified by phone, e-mail, and address in the contractor’s Quality Assurance/Quality Control (QA/QC) plan and are not billable to the task order.

4.1.1. Program Manager (PM) The contractor shall provide a PM who shall be responsible for the performance of the work. The name of this person and an alternate, who shall act for the contractor when the manager is absent, shall be designated in writing to the Contracting Officer (KO) and designated as key personnel to this task order. The PM or alternate shall have full authority to act for the contractor on all matters relating to daily operations. This will be provided to the Government in accordance with the SOW and terms of the base contract and shall be at no additional cost.

4.2. Other IRL Team Members The contractor shall also provide a Public Relations staff to interact with the racing media. The number of individuals proposed to work in a given position shall be identified and justified by the contractor in their written proposal and shall not exceed 3 positions. The contractor may propose other positions they deem necessary. However, the contractor will be expected to provide justification and must stay within the scope of the SOW.

5. IRL ACTIVITIES The contractor shall provide, at minimum, the following requirements for the desired objectives:

5.1. Post-award Meeting The contractor shall conduct a post-award meeting within ten (10) business days of the task award date. The meeting shall introduce the Government to the members of the contractor team responsible for execution of the program. The contractor shall address the steps, processes, key milestones, and other objectives intended to complete the program successfully. Within 24 hours after the meeting, the contractor shall submit an After Action Report (AAR) to the Government that will define the responsibilities discussed and assigned. The contractor shall confirm the POC. The contractor shall also submit a sample of the required monthly report for approval to the COR.

5.2. The contractor shall find a driver and team within the IRL. Final approval of the contractor’s selections will be approved by the Contracting Officer (KO) with technical input from the Contracting Officer Representative (COR).

5.3. The contractor shall include all costs associated with a one-season sponsorship to include, but not limited to, branding on the car (e.g. paints schemes) and hauler, branding on the driver’s

and crew's attire and helmets, tickets and credentials, as well as annual credentials and driver appearances.

5.4. The contractor shall assure awareness, branding, and recognition strategies. Advertising and marketing shall include the ARNG name, logo, and all other intellectual property. The contractor shall also seek highly visible and marketable areas to brand the current motorsports campaign to include, but not limited to, trackside activation and web media.

5.5. The contractor shall provide a static car display that shall be used in high-traffic areas to brand the ARNG and promote interaction between Recruiters and potential recruits. The contractor shall provide operational staff and incorporate transportation and travel, maintenance and repair, and all other costs associated with movement and care of the static display.

5.6. The contractor shall obtain rights necessary to perform objectives through multimedia to include, but not limited to, electronic games, still photography, and video. The contractor shall have a planned, organized, and detailed series of actions to achieve a specific marketing objective. These intents must be cost-effective and shall include associated costs and labor and shall be submitted for approval.

5.7. The contractor shall obtain copyright property rights that will give the ARNG exclusive rights to the team's logos and logo usage, which includes the right to authorize or prohibit reproduction, derivative works, distribution, and public performance or display of that work for the ARNG's internal use. These property rights will not be used to create items for resale or for profit.

5.8. The Army National Guard (ARNG) name and Minuteman & recruiting logos are the exclusive property of the ARNG. **Permission to use these marks for commercial retail is required. The use of ARNG trademarks for commercial purposes, including reproduction on merchandise, is expressly prohibited unless the producer completes a license agreement with the ARNG. Use is governed by the terms of the agreement.**

5.9. The contractor shall use style guides, typography, logos, and photography. The contractor shall submit for approval all artwork, graphics, and designs to the COR. All proposed designs must be approved prior to release.

5.10. The contractor shall also be required to meet the following requirements:

- Coordinate with Government POC, an accepted media and marketing plan to ensure that intent of the ARNG is achieved
- Promote the benefits of service in the ARNG to the target market of 17–28 years olds
- Reach centers of influence (COI) such as parents, grandparents, significant others, coaches and other educators
- Create a national marketing campaign that supports recruiting, retention and attrition management by utilizing national advertising for the ARNG on major media outlets that are to be discussed and approved by the ARNG Program Manager
- Brand the NATIONAL GUARD logo and www.NationalGuard.com

- Expose the www.NationalGuard.com web site and generate web traffic (leads)
- Secure continued advertising on an IRL race team so as to brand the car, hauler, crew uniforms, equipment, show car, etc. with the ARNG's logo, phone number, and web address (www.NationalGuard.com)
- Assist in securing additional advertisers that will leverage the sponsorship and produce additional promotion tie-ins
- Assist in securing a suitable additional advertiser/sponsor to take up to 50% of the existing sponsorship cost
- Provide Trackside Infield Training Unit (ITU) with updated 2013 Season graphics and information
- Provide collateral materials

5.11. The contractor shall provide services to assure the quality and timeliness of IRL items and support to include the inspection, delivery confirmation, and all supply chain activities to fulfill IRL task order requirements.

5.12. The contractor shall be responsible for all existing IRL items in the ARNG-GSS inventory in support of the activities identified in Section 6. The contractor shall handle coordination and logistics for all current and future supplies and materials in support of this program. The contractor shall be responsible for the material handling, supply chain management, and delivery of promotional items, which is to include proper packaging and delivery. Services shall be performed to fulfill and accomplish the SOW, incorporating commercial standards and practices, ARNG instructions, federal and state regulations.

6. DELIVERABLES IRL RACE EVENTS AND PROMOTIONAL ITEMS Activity and deliverable documentation, proofs/samples/final items shall be submitted under official company letterhead and signed by the designed company representative. All deliverables shall be sent to the following address for final approval.

6.1. IRL Race Event Deliverables

Table 6.1. IRL Race Event Main Requirements

Item	Qty
One-season IRL sponsorship FY 2014	1
Static Display Car	1
Driver Appearances	8
Production Days	2

Item	Qty
Photo Shoot	1
Video Shoot	1

Table 6.2. IRL Race Event Dates and Locations

Date	Track	Layout
TBD	Streets of St. Petersburg	1.8-mile street course
TBD	Barber Motorsports Park	2.38 mile road course
TBD	Streets of Long Beach	1.968-mile street course
TBD	Kansas Speedway	1.5-mile oval
TBD	Indianapolis Motor Speedway	2.5-mile oval
TBD	Texas Motor Speedway	1.5-mile oval
TBD	Iowa Speedway	.875-mile oval
TBD	Baltimore Grand Prix	2.4-mile street course
TBD	Mid-Ohio Sports Car Course	2.258-mile road course
TBD	Chicago Land Speedway	1.5-mile oval
TBD	Kentucky Speedway	1.5-mile oval
TBD	Hampshire Motor Speedway	1.0-mile oval

Table 6.3. Deliverable IRL Sponsorship and Recruiting Promotional Items

Item	Purpose	Description	Quantity
Racing Sponsorship	Primary sponsorship and branding rights of an Indy Car and team ITU, collateral, credentials and	NG logo and paint schemes to be applied to car, hauler, crew and driver attire, ITU space and manpower, fire suits, helmets, crew shirts and uniforms, 1:64 and 1:18 scale die cast cars, golf cart	1

Item	Purpose	Description	Quantity
	activation space	transportation	
Hero Cards			
Indy Car Driver	For distribution in race venues	8-1/2" x 11" Double-side: 4c/4c	5,000
Hometown Hero	500 for each of the 12 domestic races	8-1/2" x 11" Double-side : 4c/4c; Vendor to print 1,000 at a time	6,000
RPIs			
T-Shirts	For race guests at 12 races and special events	Gray t-shirts various sizes; 4c imprint on front/1c on back	2,500
Hats	For race guests at 12 races and special events	Red/white/blue structured hat; 3 embroidery locations	2,500
Lanyards	100 for each race day and special events	3/4"; 1c; 1 side screened imprint with J-swivel hook	1,500
Credential Holders	100 for each race day and special events	Credential sleeves; clear pouch	1,500
Credential Inserts	100 for each race day and special events	Race specific inserts; 4c double-side; vendor to print	1,500
Miscellaneous			
Poster	For distribution at races and autograph signing	18.25"x 24"; 1 side full color; side to side flip	5,000
Cardboard Fans	To be distributed for promotion of NG racing	Sandwich fan; 4c double-side	15,000
Additional Marketing	To further brand the NG	Additional track signage and involvement	1

Table 6.4. Preparation Development Timeline for IRL Racing Events

Deliverables / Requirements	Due Date*
Comprehensive Marketing Plan with COR	
Primary theme and identification on the front wing.	
Primary identification on engine cover.	
Primary theme on rear wing.	
Primary theme side skirts	
ARNG logo on instrument panel when applicable.	
Primary position on all car cameras unless specified by the National Guard.	
Primary position on driver and crew uniforms.	
Primary position on driver and team helmets.	
Primary positioning on transporter.	
Primary paint scheme will be used for all races unless specified by the National Guard.	The contractor shall issue a timeline of proposed activities in their proposal.
Primary position on pit wall during race and other ancillary pit equipment.	
Primary on all media releases, press announcements, and photos	
Implement SOP for trackside recruiting	
A customized ARNG branded “at the track” crew shirt(s) that all team members will be required to wear.	
Team should be in National Guard gear at all times when they are at the track or whenever they are representing the National Guard or in the eye of the media.	
The contractor and racing team will maximize awareness with merchandise.	
Plan and implement photo shot and video shoot	

Deliverables / Requirements	Due Date*
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Pit tent with logos. Tents will be used by the National Guard race team.

Car and pit box cover that matches or compliments the design of car.

Create theme for IRL season.

Pre-schedule each race for the entire season and pinpoint special event situations.

Propose plan for both recruiting and marketing opportunities at or around race tracks or locations where the National Guard sponsorship can be maximized.

Propose a media orientation day for driver and crew to include both A&B teams. Possibly accomplished during the pre-season photo shoot.

*Due dates are subject to change based on the Government's needs and mission.

6.5. BOSS Lift Program Requirements: The contractor shall utilize its racing partner's BOSS Lift program to achieve the ARNG's retention initiatives goals. This program shall be conducted in locations negotiated and approved by the Government. This program shall provide employers the opportunity to learn about the ARNG and its members by allowing employers to experience what it is really like to be a Guardsman for a day. This opportunity provides employers with a better understanding of what it means to be Always Ready Always There. This program shall also seek to educate employees on the importance of the ARNG to the nation at home and abroad while garnering acceptance and understanding of the National Guard from non-Guardsmen.

The BOSS Lift program also seeks to assist current Guardsmen seeking employment by providing them the opportunity to utilize the day to interact and interview directly with these employees for currently offered positions. The contractor shall provide a BOSS Lift Program plan to include, at a minimum, the following:

- Method of how it proposes to utilize the BOSS Lift program and the IRL racing team to assist the ARNG in accomplishing its retention initiatives. The plan shall be in detail and describe, at a minimum, the following:
 - Event location, day, and time
 - Type of activity or event to be utilized

- Number of expected attendees
- What material will be covered in the presentation
 - Presentation material should provide employers with the benefits associated with hiring National Guardsmen.
 - The contractor shall include information as to the method used to provide the presentation (PowerPoint, guest speaker – if so, who? etc.) and content.
- Method used to validate retention numbers
- Detail travel plans, if applicable
- Utilization of personnel to accomplish tasks

All elements of the plan must be approved by the COR prior to execution. Any Government required changes to the plan must be made within 10 days of notification. Once the plan is approved, the contractor shall be also be responsible for supporting and implementing the program in all facets necessary to successfully execute the requirement.

6.6. The contractor shall submit, for Government approval, sample graphics, artwork, and designs for RPIs 15 days after award.

6.7. The contractor shall submit, for Government approval, sample RPIs 30 days after award.

6.8. The contractor shall manage, distribute, and track all promotional items.

6.9. Invoices for final payment shall be clearly identified and submitted within 30 days from task completion and no further charges are to be billed.

7. MANAGEMENT OF DELIVERABLES AND REPORTING The contractor shall be responsible for creating, maintaining, archiving, and disposing of only those Government records and reports required by this SOW. The contractor shall provide the KO/COR or authorized representative access to all records, data, and facilities used in the performance of the anticipated services. The contractor shall maintain all records of performance in accordance with the Defense Contract Audit Agency requirements and additional guidance by the KO.

All information concerning the data developed under this SOW shall be property of the United States Government. The contractor shall not publish or disclose such data or reports in any manner and understands that such data can only be released with the consent of the ARNG-GSS.

Warranty replacements on RPIs shall be made free of charge and shall be shipped directly to the end user as needed. User-damaged items shall be shipped directly from the contractor's storage facility. The contractor has a 14-day delivery time upon notice from the state and approval from ARNG-GSS to deliver replacement items.

7.1. Monthly Status Reports A written report shall be submitted monthly to the COR and Program Management Office (PMO) no later than the 15th business day of every month. The monthly status report will consist of the following:

7.1.1. Summary of financial data shall include hours and costs expended for the month and execution to date. The contractor shall itemize monthly costs, breaking down hours worked, travel expenses, and reimbursable expenses (if applicable). The contractor shall organize this information by Contract Line Item Number (CLIN) and differentiate tasking costs.

7.1.2. A report of the summary of tasks accomplished, critical actions/issues, problems/issues encountered, and program recommendations.

7.1.3. The contractor shall provide accountability of all events attended with performance evaluations conducted to ensure that each event is meeting the ARNG's objectives.

7.1.4. Summary detailing the following information: key sponsorship assets to include information on the car, team, apparel branding, any hospitality events, athlete meet-and-greets, RPIs ordered, RPIs shipped, delivered, and used, event signage, TV advertising, and exposure on designated websites.

7.1.5. Other information as directed by the Government.

7.2. Quality Assurance/Quality Control (QA/QC) Plan The contractor shall develop and maintain an effective quality control program in accordance with their approved management oversight plan to ensure services are performed as described in the SOW. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is the means to assure the work complies with the requirements of the option year. An initial QA/QC Plan shall be provided as part of the contractor's proposal and will be updated within thirty (30) days of award based on the Government's input and review.

7.3. Transition Plan (TP) The contractor shall include a draft incoming TP. The TP will include risk reduction methodology, transition of historic data, technical documentation, staffing methodologies, inventory, and transfer of any Government Furnished Equipment (GFE) and Government Furnished Information (GFI) for approval by the Government. The TP will provide the contractor's strategy to obtaining items and data from the out-going vendor as to protect the Government's mission and preserve continuity of operations. The TP is to be executed within the first thirty (30) days after award. The TP will be provided as part of the contractor's proposal and is included within the page limitations. The TP will also include any other necessary information as directed by the Government during the post-award meeting.

7.4 Customer Satisfaction Survey (CSS) Within the first ninety (90) days of award, the contractor will provide an electronic CSS to the COR to determine satisfaction of provided services. A briefing will be conducted no later than 120 days after completion of the survey. Subsequent surveying will be accomplished as directed by the Government.

7.5. Quality Assurance (QA) The Government shall evaluate the contractor's performance under this SOW in accordance with the Quality Assurance Surveillance Plan (QASP). The Program COR assisted will provide management oversight of the contractor's performance and measure the quality of performance against the published QASP performance measures. The QASP is focused on what the Government must do to ensure the contractor has performed in accordance with the SOW. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum Acceptable Quality Level(s) (AQL).

7.6. Milestone Plan The contractor shall provide a milestone plan/chart with proposed dates (to include an In Progress Review (IPR) meeting every 30 days), a quality control plan, a monthly spend plan, and a preliminary event list with dates to be approved later by the KO and COR. The contractor shall research appropriate, venue-specific items, which recruiters can offer to individuals of a wide range of groups and target markets. The contractor shall be responsible for submitting and accepting deliverables in accordance with the terms and conditions of the contract. The plan shall be delivered 30 days after award.

8. CONTRACT MANAGEMENT AND OVERSIGHT REQUIREMENTS Contractor will propose a management and oversight structure that ensures sufficient management, control, leadership, training, quality, and cost control that will be exercised in the execution of this program.

8.1. Period of Performance (POP)

8.1.1. This program will run from the option year award date for a period lasting no longer than 365 days. In the event that funds are depleted, the contractor will give the COR and KO a sixty (60) day notice of the impending shortfall.

8.2. Staffing Provisions

8.3. Personnel shall wear Government-approved, appropriately branded/sponsored uniforms.

8.4. The contractor shall provide timely, clean/operable event equipment, signage, and materials capable of making the unit self-sustaining at all approved events.

8.5. The contractor shall settle disputes with employees to protect the Government's mission accomplishment.

8.6. The contractor shall provide internal training for employees to ensure a professional image is maintained. This includes technical expertise, grooming, and people skills. The contractor shall manage all day-to-day activities of employees to ensure the Government's investment is maximized.

8.7. The contractor shall brief ARNG leadership, KO, and COR quarterly on the program's progress, problems, budget expenditures, and plans.

8.8. The contractor will provide complete budget documentation for all expenditures related to this task order to ARNG-GSS, upon request.

9. COST REIMBURSEABLE: All reimbursable costs must be authorized by the KO and COR and must conform to task order requirements. All reimbursable costs must be pre-approved by the Government prior to the contractor incurring any charges.

10. TRAVEL: The contractor shall propose travel as necessary to accomplish the requirements outlined in this SOW. Prior to departure, the contractor shall submit any and all travel to the COR for approval.

10.1.

11. SECURITY REQUIREMENTS: The contractor shall be responsible for safeguarding information from this contract.

11.1. Contractor employees shall identify themselves as a contractor in meetings, telephone conversations, all written communications (to include signature blocks on e-mail) and work situations, so that their actions cannot be construed as acts of a Government official. The contractor shall take no action that binds the Government to a final decision or results in the exercise of Governmental discretion. When contractor employees are tasked to attend a Government meeting or conference, they shall identify themselves as employees of a contractor at the beginning of the meeting. The contractor may present Government-approved briefings at the meeting and answer questions with pre-approved Government responses; however, the contractor shall not become a de-facto Government representative in discussions.

11.2. The contractor is responsible for safeguarding all information regarding this program. Failure to safeguard this information, which may involve the contractor or the contractor's personnel or to which they may have access, may subject the contractor and/or the contractor's employees to criminal liability under Title 18, section 793 and 7908 of the United States Code. Provisions of the Privacy Act apply to all records and reports maintained by the contractor. All programs and materials developed at Government expense during the course of this contract are the property of the Government. The contractor's QCP and Internal Systems Disaster Recovery Plan shall provide provisions for safeguarding, storing and recovering program sensitive information and data.

11.3. If the contractor detects or suspects any form of fraud, waste, and/or abuse; the contractor is required to notify the COR and the KO immediately in order to be instructed on how to proceed. The contractor's security measures must be submitted with their proposal and be equivalent to those used by the Government to protect Government information and/or data. Written materials shall not be circulated or the content disclosed to any person whose "need to know" has not been clearly established.

CONTRACT WILL REQUIRE ACCESS TO:	YES	NO	SECURITY REQUIREMENT
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1. DOD NON-SECURE INTERNET PROTOCOL ROUTER NETWORK (NIPRNet) AKA "NETWORK"	<input type="checkbox"/>	<input type="checkbox"/>	Favorable Background Investigation (NACI)
2. FOR OFFICIAL USE ONLY (FOUO) INFORMATION *NOTE: PRIVACY ACT INFORMATION IS FOUO	<input type="checkbox"/>	<input type="checkbox"/>	Favorable Background Investigation (NACI)
3. SECURE INTERNET PROTOCOL ROUTER NETWORK (SIPRNET)	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
4. COMMUNICATIONS SECURITY (COMSEC) INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
5. RESTRICTED DATA	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
6. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
7. FORMERLY RESTRICTED DATA	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
8. SPECIAL ACCESS INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
9. NATO INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
10. FOREIGN GOVERNMENT INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
11. LIMITED DISSEMINATION INFORMATION	<input type="checkbox"/>	<input type="checkbox"/>	Secret or Higher
12. SENSITIVE COMPARTMENTED INFORMATION (SCI)	<input type="checkbox"/>	<input type="checkbox"/>	TS/SCI
13. OTHER (<i>Specify</i>)			

If a secret or higher security requirement is required for the performance of duties, a DD Form 254 is required. CORs must contact their servicing Industrial Security Program Office to develop the DD Form 254.

11.4. AR 25-2, Information Assurance

11.4.1. General users: Use of Government Information System (IS) and access to Government networks is a revocable privilege, not a right. Users are the foundation of the Defense in Depth strategy and their actions affect the most vulnerable portion of the AEI. Users must have a favorable background investigation or hold a security clearance and access approvals commensurate with the level of information processed or available on the system. Users will:

1. Comply with the command's Acceptable Use Policy (AUP) for Government owned ISs and sign an AUP prior to or upon account activation.
2. Complete initial and/or annual IA training as defined in the IA training BBP (<https://informationassurance.us.army.mil>).
3. Mark and safeguard files, output products, and storage media per the classification level and disseminate them only to individuals authorized to receive them with a valid need to know.
4. Protect ISs and IS peripherals located in their respective areas in accordance with physical security and data protection requirements.
5. Practice safe network and Internet operating principles and take no actions that threaten the integrity of the system or network.
6. Obtain prior approval for the use of any media (for example, USB, CD-ROM, floppy disk) from the SA/IAM.
7. Scan all files, attachments, and media with an approved and installed AV product before opening a file or attachment or introducing media into the IS.
8. Report all known or suspected spam, chain letters, and violations of acceptable use to the SA, IAM, or IASO.
9. Immediately stop using an infected IS; and report suspicious, erratic, or anomalous IS operations, and missing or added files, services, or programs to the SA/IASO in accordance with local policy.
10. Not disclose their individual account password or pass-phrase authenticators.
11. Invoke password-protected screen locks on your workstation after not more than 15 minutes of non-use or inactivity.
12. Log off ISs at the end of each workday.
13. Access only that data, control information, software, hardware, and firmware for which the user is authorized access.
14. Access only that data that they are authorized or have a need to know.
15. Assume only authorized roles and privileges as assigned.
16. Users' authorized Government-provided IA products (for example, AV or personal firewalls) will be encouraged to install and update these products on their personal systems and may be required to do so as directed by the DAA.

	YES	NO	SECURITY REQUIREMENT
CONTRACTOR REQUIRES COMMON ACCESS CARD	<input type="checkbox"/>	<input type="checkbox"/>	NACI or Higher

11.5. DTM-08-003, December 1, 2008

11.5.1. The CAC-eligible population will not be issued a CAC without the required background vetting according to Reference (c), Reference (l), and Office of Management and Budget (OMB) Memorandum M-05-24 (Reference (o)). Initial issuance of a CAC requires, at a minimum, the completion of FBI fingerprint check with favorable results and submission of a National Agency Check with Inquiries (NACI) to the Office of Personnel Management (OPM), or a DoD-determined equivalent investigation.

Unless specified as a condition of employment, contractors who report to NGB without a NACI must submit a completed SF 85, OF 306 and fingerprints to their servicing Personnel Security Program Office immediately upon arrival. Forms are available via the Internet.

http://www.opm.gov/forms/pdf_fill/SF85.pdf http://www.opm.gov/forms/pdf_fill/of0306.pdf

ACRONYMS

ARNG	Army National Guard
AQL	Acceptable Quality Levels
CSS	Customer Satisfaction Survey
CLIN	Contract Line Item Number
CM	Contract Manager
COR	Contracting Officer Representative
DoD	Department of Defense
FAR	Federal Acquisition Regulation
FFP	Firm-Fixed Price
GFE	Government Furnished Equipment
GSS	Guard Strength Sustainment
IPR	In Progress Review
IRL	Indy Racing League
KO	Contracting Officer
LOE	Level of Effort
NLT	No Later Than
PMO	Program Management Office
POC	Point of Contact
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QA/QC Plan	Quality Assurance/Quality Control Plan
QCP	Quality Control Plan

SOW

Statement of Objectives

PERFORMANCE REQUIREMENTS SUMMARY

(WORK BREAKDOWN STRUCTURE)

PERFORMANCE REQUIREMENTS, TASKS, AND DELIVERABLES

INDY RACING LEAGUE PROGRAM

TABLE 1: DELIVERABLES

	ITEM	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	Monthly Status Report	15th business day of the month	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
2	After Action Report	No later than twenty-four (24) hours after the post-award meeting	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
3	Quality Assurance/Quality Control Plan	Included with contractor's proposal; updated within 30 days of task order award based on the Government's input and review	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
4	Transition Plan	Included with proposal; to be executed within the first 30 days after task order award	The Government has 10-days to review and approve, or direct changes.	Softcopy, Hardcopy

	ITEM	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
5	Customer Satisfaction Survey	Survey delivered to the COR 90 days after task order award; Survey results provided NLT 120 on completion of survey.	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
6	Milestone Plan	Delivered 30 days after award	The Government will review and approve, or direct changes within 10 days of delivery	Softcopy, Hardcopy
7	Branding/advertising: artwork, graphics, photography, designs, logo/brand positioning, copyright/property rights.	Submitted to the Government 30 days after task order award.	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
8	IRL promotional items (as identified in Section 6 of the SOW)	As directed by the Government and States. See Section 6 of SOW for details.	Sample sketches within 15-days; Samples within 30-days; State NCO orders as placed.	Shipped to site as directed.
8	Preparation development timeline for IRL racing events	Delivered by due date identified in Table 6.4 Preparation Development Timeline for IRL Racing Events.	The Government will review and approve, or direct changes within 10 days of delivery	TBD; Onsite or delivered to Government site

TABLE 2: PERFORMANCE STANDARDS

	CATEGORY	DELIVERABLES AND ACTIVITIES	PERFORMANCE STANDARDS	MIN AQL	MILESTONES/ INTERVALS	MONITORING METHOD
1	Plans and Reports	Monthly Report; Quality Assurance / Control Plan; Customer Satisfaction Survey; Milestone Plan	All required content included in the documentation and delivered on time	100% compliance	As indicated in the Deliverables table	Inspection, Reports
2	Meetings	Post-award meeting	All required content included and performed on time	100% compliance	Post-award meeting: 10-days after task order award	Inspection
3	IRL promotional items	Sample delivery	Defect free. Shipped without breakage	100% compliance	10-days for Government approval of samples or corrective instructions.	Inspection
4	IRL promotional items (as identified in Section 6 of the SOW)	Order fulfillment.	Defect free. Shipped without breakage. Delivery received as required, possibly within 48-hours of order placement.	100% compliance to approved sample items	10-days for Government approval	Inspection
5	Preparation development timeline for IRL racing events	Preparation activities. (See Section 6 of the SOW)	Schedule met in accordance with the due dates identified in Table 6.4 Preparation Development Timeline for IRL Racing Events.	100% compliance	10-days for Government approval	Inspection, reports
6	Branding/advertising	Artwork, graphics,	All required	100%	10-days for	Inspection

	CATEGORY	DELIVERABLES AND ACTIVITIES	PERFORMANCE STANDARDS	MIN AQL	MILESTONES/ INTERVALS	MONITORING METHOD
		photography, designs, Logo/brand positioning, copyright/property rights.	content included and performed on time	compliance	Government approval	
7	IRL Racing Events	IRL Racing Events	All required content included and performed on time	100% compliance	10-days for Government approval	Inspection

Section L - Instructions, Conditions and Notices to Bidders

CLAUSES INCORPORATED BY FULL TEXT

252.232-7006 WIDE AREA WORKFLOW PAYMENT INSTRUCTIONS (MAY 2013)

(a) Definitions. As used in this clause--

Department of Defense Activity Address Code (DoDAAC) is a six position code that uniquely identifies a unit, activity, or organization.

Document type means the type of payment request or receiving report available for creation in Wide Area WorkFlow (WAWF).

Local processing office (LPO) is the office responsible for payment certification when payment certification is done external to the entitlement system.

(b) Electronic invoicing. The WAWF system is the method to electronically process vendor payment requests and receiving reports, as authorized by DFARS 252.232-7003, Electronic Submission of Payment Requests and Receiving Reports.

(c) WAWF access. To access WAWF, the Contractor shall--

(1) Have a designated electronic business point of contact in the System for Award Management at <https://www.acquisition.gov>; and

(2) Be registered to use WAWF at <https://wawf.eb.mil/> following the step-by-step procedures for self-registration available at this Web site.

(d) WAWF training. The Contractor should follow the training instructions of the WAWF Web-Based Training Course and use the Practice Training Site before submitting payment requests through WAWF. Both can be accessed by selecting the "Web Based Training" link on the WAWF home page at <https://wawf.eb.mil/>.

(e) WAWF methods of document submission. Document submissions may be via Web entry, Electronic Data Interchange, or File Transfer Protocol.

(f) WAWF payment instructions. The Contractor must use the following information when submitting payment requests and receiving reports in WAWF for this contract/order:

(1) Document type. The Contractor shall use the following document type(s).

Invoice as 2 in 1

(Contracting Officer: Insert applicable document type(s). Note: If a “Combo” document type is identified but not supportable by the Contractor’s business systems, an “Invoice” (stand-alone) and “Receiving Report” (stand-alone) document type may be used instead.)

(2) Inspection/acceptance location. The Contractor shall select the following inspection/acceptance location(s) in WAWF, as specified by the contracting officer.

W909UJ

(Contracting Officer: Insert inspection and acceptance locations or “Not applicable”.)

(3) Document routing. The Contractor shall use the information in the Routing Data Table below only to fill in applicable fields in WAWF when creating payment requests and receiving reports in the system.

Routing Data Table*

Field Name in WAWF	Data to be entered in WAWF
Pay Official DoDAAC	HQ0490
Issue By DoDAAC	W9133L
Admin DoDAAC	W9133L
Inspect By DoDAAC	W909UJ
Ship To Code	W56R0K
Ship From Code	N/A
Mark For Code	N/A
Service Approver (DoDAAC)	W909UJ
Service Acceptor (DoDAAC)	W909UJ
Accept at Other DoDAAC	N/A
LPO DoDAAC	N/A
DCAA Auditor DoDAAC	N/A
Other DoDAAC(s)	N/A

(*Contracting Officer: Insert applicable DoDAAC information or “See schedule” if multiple ship to/acceptance locations apply, or “Not applicable.”)

(4) Payment request and supporting documentation. The Contractor shall ensure a payment request includes appropriate contract line item and subline item descriptions of the work performed or supplies delivered, unit price/cost per unit, fee (if applicable), and all relevant back-up documentation, as defined in DFARS Appendix F, (e.g. timesheets) in support of each payment request.

(5) WAWF email notifications. The Contractor shall enter the email address identified below in the “Send Additional Email Notifications” field of WAWF once a document is submitted in the system.
MARC.A.BURNER.MIL@MAIL.MIL

(Contracting Officer: Insert applicable email addresses or “Not applicable.”)

(g) WAWF point of contact. (1) The Contractor may obtain clarification regarding invoicing in WAWF from the following contracting activity's WAWF point of contact.

1-866-618-5988

(Contracting Officer: Insert applicable information or “Not applicable.”)

(2) For technical WAWF help, contact the WAWF helpdesk at 866-618-5988.

(End of clause)

ORDER FOR SUPPLIES OR SERVICES

1. CONTRACT/PURCH. ORDER/ AGREEMENT NO. W9133L-08-D-0100		2. DELIVERY ORDER/ CALL NO. 008002		3. DATE OF ORDER/ CALL (YYYYMMDD) 2012 Jul 10		4. REQ./ PURCH. REQUEST NO. See Schedule		5. PRIORITY	
6. ISSUED BY NGB-ZC-AQ - W9133L 111 SOUTH GEORGE MASON DR BLDG. 2, 4TH FLOOR ARLINGTON VA 22204-1373			7. ADMINISTERED BY (if other than 6) SEE ITEM 6		8. DELIVERY FOB <input checked="" type="checkbox"/> DESTINATION <input type="checkbox"/> OTHER (See Schedule if other)				
9. CONTRACTOR LAUGHLIN, MARINACCIO & OWENS, INC. NAME SHARON CUNNINGHAM - MEDIA AND 2000 N 14TH ST #800 ADDRESS ARLINGTON VA 22201-2540		10. DELIVER TO FOB POINT BY (Date) (YYYYMMDD) SEE SCHEDULE		11. MARK IF BUSINESS IS <input type="checkbox"/> SMALL <input type="checkbox"/> SMALL DISADVANTAGED <input type="checkbox"/> WOMEN-OWNED		12. DISCOUNT TERMS Net 30 Days			
13. MAIL INVOICES TO THE ADDRESS IN BLOCK See Item 15		14. SHIP TO SEE SCHEDULE FOR ADDRESS SEE SCHEDULE FOR ADDRESS SEE SCHEDULE VA 22201		15. PAYMENT WILL BE MADE BY DFAS-INDY VP GFEBHS HQ0490 8899 E 56TH STREET INDIANAPOLIS IN 46249-3800		MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.			
16. TYPE OF ORDER		DELIVERY/ CALL <input checked="" type="checkbox"/>		PURCHASE <input type="checkbox"/>		X This delivery order/call is issued on another Government agency or in accordance with and subject to terms and conditions of above numbered contract. Reference your quote dated _____ Furnish the following on terms specified herein. REF: _____			
ACCEPTANCE. THE CONTRACTOR HEREBY ACCEPTS THE OFFER REPRESENTED BY THE NUMBERED PURCHASE ORDER AS IT MAY PREVIOUSLY HAVE BEEN OR IS NOW MODIFIED, SUBJECT TO ALL OF THE TERMS AND CONDITIONS SET FORTH, AND AGREES TO PERFORM THE SAME.									
NAME OF CONTRACTOR		SIGNATURE		TYPED NAME AND TITLE		DATE SIGNED (YYYYMMDD)			
<input checked="" type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: 1									
17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE See Schedule									
18. ITEM NO.		19. SCHEDULE OF SUPPLIES/ SERVICES			20. QUANTITY ORDERED/ ACCEPTED*		21. UNIT	22. UNIT PRICE	23. AMOUNT
SEE SCHEDULE									
* If quantity accepted by the Government is same as quantity ordered, indicate by X. If different, enter actual quantity accepted below quantity ordered and encircle.		24. UNITED STATES OF AMERICA TEL: 703-601-4378 EMAIL: ellieth.rodriquez@us.army.mil BY: Ellieth Rodriguez						25. TOTAL	\$29,962,425.34
27a. QUANTITY IN COLUMN 20 HAS BEEN		<input type="checkbox"/> INSPECTED		<input type="checkbox"/> RECEIVED		<input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT EXCEPT AS NOTED		26. DIFFERENCES	
b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE				c. DATE (YYYYMMDD)		d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE			
e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE				28. SHIP NO.		29. DO VOUCHER NO.		30. INITIALS	
f. TELEPHONE NUMBER		g. E-MAIL ADDRESS		<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		32. PAID BY		33. AMOUNT VERIFIED CORRECT FOR	
36. I certify this account is correct and proper for payment.									
a. DATE (YYYYMMDD)		b. SIGNATURE AND TITLE OF CERTIFYING OFFICER							
				<input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		31. PAYMENT		34. CHECK NUMBER	
37. RECEIVED AT		38. RECEIVED BY		39. DATE RECEIVED (YYYYMMDD)		40. TOTAL CONTAINERS		41. S/R ACCOUNT NO.	
								42. S/R VOUCHER NO.	

Section SF 30 - BLOCK 14 CONTINUATION PAGE

PROPOSAL DATED 29 JUNE 12



June 29, 2012

National Guard Bureau (NGB-ZC-AQ)
CPT Aaron Weddle
aaron.weddle@us.army.mil
703.607.0983
111 S George Mason Drive, Suite 4T-ZC
Arlington, Virginia 22204

COST PROPOSAL

NASCAR 2013

1.0 BACKGROUND

Since the inception of the National Guard's NASCAR program in 2003, the Army National Guard (ARNG) and Docupak have successfully managed its development and expansion to its current level of success. In 2008, Docupak secured the sponsorship of Dale Earnhardt Jr., current eight-time most popular NASCAR driver. Since then the NASCAR Program has generated a staggering \$465 million ROI in media and branding exposure. In addition to the unparalleled branding received through the sponsorship, the program contributed to over 51,000 qualified leads and hundreds of accessions in the past three years. In 2011, the NASCAR sponsorship made a 1,155,949,046 overall impressions through various NASCAR media outlets such as race broadcast, web and social media, print and out-of-home media, trackside activation, merchandise and track hauler impressions, and other televised media outside of race broadcast. National Guard members express a deep level of pride in being associated with such a high profile driver and have communicated that it is one of the best marketing programs out there today.

2.0 SCOPE

Docupak has a mature relationship and first-hand experience with the ARNG-Guard Strength Sustainment (ARNG-GSS) and NASCAR, supported by trained people, proven processes, and on-hand equipment and materials needed to execute the motorsports marketing plan with NASCAR. Stephanie Lott, our Project Manager, has well established relationships for coordinating and facilitating all agreements necessary to meet the requirements of the NASCAR program. As substantiated by our past performance and experience in the NASCAR Program, Docupak has continually met or exceeded the requirements and expectations of the ARNG-GSS for marketing of recruiting and retention at the state level. **Figure 1** identifies unique features that Docupak provides and the benefits to the ARNG.

Figure 1. Features and Benefits

Features	Benefits
Longstanding business relationship with Hendrick	<ul style="list-style-type: none">Established and recognized ARNG brandingCost-efficient use of marketing and promotional material

Motorsports	<ul style="list-style-type: none"> ▪ Program generation of \$367 million ROI in media and branding exposure
Team synergy from a decade-long ARNG/Docupak relationship	<ul style="list-style-type: none"> ▪ Low risk to contract performance ▪ Effective program communication, guidance, and oversight ▪ Experienced creative staff familiar with the ARNG marketplace for effective special promotional campaigns to enhance recruiting and retention initiatives ▪ Innovative marketing solutions such as the Targeted MOS recruiting initiative ▪ Total integration with all other ARNG sponsorships and programs
Long-term and well established relationships media outlets and licensed merchandise vendors	<ul style="list-style-type: none"> ▪ Increased opportunities for media branding and messaging ▪ Cross marketing opportunities to increase exposure with target

3.0 OBJECTIVE

Docupak will continue to enhance the promotion of the ARNG through advertising and marketing media outlets within the NASCAR industry. The synergy we have with other ARNG programs and advertising partners will reinforce and build upon other ARNG motorsports sponsorship platforms, effectively increasing the reach and frequency of interactions with the target demographic through media and human contact. Docupak will use our proven methodologies to plan and coordinate all individual pre-event, event, and post-event activities. For cost and performance efficiencies we manage this program by pre-season, season, and post-season which is reflected in the organization of this proposal.

4.0 PERSONNEL REQUIREMENT

Our staffing approach reflects our commitment to sustaining maximum momentum across all of the NGB's initiatives, specifically with the Motorsports programs. Our established policies and procedures provide the NGB's marketing program contract with personnel who possess demonstrated management and marketing expertise. Our staff has long-standing relationships with key players that make the program a success, including media officials; major sports associations, local partners, and suppliers.

Docupak has retained the highly skilled management staff that has supported the NASCAR program throughout the years. **Stephanie Lott**, Senior Account Executive, is Docupak's NASCAR Project Manager (PM) and the key Docupak representative for the NASCAR program. **Amanda Perez**, Senior Account Executive, serves as the Sponsorship Coordinator/Assistant PM and provides operational coordination across all sponsorship programs for consistency of approach.

The entire Docupak team has supported and shared the goals, mission, and vision of NGB recruiting and retention efforts for 11 years. We leverage all of our corporate assets appropriately to meet the variety of ARNG program requirements. For example, Docupak maintains a staff of five designers and graphic artists who work with Account Managers in the development of new concepts. Our graphic team has provided more than 350 concept creations annually for the NASCAR program.

4.1 Key Personnel

Stephanie Lott, Docupak's PM for the NASCAR Program, provides daily management and operations oversight. Docupak places enormous trust and responsibility in Stephanie and holds her accountable for contract performance. She is central to accomplishing the PWS requirements and providing continued success for the ARNG meeting recruiting objectives. We have developed a comprehensive

set of labor categories based on the NGB's Marketing and Advertising contract requirements, complete with clear, detailed descriptions of job responsibilities and clearly defined minimum qualifications to ensure we provide the skill sets necessary to get the job done. **Figure 2** shows the responsibilities and minimum qualifications we have established for the Sr. Account Executive. Stephanie exceeds these requirements.

Stephanie Lott specializes in managing complex marketing programs and has managed the ARNG NASCAR program since 2008. She is integral to NGB's continued success in reaching its target market of 17- to 35-year-olds and gaining national advertising exposure through television, cable, radio, Internet, and print media. Stephanie received her Bachelor's degree in Commerce and Business Administration from the University of Alabama, where she developed her outstanding organizational skills and media management. She brings six years of strategic account and program management experience, including four years managing the ARNG NASCAR program. Her extensive knowledge of the NASCAR advertising objectives along with her established dynamic relationships with the groups that must come together to make the program work (e.g., Hendrick Motorsports, NASCAR, Nextel, the various tracks, and television and network personnel).

Figure 2. Project Manager Requirements. *Our PM has Sr. Account Executive skills and qualifications.*

Category	Responsibilities	Minimum Qualifications
Senior Account Executive	<ul style="list-style-type: none"> • Provide senior management to client account team. • Establish and maintain strategic marketing focus to meet all of the client's goals and objectives. • Manage day-to-day operations including support and communications. 	<ul style="list-style-type: none"> • Bachelors Degree or equivalent experience • 3+ years of strategic account or project management experience managing multiple projects. • Experience managing junior account personnel

4.2 NASCAR Event Support Labor

Sponsorship Account Coordination. Stephanie will plan and coordinate all pre-season meetings with LM&O, HMS and affiliate partners of the sport, developing the upcoming season's plans by exploring and seeking marketing opportunities to maximize Guard initiatives. To enhance the ARNG branding, recruiting, and retention initiatives, Stephanie and LM&O will develop marketing plans with promotional campaigns and programs for the #88/National Guard car. Once plans are approved by ARNG and HMS, the team will schedule and coordinate the driver production days/photo shoots with HMS and our production team and subcontractors. Early planning is necessary to ensure we meet the market needs of NASCAR licensees to produce the upcoming season's media and licensed merchandise.

The NASCAR account support is ongoing with Stephanie planning, coordinating and organizing all driver appearances and special initiatives with the race team; managing day-to-day requests and tasks and keeping ROI analysis updated for ad hoc reporting to ARNG. Stephanie working with Amanda will also coordinate the trackside hospitality and recruiting activities and interactive mobile recruiting display for the activation events for the 2013 season. Trackside activation and MRD is not included in this proposal along with all on-site coordination with the venue and the hosting local recruiters is managed within the NASCAR program to ensure consistency of approach.

Design and Graphics Coordination Labor. The Docupak, LM&O and Hendrick designers work with Stephanie to conceptualize and design the creative look and feel for the upcoming NASCAR season. This

includes the primary/co-primary strategic placement of the National Guard logo and URL on the #88 driver and crew apparel, race cars, support equipment, NASCAR merchandise trailers, and other marketing and promotional materials as applicable. Stephanie will manage the Docupak effort for the design, development and approval process and provide insight and facilitate all the supporting elements, e.g., photo shoots, driver appearances, and licensing merchandise.

“At Track” Coordination. Trackside activation requires coordination with the race venue for selection of display location, facilitation of credential requests for guests/COIs/VIPs, establish execution schedules, and allocate grandstand tickets for guests. Trackside activation requires coordination with state Recruiting and Retention Non-Commissioned Officers (RRNCO). Any ARNG driver appearance requests either “in market or out of market” must be coordinated with HMS to establish approved location and schedule.

Docupak “at track” representatives will be the on-ground POCs for trackside activation. Responsibilities include facilitating all last minute requests; host and escort guests/VIPs, help guests obtain credentials, give guided pit and garage tours, conduct briefings on program essentials, coordinate MET support labor, and coordinate any last minute schedule changes with team/track/recruiters/COR. Stephanie or Amanda will work with the recruiters and their guests (potential recruits and COIs) coordinating their credentials and assisting in the day’s activities.

Docupak’s marketing staff will provide all the pre-event coordination for trackside activations based on the following milestones.

- 3 Months out (Notification Phase): Begin initial communication with state marketing NCO. Identify event POC for interactive trackside display activation plan. Identify how the state would like to use the nationwide race to expand the local activation. Develop initial plan for guests, e.g., RSP Warriors, ROTC cadets, or Centers of Influence (COI).
- 4-6 Weeks out (Preparation and Promotion Phase): Follow-up conference call between state, NGB and Docupak. Confirm details with the hosting state for ITD workers and state guest list for nationwide race. Docupak begins coordination on the Mission Zone NASCAR ticket packages.
- 2-3 Weeks out (Confirmation Phase): Final conference call between state, ARNG, LM&O and Docupak to confirm ITD worker roster, finalize state guest list for the nationwide race. Docupak will finalize the guest list for the Sprint Series race with the recruiting and retention NCO that ordered NASCAR ticket packages on Mission Zone.
- 1 Week out (Movement- Maintenance Phase): Send the state the final timeline for the ITD and MRD events, Docupak sends final event schedule to all RRNCOs who purchased MZ ticket packages and also provide the final guest list to NGB and “at track” staff representative for final review/approval. Execute conference call with state POC if needed/requested.
- Week of (Execution Phase): Set up and safety checks for all equipment.

5.0 TASKING/DELIVERABLES

LM&O has a long standing relationship working with Docupak on key ARNG marketing initiatives. This relationship will enable the NASCAR Program continued success in developing and negotiating the sponsorship agreement terms with HMS and car #88 in NASCAR’s Sprint Cup Series for 2012 race season. Our goal is the maximum number of ARNG primary and co-primary races. All graphics, logos, and creative artwork developed for the 2012 NASCAR season will be used in media placement on sponsored equipment and RPIs. All strategies, creative work, and materials will be submitted to the Government for approval at a time specified by the ARNG.

5.1 Contractor Activities

Sponsorship management does not begin with the start of the racing season, nor does it end at the final race. The NASCAR season runs February through November with 36 point races; however Docupak begins coordinating and negotiating sponsorship agreement terms each spring for the next year's season. Docupak has over eight years experience managing the ARNG participation in the NASCAR Sprint Cup series. Each season, Docupak seeks out the most advantageous terms for team and driver selection, the number of primary and co-primary advertising races, driver appearances, and added value elements.

LM&O and Docupak will coordinate to conduct a post-award meeting within ten (10) business days of the task award date to discuss execution of the program, including the steps, processes, key milestones, and other objectives required for program success. At the meeting, we will provide a current copy of the required monthly report for approval by the Contracting Officer's Representative (COR). We will provide After Action Report (AAR) information to LM&O within 24 hours after the meeting, which defines the responsibilities discussed and assigned.

Docupak is proposing Hendrick Motorsports (HMS) with driver Dale Earnhardt Jr. (Dale Jr) as the best-value sponsorship agreement for the ARNG. We have best practices in place to successfully execute the program.

5.2 NASCAR Media

LM&O and Docupak will work with HMS in outlining the sponsorship terms for the number of races and driver appearances, affiliate partners, and added value elements. This proposal along with an evaluation of the anticipated ROI is presented to the ARNG leadership for final decision. Hendricks Motorsports, with Dale Earnhardt Jr. as the ARNG driver has provided the ARNG a consistent ROI value of over 150% each year. Docupak will oversee all efforts taking advantage of existing programs as well as establishing new media outlets to generate excitement and awareness. Our approach is based on our strong past performance in this area, as well as our teaming relationship with HMS. Within our firm fixed price contract we will develop, produce, and execute a comprehensive marketing plan supporting all of the recruiting and retention goals for the National Guard. Our proven approach incorporates the following elements:

- Primary sponsorship for the #88 team for 20 races including the Daytona 500
- Co-Primary sponsorship for the #88 team for 18 races
- Branding, including the National Guard logo and call to action URL on the #88 team equipment and driver and team uniforms as provided during the 2021 race season
- Ensure driver is wearing co-branded National Guard apparel and mentioning sponsor during media interviews
- Negotiate terms of partner relationships and provide recommendations to ensure ARNG is getting optimal amount of exposure through cooperative marketing efforts
- Develop a comprehensive digital media plan leveraging the NASCAR program through interactive web promotions on the National Guard's racing website
- Create a synergy plan with NASCAR partners to drive more traffic to the ARNG recruiting site
- Develop promotions, special features and fan club offerings
- Branding on HMS Associate Sprint Cup teams with branding on the uniform upper chest and on team transporters and pit equipment

- Use of promotional likeness of all HMS full-time Sprint Cup drivers, as approved by HMS

Throughout the race season, media plans are updated and revised according to the ARNG recruiting and retention initiatives. Once events and media plans are confirmed, Stephanie will continually engage the HMS PR representative and NASCAR media for enhanced branded coverage - her activities include:

- Scripting talking points, media blurbs, and press alerts and releases
- Facilitating any media requests and provide media with proper ARNG media kit material, upon
- Planning and coordinating press conferences with driver/talent, and provide all affiliate partners with digital and print media creative/distribution plan prior to the event
- Continuing to explore new ways to enhance site features and social media interaction during season
- Coordinating and exploring PR opportunities with team, driver, states and relevant NASCAR media outlets
- Working with television networks to develop story ideas and coverage for ARNG
- Ensuring all ARNG media marketing materials are displayed/set out at respective venues
- Ensuring driver and media network reps have ARNG media kit info, talking points, and are prepped for event
- Overseeing scheduled digital media support and activation is implemented on deliverable dates

Docupak working with HMS, will establish an ARNG-focused High School Outreach program during the sponsorship term. Docupak will present four COAs with the inclusion of two in the final program execution. In support of the program, HMS shall provide:

- Program-related content and messaging
- Developmental pit crew personnel for the National Guard's high school outreach program to appear with Guard recruiters at select high schools (namely ones that have been inaccessible in the past) in race markets. HMS will absorb all daily pit crew personnel pay rates and travel expenses related to race market travel.
- Provide access to other HMS personnel, such as pit crew coaching staff and engineering personnel to provide content and programming for NG high school outreach effort.

The NASCAR program does not stand alone as a media venue. To ensure optimal return on the National Guard's advertising investment, Docupak will integrate the ARNG mobile marketing force into the Marketing Plan. The integration plan will include the NASCAR Communication Plan for trackside activation and recommendation of Mobile Event Team (MET) assets to further enhance the program reach with the target market.

5.3 RPIs & Licensed Merchandise

Merchandising is a key factor for the ARNG ROI value. Docupak will coordinate and produce the RPIs and marketing materials for the ARNG based on the distribution plan approved by the NGB program manager. Once the photo shoot is complete, updated imagery and material is distributed to NASCAR licensees to use/include in the upcoming season's media and licensed merchandise.

Docupak will design materials and oversee production and distribution according to the NGB approved plan. The promotional items' plan will consider the design, the effectiveness within the marketplace, the inventory required for on-site activation events, mobile event support to the states, and Mission Zone (MZ) "sales" for the recruiting commands at local events. Facilitate movement of merchandise and other program marketing materials between Docupak, HMS, ARNG, and states. Replenish trackside

activation with RPIs when needed, and manage day-to-day sales order requests from NGB and/or states. Distribute promotional materials to guests at track and at driver appearance events.

The 2013 NASCAR RPI list is not yet developed or ARNG approved; however, Docupak anticipates the list to include the following:

- Baseball Caps
- Posters (24x36)
- Branded Lanyards
- Hero Cards (8x12)
- High School Program promotional materials
- T-Shirts
- Bumper stickers, round (3x3)
- Plastic Bags, Clear
- NO. 88 1:24 HOTO Die-Cast Replica Cars
- HS program awards

5.4 Mobile Recruiting Display (MRD) and Trackside Support

Providing professional, administrative and technical services for production and materials in support of the ARNG initiatives and assigned missions related to the MRD systems. The display and equipment branding will reflect the FY13 Advertising and Marketing Campaign and the 2013 NASCAR scheme. The FY13 MRD structure consists of contractor equipment and display materials, labor to provide all encompassing service, coordination and logistical items to execute the program.

- Contractor MRD equipment supporting the FY13 NASCAR Racing Season:
 - This proposal includes all fuel, maintenance, upkeep (both equipment and personnel wise) to sustain the MRD for 20 races through the period of performance
 - Provide a variety of marketing tools such as branded vehicles, personnel uniforms, signage and other highly visible aids ensuring national brand exposure
 - Advertising the Guard's recruiting website, www.NATIONALGUARD.com thru extensive display of branded vehicles, wearables, printed materials, audio and visual aids and recruiting promotional items (RPIs) that are provided by the government
 - Execute all elements of the events scheduled on Strength Maintenance Management System (SMMS) which is the primary scheduling tool used by the ARNG mobile recruiting assets. These elements can include: coordinating with the state and other entities to identify appropriate events; assist the requesting organizations in making their online requests; scheduling appropriate equipment and personnel to attend the events; coordinating with local POC attending the events; gathering all lead information; transmitting lead information to the designated follow up agency within 72hrs, and completing AARs for each event.
 - Promote the ARNG's diversity message by maintaining a workforce that is representative of the National Guard's stated personnel goals in the areas of gender, ethnicity and cultural orientation
- Provide trackside support for 20 Cup race events during the 2013 NASCAR season based upon the approved Cup schedule. Trackside activities will include the full race weekend with support for Nationwide and Truck Series events when co-located at the same track and during the same timeframe as the 20 Sprint Cup events. Docupak will coordinate with the hosting Racetrack to secure infield and public access space to adequately locate the MRD & ITD display equipment for recruiting venues. Docupak personnel will be onsite to assist the local RRF in the recruiting process of potential soldiers that are invited trackside.
 - Inside the track Docupak will rent space and provide mobile recruiting display (MRD) training center

- Hospitality services including catering for non-military guests of the MRD
- The public access space will include a National Guard recruiting display (funded under the MET contract)
- Appropriate Government furnished RPis shall be stocked for use in recruiting efforts.

This proposal does not include the ITD display equipment and support labor; however funding is budgeted for leasing public access space for the ITD or similar mobile system.

6.0 Management of Deliverables and Reporting

Our streamlined processes and procedures empower people appropriately at the project level to execute activities while maintaining a clear line of accountability through the program level. Our management processes and related procedures (structure, assignment of accountability, escalation of problems, risk mitigation, and operational methodologies), and align with our Quality Control Plan to promote continuous optimization. These processes are the catalyst for managing deliverables and reporting at the project level.

Docupak's program-level operational methodology – is to analyze, plan, design, implement, and evaluate and is directly aligned with the pre-event, event, and post-event planning cycle. This alignment produces the plans and procedures that drive success at the project level while providing management direction and coordination across all sponsorship programs for consistency of deliverables and reporting.

Using our proven management practices, Docupak will meet all deliverable and reporting requirements for this task order as summarized in **Figure 3**. The Docupak Senior Business Manager works with the task order project manager for completion of all deliverables and reports.

Figure 3. Task Order Deliverables. *Our proven management practices enable accurate and timely reporting to meet or exceed all performance standards.*

Deliverable	Summary of Requirement
Monthly Status Report	<ul style="list-style-type: none"> ▪ 15th business day of the month ▪ Softcopy, hardcopy
Post-award Meeting	<ul style="list-style-type: none"> ▪ Conduct meeting 10 days after task order award
Post-award Meeting AAR	<ul style="list-style-type: none"> ▪ Submit AAR no later than twenty-four (24) hours after the post-award meeting ▪ Softcopy, hardcopy
QA/QC Plan	<ul style="list-style-type: none"> ▪ Included with this proposal, updated as needed after contract award
Transition Plan	<ul style="list-style-type: none"> ▪ N/A - LM&O to subcontract with the incumbent Docupak
Customer Satisfaction Survey	<ul style="list-style-type: none"> ▪ Survey delivered to the COR 90 days after task order award; provide survey results NLT 120 days on completion of survey ▪ Softcopy, hardcopy
Comprehensive Marketing Plan	<ul style="list-style-type: none"> ▪ 30 days after task order award ▪ Softcopy, hardcopy
ARNG Sponsorship Agreement	<ul style="list-style-type: none"> ▪ As designated by the Government ▪ Softcopy, hardcopy

7.0 CONTRACT MANAGEMENT AND OVERSIGHT REQUIREMENTS

Docupak provides a management and oversight structure that ensures management, control, leadership, training, quality, and cost control that will be exercised in the execution of this contract. Docupak lead capture data for the NASCAR program will be through the NASCAR themed mobile recruiting systems with MET Personal Survey equipment and through the microsite lead card captures. External NASCAR themed advertisements and www.NATIONALGUARD.com referrals are tracked through a third party outside of Docupak governance. All NASCAR themed campaigns will be loaded into the Campaign Management Portal (CAMPO), each campaign activities will be coordinated through the ARNG POC performance metrics of type and frequency of reporting.

Performance Objectives	Performance Standards and AQL	Method of Performance Assessment
Plans and Reports	Provide deliverable reports within the established due date: Monthly Report; Quality Assurance/Control Plan; Customer Satisfaction Survey; and comprehensive Marketing Plan. A report of the summary of tasks accomplished, critical actions/issues, problems/issues encountered and program recommendations. Min AQL - 100% or required fulfilled Milestone Due – As directed in the deliverable table	Inspection Reports
Meetings	Outline deliverables and deadlines for the contract awarded. Confirm POC and project team members. Fill 100% of personnel and any vacant positions within 15 days thereafter. Min AQL - 100% or required fulfilled Milestone Due - within 10 days of contract award	Feedback Reports
Sponsorship Agreement	Provide Advertising on HMS #88 NASCAR Team and provide design artwork, graphics, photography, logo/brand positioning, and Copyright/Property Rights. Branding of the team apparel with the ARNG logo and call to action. Min AQL - 100% or required fulfilled Milestone Due – Ongoing	Inspection

Billing Schedule

- Sponsorship/Media costs (including handling fee) will be invoiced 100% in advance at the time of task order award and prior to the first event
- RPI costs will be billed 50% in advance and remaining 50% when items are delivered
- ODCs will be invoiced as charges are incurred

PRICING

NASCAR 2013 – Initial Funding Required for Program Coordination & Development				
	Description	Rate	Quantity	Total
0001	MEDIA			
	Sponsorship			
	2013 Media Planning/Graphics/Public Relations	\$275,000.00	1 LS	\$275,000.00
	Team/Crew/Driver Uniforms	\$550,000.00	1 LS	\$550,000.00
	Team Support Services	\$1,050,000.00	1 LS	\$1,050,000.00
	HMS Facility Displays	\$60,000.00	1 LS	\$60,000.00
	Pit Equipment Branding	\$32,000.00	1 LS	\$32,000.00
	Merchandise Management	\$48,500.00	1 LS	\$48,500.00
	Pit Wall Banners	\$7,000.00	1 LS	\$7,000.00
	Transporter Usage	\$275,000.00	1 LS	\$275,000.00
	Unlimited Off Track Image Rights of Driver	\$600,000.00	1 LS	\$600,000.00
	Primary Advertising in 20 races (18 Associate Advertising races)	\$22,852,500.00	1 LS	\$22,852,500.00
	Subtotal Sponsorship			\$25,750,000.00
	Misc Program Support			
	MRD & Trackside – Deposit required to secure the MRD assets and lock in locations for the beginning of the race season. Total requirement is \$1,100,000 - Balance to be funded prior to the start of the 2013 race season.	\$550,000.00	1 LS	\$550,000.00
	High School Outreach Program – Includes program development, production and implementation plan for 1 technical and 1 general concept – this does not include program RPis or tactical materials.	\$428,000.00	1 LS	\$428,000.00
	Program Management – required labor for the planning and development of the HS Outreach Program. Total requirement is \$587,767.28 – Balance to be funded prior to the start of the 2013 race season.	\$29,977.64	1 LS	\$29,977.64
	Subtotal Misc Program Support			\$1,007,977.64
	TOTAL INITIAL FUNDING - FFP			\$26,757,977.64
NASCAR 2013 – Secondary Funding Required before 2013 Race Season - Program Execution				
	Description	Rate	Quantity	Total
0002	MEDIA			
	Misc Program Support			
	MRD & Trackside – Balance Due - Mobile Recruiting Display (M	\$550,000.00	1 LS	\$550,000.00
	Program Management - Balance Due - Execution of NASCAR Med	\$557,789.73	1 LS	\$557,789.73
	Media Account for race season Activations and Promotions	\$500,000.00	1 LS	\$500,000.00
	Subtotal Misc Program Support			\$1,607,789.73
0003	OTHER			
	RPis - Budget requirement Only	\$800,000.00	1 LS	\$800,000.00
	ODC & Travel – Misc trackside support to include but not limite	\$500,000.00	1 LS	\$500,000.00
	Handling Fee	\$296,657.97		\$296,657.97
	Subtotal Other			\$1,596,657.97
	SUBTOTAL Secondary Funding			\$3,204,447.70
	GRAND TOTAL - 2013 NASCAR Prgoram			\$29,962,425.34

Section B - Supplies or Services and Prices

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001	NASCAR 2013 Sponsorship	4,375,341.94	Cost	\$1.00	\$4,375,341.94
EXERCISED OPTION	FFP The purpose of the associated cost is to cover the following IAW the proposal dated 29 June 2012: 2013 Media Planning/Graphics/Public Relations; Team/Crew/Driver Uniforms; Team Support Services; HMS Facility Displays; Pit Equipment Branding; Merchandise Management; Pit Wall Banners; Transporter Usage; Unlimited Off Track Image Rights of Driver. FOB: Destination PURCHASE REQUEST NUMBER: 0010195177				
				NET AMT	\$4,375,341.94
	ACRN AA CIN: GFEB001019517700001				\$4,375,341.94
4002	Media Placement	2,028,000.09	Cost	\$1.00	\$2,028,000.09
EXERCISED OPTION	FFP To provide non-personal service for media and advertising placement in accordance with the discrete elements as addressed in the SOW. FOB: Destination PURCHASE REQUEST NUMBER: 0010195177				
				NET AMT	\$2,028,000.09
	ACRN AA CIN: GFEB001019517700002				\$2,028,000.09

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003		1,596,657.97	Cost	\$1.00	\$1,596,657.97

EXERCISED
OPTION

ODCs
T&M

To provide non-personal service for ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. The contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price. All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). No other charges of any type shall be applied to travel.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010195177-0001

TOT ESTIMATED PRICE \$1,596,657.97

CEILING PRICE

ACRN AB \$1,596,657.97

CIN: GFEB001019517700003

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4004		21,874,500	Cost	\$1.00	\$21,874,500.00

EXERCISED
OPTION

Additional Funding-Media Placement
FFP

The purpose of this CLIN is to provide additional funding in support of Media Placement.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010238532-0002

NET AMT \$21,874,500.00

ACRN AA \$21,874,500.00

CIN: GFEB001023853200001

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4005		87,925.34	Cost	\$1.00	\$87,925.34 NTE

EXERCISED
OPTION

Additional ODCs
T&M

To provide non-personal service for ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. The contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price. All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). No other charges of any type shall be applied to travel.

FOB: Destination

PURCHASE REQUEST NUMBER: 0010238532-0002

TOT ESTIMATED PRICE \$87,925.34 NTE

CEILING PRICE

ACRN AA \$87,925.34
CIN: GFEB001023853200002

Section C - Descriptions and Specifications

STATEMENT OF WORK



NASCAR 2013

**Statement of Work
(SOW)**

Version 1.0

21 JUNE 2012

Prepared By

**CPT Micah Smith
Marketing Officer
ARNG-GSS-A**

1. BACKGROUND The Headquarters of the Army National Guard (ARNG) Guard Strength Sustainment Division has participated in a national Motorsports program since 2003. The intent of this requirement is to continue the existing NASCAR Sprint Cup advertising program by partnering with Hendrick Motorsports (HMS) and the #88 car driven by Dale Earnhardt Jr. The Government's desire is to capitalize on its past success with brand association, brand equity, and to continue branding the ARNG on HMS and #88 assets.

2. SCOPE The contractor shall provide professional, administrative, and technical services plus equipment and materials for the motorsports marketing plan with HMS. The contractor shall be responsible for coordinating and facilitating all agreements necessary to meet the requirements of the NASCAR program. The marketing plan will leverage the partnership with HMS and #88 to increase brand awareness, association, and impressions.

3. OBJECTIVE This program's objective is to promote the ARNG through advertising and marketing media outlets within the NASCAR industry. The ARNG advertising initiatives are to reinforce and build upon the existing platform to effectively increase the reach and frequency of interactions with the target demographic both through media and human interaction. All work is to be in accordance with current marketing campaign materials, stated ARNG-GSS motorsports SOP, and all applicable Federal laws, and state and local environmental regulations.

3.1. Level of Effort (LOE) The Government seeks a contractor methodology that provides unparalleled success in meeting the recruiting requirements of this Statement of Work (SOW), while providing excellent leadership, management, and supervision.

3.2. Place of Performance The task order will be based out of the following location:

Army National Guard
AHS2
111 S. George Mason Drive
Arlington, VA 22202

Performance of this task order will be at Government-designated, authorized locations throughout the 54 States and Territories. The Government reserves the right to modify the place of performance based on operational demand.

4. PERSONNEL REQUIREMENT The contractor shall provide qualified, trained, equipped, and motivated personnel to perform the program operations, representing the ARNG in accordance with their proposal. It is the contractor's responsibility to recruit, train, equip, and retain competent individuals that will project a positive image of the ARNG. All experience claims shall be researched and verified by the contractor. Prior to employment, the contractor shall subject all representatives to a background investigation to verify the absence of adverse information that may be deemed unacceptable to the contractor or the personnel.

4.1. Key Personnel The Government considers a maximum of two (2) personnel critical to the success of this task order, and they are therefore considered “Key Personnel.” The key personnel are the individual(s) responsible for the contract oversight within the Offeror’s corporate headquarters and the Contract Manager (CM). These individual(s) will be identified by phone, e-mail, and address in the contractor’s QA/QC plan.

4.1.1. Contract Manager (CM) The contractor shall provide a CM who shall be responsible for the performance of the work. The name of this person and an alternate, who shall act for the contractor when the manager is absent, shall be designated in writing to the Contracting Officer (KO) and designated as key personnel to this task order. The CM or alternate shall have full authority to act for the contractor on all matters relating to daily operations. The contractor’s CM will be responsive to the Program Management Office’s (PMO) representative assigned to their task order, provide the required information and data that will determine performance objectives achieved and value results. This will be provided to the Government in accordance with the SOW and terms of the base contract.

5. TASKING/DELIVERABLES Any taskings/deliverables defined in this SOW shall be submitted under official company letterhead and signed by the designated company representative.

5.1. Contractor Activities

5.1.1. Conduct a post-award meeting within ten (10) business days of the task award date. The meeting will introduce the Government to the members of the contractor team responsible for execution of the program. The contractor shall address the steps, processes, key milestones, and other objectives intended to complete the program successfully. The contractor shall distribute an After Action Report (AAR) within 24 hours after the meeting to the Government that will define the responsibilities discussed and assigned. The contractor will confirm the POC. The contractor will also submit a sample of the required monthly report for approval by the Contracting Officer Representative (COR) at the post-award meeting.

5.2. Contractor Deliverables

5.2.1. The contractor shall develop and negotiate the partnership strategy with HMS. The contractor will seek to maximize the number of ARNG primary races to the fullest extent possible. The contractor shall develop all graphics, logos, and creative artwork for use in media placement on equipment and RPIs. All strategies, creative work and materials must be submitted to the Government for approval at a time specified by the ARNG Program Manager.

5.2.1.1 MEDIA PLACEMENT. The contractor shall develop a media placement program in conjunction with HMS to brand race equipment and uniforms. Media placement program will be submitted to the ARNG Program Manager for approval prior to execution and will include at a minimum:

- Primary (Alpha) sponsorship for 20 races of the #88 car, to include the Sprint Cup Series “Daytona 500”

- Co-primary (Bravo) sponsorship for 18 races of the #88 car
- Primary/Co-Primary strategic placement of National Guard logo and call to action URL on all sponsored racing equipment, uniforms, and B-post
- National Guard branding on all HMS associate team drivers, uniforms, equipment, and B-post
- Promotional use of the likeness of all HMS associate team drivers
- Continuation of current rights, services, and branding as provided under the 2012 ARNG NASCAR Program
- Development of graphic logos and creative artwork for special paint schemes as determined by ARNG Program Manager.
- Development and production of web banners and creative artwork for use on all web related promotions and advertising.

5.2.1.2. The contractor shall plan and implement a professional photo shoot of the driver, pit crew, and race car, as well as other National Guard-branded equipment as determined by the ARNG Program Manager. ARNG shall have the rights to use all photos and likeness of the driver, team, and equipment in production of creative materials.

5.2.1.3. The contractor shall plan and implement with HMS an ARNG-focused High School Outreach Program. Program will include appearances of HMS drivers, pit crews, coaching staff, and engineers in support of recruiting efforts as determined by the Chief, ARNG-GSS-A.

5.2.1.4 The contractor shall propose media awareness events to re-enforce ARNG's relationship with race team, driver, and co-sponsors.

5.2.1.5. The contractor shall maximize advertisement through placement of ARNG banners on all the team's websites and their social media outlets. Advertisement will include creation of a hyperlink from the team website to the ARNG Recruiting site, with proper ARNG branding and visibility.

5.2.1.6 The contractor shall submit for approval NASCAR event credential requests for guests as determined by the ARNG Program Manager.

6. MANAGEMENT OF DELIVERABLES AND REPORTING The contractor shall be responsible for creating, maintaining, archiving, and disposing of only those Government records and reports required by the SOW and specific task order. The contractor shall provide the KO/COR or authorized representative access to all records, data, and facilities used in the performance of the anticipated services. The contractor will maintain all records of performance in accordance with the Defense Contract Audit Agency requirements and additional guidance by the KO.

All information concerning the data developed under this SOW shall be property of the United States Government. The contractor shall not publish or disclose such data or reports in any manner and understands that such data can only be released with the consent of the ARNG-GSS.

The contractor shall be responsible for adhering to all public safety laws and regulations as required by the different counties and states (Fire extinguishers, signs, etc.).

6.1.1. Monthly Status Reports A written report shall be submitted monthly to the COR and PMO no later than the 15th business day of every month. The monthly status report will consist of the following:

6.1.1.1. Summary of financial data to include hours and costs expended for the month and execution to date. The contractor shall itemize monthly costs, breaking down hours worked, travel expenses, and reimbursable expenses. The contractor shall organize this information by Contract Line Item Number (CLIN) and differentiate tasking costs. The ODC section of this report must be developed in detail. The COR or approved Government representative will provide more information/direction at the post-award meeting.

6.1.1.2. Summary of tasks accomplished, critical actions/issues, problems/issues encountered and program recommendations.

6.1.1.3. Summary of ARNG's return on investment (ROI) data will be collected using NASCAR industry standard methods and other third party companies.

6.1.1.4. Other information as directed by the Government.

6.2. Quality Assurance/Quality Control (QA/QC) Plan The contractor shall develop and maintain an effective quality control program in accordance with their approved management oversight plan to ensure services are performed as described in the SOW. The contractor shall develop and implement procedures to identify, prevent and ensure non-recurrence of defective services. The contractor's quality control program is the means to assure the work complies with the requirements of the task order. An initial QA/QC Plan shall be provided as part of the Offeror's proposal and will be updated within thirty (30) days of task order award based on the Government's input and review.

6.3. Transition Plan (TP) The Offeror shall include a draft incoming TP. The TP will include risk reduction methodology, transition of historic data, technical documentation, staffing methodologies, inventory, and transfer of any Government Furnished Equipment (GFE) and Government Furnished Information (GFI) for approval by the Government. The TP is to be executed within the first thirty (30) days after task order/contract award. The TP will be provided as part of the Offeror's proposal and is included within the page limitations. In the event that there was a different previous contract provider, the plan will describe in detail the transition of the contract responsibilities from one contractor to another. The TP will also include any other necessary information as directed by the Government during the post-award meeting.

6.4. Customer Satisfaction Survey (CSS) Within the first ninety (90) days of task order award, the contractor will provide an electronic CSS to the COR to determine satisfaction of provided services. A briefing will be conducted no later than 120 days after completion of the survey. Subsequent surveying will be accomplished as directed by the Government.

6.5. Quality Assurance (QA) The Government shall evaluate the contractor's performance under this task order in accordance with the Quality Assurance Surveillance Plan (QASP). The QASP is focused on what the Government must do to ensure that the contractor has performed in accordance with the SOW. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum Acceptable Quality Level(s) (AQL).

6.6. Comprehensive Marketing Plan The contractor shall develop a Comprehensive Marketing Plan with guidance from the Government POC at the post-award meeting. This plan will be submitted for review 30 days after task order award.

7. CONTRACT MANAGEMENT AND OVERSIGHT REQUIREMENTS Offeror will propose a management and oversight structure that ensures sufficient management, control, leadership, training, quality, and cost control that will be exercised in the execution of the task order.

7.1. Period of Performance (POP)

7.1.1. This task order will run from the award date for a period lasting no longer than 365 days as the first base year with the Government reserving the right to exercise two (2) option years.

7.1.2. The contractor will provide a proposal for the base period and two (2) option years .

7.1.3. In the event that funds are depleted, the contractor will give the COR and KO a sixty (60) day notice of the impending shortfall.

7.2. Staffing Provisions

7.3. Personnel will wear approved, appropriately branded/sponsored uniforms and provide timely, clean/operable event equipment, signage, and materials capable of making the unit self-sustaining at all approved events.

7.4. The contractor will settle disputes with employees to protect the Government's mission accomplishment.

7.5. The contractor will provide internal training for employees to ensure a professional image is maintained. This includes technical expertise, grooming, and people skills. The contractor shall manage all day-to-day activities of employees to ensure the Government's investment is maximized.

7.6. The contractor will brief ARNG leadership, KO, COR, and the GSD Program Management Office (PMO) representative as directed by the KO/COR quarterly on the project's progress, problems, budget expenditures, and plans.

7.7. The contractor will provide complete budget documentation for all contractor expenditures related to this task order to ARNG-GSS, upon request.

8. TYPE OF CONTRACT This is a non-personal service, firm-fixed price contract (FFP).

ACRONYMS

ARNG	Army National Guard
AQL	Acceptable Quality Levels
CSS	Customer Satisfaction Survey
CLIN	Contract Line Item Number
CM	Contract Manager
COR	Contracting Officer Representative
DoD	Department of Defense
FAR	Federal Acquisition Regulation
FFP	Firm-Fixed Price
GFE	Government Furnished Equipment
GSS	Guard Strength Sustainment
HMS	Hendrick Motorsports
IPR	In Progress Review
KO	Contracting Officer
LOE	Level of Effort
NLT	No Later Than
PMO	Program Management Office
POC	Point of Contact
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QA/QC Plan	Quality Assurance/Quality Control Plan
QCP	Quality Control Plan
RR	Recruiting and Retention
SOW	Statement of Work

**PERFORMANCE REQUIREMENTS SUMMARY
(WORK BREAKDOWN STRUCTURE)**

PERFORMANCE REQUIREMENTS, TASK AND DELIVERABLES

NASCAR 2011

TABLE 1: DELIVERABLES

	ITEM	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	Monthly Report	15th business day of the month	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
2	After Action Report	No later than twenty-four (24) hours after the post-award meeting	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
3	Quality Assurance/Quality Control Plan	Included with Offeror's proposal; updated within 30 days of task order award based on the Government's input and review	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
4	Customer Satisfaction Survey	Survey delivered to the COR 90 days after task order award; Survey results provided NLT 120 on completion of survey.	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy
5	Comprehensive Marketing Plan	30 days after task order award	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy

6	ARNG sponsorship agreement and all things incidental to its fulfillment	As designated by the Government	The Government will review and approve, or direct changes within 10 days of delivery.	Softcopy, Hardcopy, items, creative, etc.
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TABLE 2: PERFORMANCE STANDARDS

	CATEGORY	DELIVERABLES AND ACTIVITIES	PERFORMANCE STANDARDS	MIN AQL	MILESTONES/ INTERVALS	MONITORING METHOD
1	Plans and Reports	Monthly Report; Quality Assurance / Control Plan; Customer Satisfaction Survey, Comprehensive Marketing Plan	All required content included in the documentation and delivered on time	100% compliance	As indicated in the Deliverables table	Inspection, Reports
2	Meetings	Post-award meeting	All required content included and performed on time	100% compliance	Post-award meeting: 10-days after task order award	Inspection
3	Sponsorship agreement	All items listed in the Taskings/Deliverables section	All documents and requirements incidental to the development of an Advertising Agreement	100% compliance	As indicated in the Taskings/Deliverables section	Inspection

Section E - Inspection and Acceptance

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government
4003	Destination	Government	Destination	Government
4004	Destination	Government	Destination	Government
4005	Destination	Government	Destination	Government

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government
4003	Destination	Government	Destination	Government
4004	Destination	Government	Destination	Government
4005	Destination	Government	Destination	Government

Section F - Deliveries or Performance

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
4001	POP 10-JUL-2012 TO 29-NOV-2013	N/A	SEE SCHEDULE FOR ADDRESS SEE SCHEDULE FOR ADDRESS SEE SCHEDULE VA 22201 FOB: Destination	W56R0K
4002	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4003	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4004	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4005	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
4001	POP 10-JUL-2012 TO 29-NOV-2013	N/A	SEE SCHEDULE FOR ADDRESS SEE SCHEDULE FOR ADDRESS SEE SCHEDULE VA 22201 FOB: Destination	W56R0K
4002	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4003	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4004	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K
4005	POP 10-JUL-2012 TO 29-NOV-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	W56R0K

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: 021201220122065000044343424Z0040088906 6100.9000021001
COST CODE: A1835
AMOUNT: \$28,365,767.37
CIN GFEBS001019517700001: \$4,375,341.94
CIN GFEBS001019517700002: \$2,028,000.09
CIN GFEBS001023853200001: \$21,874,500.00
CIN GFEBS001023853200002: \$87,925.34

AB: 021201220122065000044343424Z0040088906 6100.9000021001
AMOUNT: \$1,596,657.97
CIN GFEBS001019517700003: \$1,596,657.97

FUNDING

CONTRACT ADMINISTRATION DATA

021201220122065000044343424Z0040088906 6100.9000021001
COST CODE: A1835
AMOUNT: \$8,000,000.00
CIN GFEBS001019517700001: \$8,000,000.00

WAWF INSTRUCTIONS

1. GOVERNMENT CONTRACTING PERSONNEL:

- a. The Contracting point(s) of contact for this contract will be the following:
- b.

Contract Specialist:

CPT Aaron Weddle

aaron.weddle@us.army.mil

Office: 703-607-0983

Address:

National Guard Bureau (NGB-ZC-AQ)

111 South George Mason Drive

Arlington, VA 22204-1382

- c. All contracting actions and/or correspondence should be forwarded through the COR appointed in the contract schedule.

2. CONTRACTING OFFICER'S REPRESENTATIVE (COR):

- a. The Contracting Officer has appointed the following individuals as the primary and alternate COR for this contract:

Primary COR:

CPT Micah R. Smith
111 South George Mason Drive
Arlington, VA 22204-1382
Micah.R.Smith@us.army.mil
Office: 1-703-607-5789

Address:

NGB-ARNG-GSS
111 South George Mason Drive
Arlington, VA 22204-1382

- b. The COR will act as the Contracting Officer's representative for technical matters, providing technical direction and discussion as necessary with respect to the specification or statement of work, and monitoring the progress and quality of the contractor's performance. The COR is NOT an Administrative Contracting Officer (ACO) and does not have authority to take any action, either directly or indirectly, that would change the pricing, quantity, quality, place of performance, delivery schedule, or any other term and condition of the contract, or to direct the accomplishment of effort that goes beyond the scope the statement of work in the contract.
- c. When, in the opinion of the contractor, the COR requests efforts outside the existing scope of the contract, the contractor shall promptly notify the contracting officer in writing. The contractor under such direction shall take no action until the contracting officer has resolved the issue or has otherwise issued a modification to the contract.
- d. In the absence of the Primary COR named above (due to reasons such as leave, illness, and official travel), all responsibilities and functions assigned to the Primary COR shall be the responsibility of the Alternate COR (if appointed) acting on behalf of the Primary COR.

3. ACCOUNTING FOR CONTRACT SERVICES:

The Secretary of the Army has implemented Accounting for Contract Services. This initiative has been put in place to obtain better visibility of the contractor service workforce. The Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) have implemented guidance to comply with this DoD Business Initiative Council (BIC) sponsored initiative. These contract reporting requirements are mandatory. By acceptance of this contract and performance under this contract, the contractor agrees to comply with these reporting requirements.

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collection site [Contractor Manpower Reporting (CMR) System] where the contractor will report ALL contractor manpower (including sub-contractor manpower) required for performance of this contract. The contractor is required to completely fill in all the information in the format using the following web address:

<https://contractormanpower.army.pentagon.mil>

The required information includes: (1) Contracting Office, Contracting Officer, Contracting Officer's Technical Representative; (2) Contract number, including task and delivery order number; (3) Beginning and ending dates covered by reporting period; (4) Contractor name, address, phone number, e-mail address, identity of contractor employee entering data; (5) Estimated direct labor hours (including sub-contractors); (6) Estimated direct labor dollars paid this reporting period (including sub-contractors); (7) Total payments (including sub-contractors); (8) Predominant Federal Service Code (FSC) reflecting services provided by contractor (and separate predominant FSC

for each sub-contractor if different); (9) Estimated data collection cost; (10) Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity; (11) Locations where contractor and sub-contractors perform the work (specified by zip code in the United States and nearest city, country, when in an overseas location, using standardized nomenclature provided on website); (12) Presence of deployment or contingency contract language; and (13) Number of contractor and sub-contractor employees deployed in theater this reporting period (by country). As part of its submission, the contractor will also provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period will be the period of performance not to exceed 12 months ending September 30 of each government fiscal year and must be reported by 31 October of each calendar year. Contractors may use a direct XML data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the web site. The specific formats for the XML direct transfer may be downloaded from the web site.

4. GENERAL INVOICE PREPARATION & SUBMITTAL INSTRUCTIONS:

- a. An invoice is a written and/or electronic request for payment under the contract for supplies delivered or for services rendered. In order to be proper, an invoice must include, as applicable, the following:
 - i. Name and address of the contractor
 - ii. Invoice Date
 - iii. Contract Number, or other authorization for supplies delivered or services performed (including order number and contract line item number)
 - iv. Name and address of contractor official to who payment is to be sent (must be the same as that in the contract or on a proper notice of assignment)
 - v. Name (where practical), title, phone number and mailing address of person to notified in the event of a defective invoice.
 - vi. Any other information or documentation required by other requirements of the contract (such as evidence of shipment)
- b. Invoices should match terms and CLIN structure of the contract for ease of payment by Defense Finance and Accounting Service (DFAS).
- c. Invoices shall be processed for approval and payment within 5 working days of the completion of work.
- d. Receipt of payments by a representative of the contractor's designated bank shall constitute a full accord and satisfaction of the Government's obligation under the contract to the extent of the amount of the payment made.
- e. This contract requires invoice submittal in accordance with Wide Area Workflow (WAWF). Submit one electronic original of all invoices to DFAS. **IMPORTANT:** DFAS must receive electronic submittal from the contractor in compliance with DFARS 252.232-7003. The COR(s) will certify all invoices for payment. For payment inquiries after submittal, please contact the DFAS Customer Service Desk or visit the Vendor Pay Inquiry System at the following web address:
<http://www.dfas.mil/money/vendor/>

5. WIDE AREA WORKFLOW INVOICE INSTRUCTIONS:

Contractor shall submit payment request using the following method(s) as mutually agreed to by the Contractor, the Contracting Officer, the contract administration office, and the payment office.

Wide Area Workflow (WAWF) (see instructions below)

Web Invoicing System (WInS)(<https://ecweb.dfas.mil>)

American National Standards Institute (ANSI) X.12 electronic data interchange (EDI) formats (<http://www.X12.org> and <http://www.dfas.mil/ecedi>)

Other (please specify) _____

DFAS POC and Phone: DFAS Indianapolis, (888) 332-7366 Option 2, option 2

WAWF is the preferred method to electronically process vendor request for payment. This application allows DOD vendors to submit and track Invoices and Receipt/Acceptance documents electronically. Contractors electing to use WAWF shall (i) register to use WAWF at <https://wawf.eb.mil> and (ii) ensure an electronic business point of contact (POC) is designated in the Central Contractor Registration site at <http://www.ccr.gov> within ten (10) calendar days after award of this contract/order.

Questions concerning payments should be directed to the Defense Finance and Accounting Service (DFAS) Indianapolis (PAYIDO) at (888) 332-7366, Option 2, option 2 or faxed to (877) 869-6304. Please have your purchase order/contract number ready when calling about payments.

You can easily access payment and receipt information using the DFAS web site at <http://www.dfas.mil/contractorpay.html>. Your purchase order/contract number or invoice number will be required to inquire about the status of your payment.

The following codes and information will be required to assure successful flow of WAWF documents.

TYPE OF DOCUMENT [Check the appropriate block]

- [Commercial Item Financing](#)
- [Construction Invoice](#) (Contractor Only)
- [Invoice](#) (Contractor Only)
- [Invoice and Receiving Report \(COMBO\)](#)
- [Invoice as 2-in-1 \(Services Only\)](#)
- [Performance Based Payment](#) (Government Only)
- [Progress Payment](#) (Government Only)
- [Cost Voucher](#) (Government Only)
- [Receiving Report](#) (Government Only)

[Receiving Report With Unique Identification \(UID\) Data](#) (Government Only)

UID is a new globally unique “part identifier” containing data elements used to track DoD parts through their life cycle.

[Summary Cost Voucher](#) (Government Only)

CAGE CODE: 3LRV4 DUN NUMBER: 931898969 TAX ID: _____
*ISSUE BY DODAAC: **W9133L***

*ADMIN BY DODAAC: **W9133L***

*INSPECT BY DODAAC: **W909UJ***

*ACCEPT BY DODAAC: **W909UJ***

*SHIP TO DODAAC: **W909UJ***

*LOCAL PROCESSING OFFICE DODDAC: **N/A***

*PAYMENT OFFICE FISCAL STATION CODE: **HQ0490***

EMAIL POINTS OF CONTACT LISTING: (Use Group e-mail accounts if applicable)

INSPECTOR: CPT Micah Smith
Michah.R.Smith@us.army.mil

ACCEPTOR: CPT Micah Smith
Michah.R.Smith@us.army.mil

RECEIVING OFFICE POC: CPT Micah Smith
Michah.R.Smith@us.army.mil

CONTRACT ADMINISTRATOR: patrick.staresina@us.army.mil

CONTRACTING OFFICER: patrick.staresina@us.army.mil

Section I - Contract Clauses

CLAUSES INCORPORATED BY REFERENCE

252.232-7003 Electronic Submission of Payment Requests and Receiving MAR 2008
Reports