

**WASTE AND ABUSE IN NATIONAL GUARD
SPONSORSHIP AND MARKETING CONTRACTS**

HEARING

BEFORE THE

SUBCOMMITTEE ON FINANCIAL AND
CONTRACTING OVERSIGHT

OF THE

COMMITTEE ON
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE

ONE HUNDRED THIRTEENTH CONGRESS

SECOND SESSION

MAY 8, 2014

Available via the World Wide Web: <http://www.fdsys.gov>

Printed for the use of the Committee on Homeland Security
and Governmental Affairs



U.S. GOVERNMENT PRINTING OFFICE

89-682 PDF

WASHINGTON : 2014

For sale by the Superintendent of Documents, U.S. Government Printing Office
Internet: bookstore.gpo.gov Phone: toll free (866) 512-1800; DC area (202) 512-1800
Fax: (202) 512-2104 Mail: Stop IDCC, Washington, DC 20402-0001

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

THOMAS R. CARPER, Delaware *Chairman*

CARL LEVIN, Michigan	TOM COBURN, Oklahoma
MARK L. PRYOR, Arkansas	JOHN McCAIN, Arizona
MARY L. LANDRIEU, Louisiana	RON JOHNSON, Wisconsin
CLAIRE McCASKILL, Missouri	ROB PORTMAN, Ohio
JON TESTER, Montana	RAND PAUL, Kentucky
MARK BEGICH, Alaska	MICHAEL B. ENZI, Wyoming
TAMMY BALDWIN, Wisconsin	KELLY AYOTTE, New Hampshire
HEIDI HEITKAMP, North Dakota	

GABRIELLE A. BATKIN, *Staff Director*

JOHN P. KILVINGTON, *Deputy Staff Director*

KEITH B. ASHDOWN, *Minority Staff Director*

LAURA W. KILBRIDE, *Chief Clerk*

LAUREN M. CORCORAN, *Hearing Clerk*

SUBCOMMITTEE ON FINANCIAL AND CONTRACTING OVERSIGHT

CLAIRE McCASKILL, *Chairman*

CARL LEVIN, Michigan	RON JOHNSON, Wisconsin
MARK L. PRYOR, Arkansas	JOHN McCAIN, Arizona
MARY L. LANDRIEU, Louisiana	MICHAEL B. ENZI, Wyoming
MARK BEGICH, Alaska	KELLY AYOTTE, New Hampshire
TAMMY BALDWIN, Wisconsin	

MARGARET DAUM, *Majority Staff Director*

RACHEL WEAVER, *Minority Staff Director*

KELSEY STROUD, *Chief Clerk*

CONTENTS

Opening statement:	Page
Senator McCaskill	1
Senator Johnson	3

WITNESSES

THURSDAY, MAY 8, 2014

Major General Judd H. Lyons, Acting Director, Army National Guard, National Guard Bureau	4
Kathy A. Salas, Principal Assistant Responsible for Contracting, National Guard Bureau	6

ALPHABETICAL LIST OF WITNESSES

Lyons, Major General Judd H.:	
Testimony	4
Salas, Kathy A.:	
Testimony	6

APPENDIX

Documents Senator McCaskill, submitted for the Record	19
Responses to post-hearing questions for the Record:	
Mr. Lyons	84
Ms. Salas	186
Mr. Lyons and Ms. Salas from Senator Johnson	187

WASTE AND ABUSE IN NATIONAL GUARD SPONSORSHIP AND MARKETING CONTRACTS

THURSDAY, MAY 8, 2014

U.S. SENATE,
SUBCOMMITTEE ON FINANCIAL AND CONTRACTING OVERSIGHT
OF THE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Subcommittee met, pursuant to notice, at 3:05 p.m., in room 342, Dirksen Senate Office Building, Hon. Claire McCaskill, Chairman of the Subcommittee, presiding.

Present: Senators McCaskill and Johnson.

OPENING STATEMENT OF SENATOR MCCASKILL

Senator MCCASKILL. Good afternoon. Thank you for being here.

Before I do anything else, I am going to turn off my phone because if I do not it will ring.

This hearing will now come to order.

Before I say anything else about the topic that is in front of us today, I want to state for the Record that I really like the National Association for Stock Car Auto Racing (NASCAR), and I love the National Guard more than I like NASCAR.

So this hearing is not about demonizing NASCAR or the National Guard. This hearing is simply about return on investment of Federal tax dollars, whether or not Federal money is being used wisely for the intended purpose and getting the result desired as a result of that investment.

Every year, the Army National Guard (ARNG), like all military services, sets a recruiting goal before beginning to recruit thousands of new soldiers to meet its force requirements. The Army National Guard attempts to meet its goals, in part, by sponsoring professional sports teams.

This year, the Guard will spend over \$56 million on sports marketing like NASCAR and IndyCar. The Guard's contract with NASCAR alone amounts to \$32 million. The Army National Guard spends 37 percent of its marketing and advertising budgets on sports sponsorships.

According to one National Guard recruiting official, however, not a single National Guard soldier was recruited from the NASCAR sponsorship program in 2012 and the program generated fewer than 8,000 leads in 2013. That may sound like a lot, but it is a far cry from the one million leads the National Guard has estimated that it needs in order to meet its recruiting goal.

One reason these sponsorships may not be generating leads is they may not be reaching the right demographic, which for the National Guard is primarily young adults between the ages of 18 and 24. Only 10 percent of NASCAR's viewers are between 18 and 24, and the average age of an IndyCar fan is between 35 and 54.

I am a fan of NASCAR myself, but I do not think this is exactly the demographic that the National Guard is aiming for.

Other sponsors for NASCAR include soda companies, fast food restaurants and gas stations, but the decision to wear the uniform is much more complicated than choosing a Coke or a Pepsi.

Partly for these reasons, the Guard has recently begun to characterize its sponsorship of NASCAR and IndyCar teams as "branding" rather than recruiting.

The National Guard has told the Subcommittee that it relies on its relationships with NASCAR and IndyCar to promote awareness and appreciation of the Guard brand, generally.

However, widespread disagreement exists in the marketing industry over how to value the impressions, meaning the number of people who view an advertisement and the number of times they view it that are necessary to build and maintain a brand. In part, because of this difficulty in tracking the effectiveness and value of brand advertising, the private sector trend has been to move away from spending on simply brand awareness.

The Army, the Navy, the Marine Corps and the Coast Guard, all of which used to sponsor NASCAR, have all decided to end these programs.

The regular Army ended its sponsorship with NASCAR in 2012 after concluding that the program had the highest cost per lead in the Army's portfolio of sponsorships. The Army also cited the fact that only a small portion of the NASCAR audience fell within its target demographic.

The Marine Corps made the same decision in 2006 when it determined that the cost per impression of sponsoring a NASCAR team was almost impossible to measure.

The Navy ended its own sponsorship of NASCAR in 2008 because the program was too expensive compared to the marketing benefit it received.

And the Coast Guard ended their relationship with NASCAR in 2006 due to the cost of the sponsorship and only generating 350 leads for their \$9.6 million investment.

As I stated in February, when examining the Guard's recruiting assistance program, I understand that aggressive recruiting is the key to maintaining the strength of our military.

The Congress has a responsibility to ensure that every taxpayer dollar spent produces measurable results. In this environment of dwindling recruiting budgets, I want to understand why the Army National Guard has maintained sports sponsorships that fail to reach target recruiting demographics and also provides less value per dollar than other forms of marketing.

In preparation for this hearing, the Subcommittee received documents and information related to the National Guard's marketing and sponsorship contracts and their effectiveness.

I ask unanimous consent that these documents be included in the public hearing record.¹ Without objection, they will be added to the record.

Senator McCASKILL. Today, I want to explore the Army National Guard's rationale for continuing its sponsorship of professional sports programs and discuss whether spending solely to promote "brand awareness" is an effective use of taxpayer money.

I also want to discuss how the Guard measures the effectiveness of its marketing relationships with NASCAR, IndyCar and other organizations.

And, finally, I want to ask whether officials inside the Guard may have abused these relationships and the steps the Guard has taken to prevent any such abuses from occurring.

I thank the witnesses for being here, and I look forward to their testimony. Senator Johnson.

OPENING STATEMENT OF SENATOR JOHNSON

Senator JOHNSON. Thank you, Madam Chairman.

I do not think I can add a whole lot to that.

I think we are all aware of Senator Coburn's 2013 Wastebook, in which this example of sponsoring NASCAR is No. 46 in the Wastebook. It says that not a single person has joined the Army National Guard as a result of the \$136 million spent sponsoring race legend, Dale Earnhardt, Jr. over the last 5 years of recruiting new members.

I am assuming that Senator Coburn has done a pretty good job, and that is a true statement.

It goes on to say, with a shrinking defense budget, this is one case of spending that might be ready for the caution flag.

I agree with that.

And I am hoping at this hearing we are going to hear that this marketing technique is going to be ended.

And I think what I am primarily going to try and get out of this hearing is what are we going to be doing to evaluate other dollars spent to recruit, which—obviously, we have to recruit, and we want to be supportive of those efforts, but we need to measure the effectiveness of whatever dollars we do spend.

This is one that I think should really, like I say, get the caution flag.

Thank you, Madam Chairman.

Senator McCASKILL. Thank you, Senator Johnson.

At this time, we will proceed with testimony from our witnesses. Let me introduce them.

Major General Judd Lyons is the Acting Director of the Army National Guard. As Acting Director, he guides the formulation, development and implementation of all programs and policies affecting the Army National Guard, a force of over 355,000 soldiers across the country. Prior to assuming his position in January this year, he served as the Deputy Director of the Army National Guard.

Kathy Salas is the Principal Assistance Responsible for Contracting for the National Guard Bureau (NGB). In this position,

¹Documents Senator McCaskill submitted for the Record appears in the Appendix on page 19.

Ms. Salas executes, oversees and manages all delegable contracting and grant assistance authority for the Chief of the National Guard Bureau. Ms. Salas has been a contracting professional for 30 years and is a veteran of the U.S. Army and the U.S. Army Reserves.

I would like to thank both of you for your service to our Nation; we appreciate that.

It is the custom of this Subcommittee to swear all witnesses, if you would stand.

In whatever manner you are comfortable, do you swear that the testimony you will give before this Subcommittee will be the truth, the whole truth and nothing but the truth; so help you, God?

General LYONS. I do.

Ms. SALAS. I do.

Senator McCASKILL. Let the record reflect that both witnesses have answered in the affirmative.

We are going to be using a timing system today. We are hopeful that your testimony will be no more than 5 minutes. But, if it goes over, that will not be a problem, so take all the time you need.

And we will begin with you, Major General.

TESTIMONY OF MAJOR GENERAL JUDD H. LYONS, ACTING DIRECTOR, ARMY NATIONAL GUARD, NATIONAL GUARD BUREAU

General LYONS. Chairman McCaskill, Ranking Member Johnson, I appear before you today, representing more than 355,000 soldiers in the Army National Guard. I am here to provide information on the Army National Guard's marketing programs, particularly sports-related sponsorships and marketing, including their history, purpose, costs and effectiveness.

I arrived in July 2013 as the Army National Guard Deputy Director after having previously served as the Adjutant General for Nebraska.

I have been the Acting Director since late January. In this time, it became apparent to me that management controls and oversight were not where they needed to be. Accordingly, I initiated actions to improve our acquisition processes, our organizational structure and accountability. These actions are applicable to sports sponsorships.

I share the Subcommittee's concerns. They are my concerns, and I pledge my support to ensuring the utmost fiscal stewardship of taxpayer monies.

I know the Subcommittee is well aware of the recruiting the Army National Guard faced in the mid-2000's as well as the extraordinary gains in accessions. This successful strength increase cannot be attributed to any single program. However, the implementation of the Army National Guard's national marketing and branding coincides with our successes in strength stabilization, accession and retention of quality soldiers.

The National Guard began sports sponsorships and marketing programs to increase awareness of the Guard as part of its overall recruiting strategy. The goal was to reach a large demographic of those likely to serve in the military.

A key aspect of this population is an interest in sports. Sixty-seven percent are sports fans. NASCAR, in its base of 77 million

fans, is second only to the National Football League (NFL) in its broad reach of those likely to serve.

However, sports sponsorship is just one component of our overall branding and marketing strategy. Its impact is not limited to what happens on the day of a race or at a particular track.

Activities related to sports marketing take place before and after the races and hundreds of miles from sports locations. For example, awareness of the Army National Guard is amplified by social media, schools' programs and public events involving demonstration cars.

America's youth who are interested in military service have many choices. Increasing awareness of the Army National Guard is important to us.

At its peak, the Army National Guard had six sports sponsorships but currently has only two—NASCAR and IndyCar. Programs were terminated for a variety of reasons, including other budget priorities and feedback from the States.

From fiscal year (FY) 2010 to fiscal year 2014, we reduced our marketing budget by 35 percent. Specifically, our professional sports sponsorships were reduced from \$71 million to \$44 million, which is a reduction of 38 percent.

In 2014, the Army National Guard spent \$32 million on NASCAR and \$12 million on IndyCar sponsorships.

Beyond national media exposure, the NASCAR and IndyCar Series efforts have other impacts. These programs are projected to lead to engagements with 35,000 high school students in our science, technology, engineering and math (STEM) program in 2014.

Demonstration cars from NASCAR and IndyCar, branded with the National Guard logo, travel to support recruiting events in local communities across the Nation. Recruiters want these demonstration cars at their events because they attract our target demographic.

My staff is currently reviewing all of our marketing programs, including NASCAR and IndyCar, for effectiveness and efficiency. Our assessment will include impressions, media value and engagements, and the relationship between these professional sports programs and an individual's awareness of the National Guard.

I also continue to press for more specific data. In March, we initiated surveys at all 65 of our military entrance processing stations throughout the country to find out what influenced new recruits to join the Army National Guard.

We need to continue to explore ways to measure relevancy of our programs. I will carefully consider programs to ensure that they generate the intended effect. As a fiscal steward of taxpayer money, I want to ensure that we are applying our resources where they will best achieve intended outcomes.

Demographics change frequently; media options change constantly, and that is why we must review our marketing and sponsorship programs annually. As the new Acting Director, I will have the opportunity to do just that.

As I mentioned earlier, our overall processes, organizational structure and accountability were not where they needed to be. Be-

cause of this, I directed the creation of a new organizational entity to address these concerns.

The Army National Guard Acquisition Program Management Office is designed to ensure that programs are appropriately validated and managed. This initiative ensures that a rigorous requirement determination process is performed separate and apart from the contracting process, consistent with law, regulation and policy.

Additionally, the APMO will ensure proper management and oversight of contracting officer's representative (COR) functions. I have mandated additional emphasis on training for contracting officer's representatives in addition to fiscal law training and annual ethics training.

In summary, I take very seriously my responsibilities as the Acting Director of the Army National Guard, and I am fully aware that the money that Congress authorizes the Guard belongs to the American taxpayers. That is why since I have been the Acting Director the due diligence I have applied includes reviewing and validating all requirements through a transparent and deliberate process.

In closing, I want to reiterate that I fully understand and deeply respect the responsibility entrusted to this Subcommittee, and I appreciate the opportunity to be here today, and I look forward to your questions.

Senator MCCASKILL. Thank you, General. Ms. Salas.

TESTIMONY OF KATHY A. SALAS, PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING, NATIONAL GUARD BUREAU

Ms. SALAS. Thank you, Senator.

Senator MCCASKILL. Am I pronouncing your name right?

Ms. SALAS. Salas, yes, Senator.

Good afternoon, Chairman McCaskill and Ranking Member Johnson. I am pleased to be here today to discuss this important issue.

My name is Kathy Salas, and I am the Principal Assistant Responsible for Contracting for National Guard Bureau. My responsibility is to provide oversight and administration for all National Guard Bureau contracts, grants and cooperative agreements.

I also entered my position in July 2013. My previous assignment was with the Army Contracting Command as the Director of Contracting for the Letterkenny Army Depot. I have also served with the former Joint Contracting Command-Iraq/Afghanistan (JCC-I/A), the Defense Logistics Agency (DLA) and the Defense Finance and Accounting Service (DFAS).

I am here today to provide some insight into the National Guard Bureau acquisition and contracting programs.

When I arrived in this position, I found an organization that was not structured, staffed or trained to provide optimal oversight of the contracting functions. As an example, from 2003 to 2011, the operational contracting workload increased in terms of contract obligations from \$190 million per year to over \$1 billion per year without a corresponding increase in staffing. This and other issues were identified by the Army Audit Agency in an audit of the contracting organization.

With this report and NGB senior leadership, we have been able to reshape the organization and chart a way ahead to ensure proper oversight.

We have replaced leaders in senior contracting positions and have realigned the contracting command to ensure that contracting decisions are made independent of undue influence.

We have implemented an annual training plan for the contracting workforce, and we continue to educate customers on ways to improve acquisition planning and on contracting processes.

We have conducted a 100 percent review of contracting officer warrants to ensure that only qualified personnel with the proper training, education and experience are warranted.

I hope today you will see that we acknowledge and share your concerns over reports of wasted abuse. I take my responsibilities as PARC seriously, and the National Guard Bureau is committed to the responsible stewardship of taxpayer dollars. I am confident that our improvements have postured the National Guard Bureau for better oversight and management of our contracting enterprise.

And, in closing, I would like to thank the Chairman and the Ranking Member for the opportunity to be here today to discuss these important issues. I look forward to your questions.

Senator MCCASKILL. Thank you very much.

And I know there has been an effort on contracting.

And there is no question that we exploded contracting throughout the military without the requisite surge we needed in acquisition personnel, and we paid a very high price for it as a country.

Let me start with this; this is about contracting oversight, so I want to start with specific questions about the contracting.

I understand that you have a large, full-scale advertising contract with a company called LM&O. This includes direct marketing, social media and sports sponsorships. Have I accurately characterized that?

Ms. SALAS. That is correct, Senator.

Senator MCCASKILL. But the sports sponsorships are done with a subcontract through Docupak, who was the same contractor for the now infamous Recruiting Assistance Program (RAP). Is that correct?

Ms. SALAS. That is correct, Senator.

Senator MCCASKILL. Can you explain why you cannot contract directly with NASCAR and why we need these middle men?

Ms. SALAS. I am not aware that we are capable of contracting directly with NASCAR.

Docupak—the contracts were awarded through a competitive process. And, although Docupak was also the subcontractor or the contractor for G-RAP, we have not found any improprieties necessarily for Docupak.

So, again, the competitive process was used. And, as the subcontractor we do not have privity of contract with them, so we did not determine them to be the subcontractor.

Senator MCCASKILL. But I am curious as to why. Whenever I look at contracting and I see layers, I always want to know why and why is that of value to us, the government that is contracting.

So why is there a value to have a contract that is supposed to include sports sponsorship? Where is the value in paying another layer of contractor under that?

Is that something you need to take for the Record, or can someone explain to me how that came about—why we would have—because I guarantee you they are both making money off of it.

Ms. SALAS. I do not disagree, Senator.

I will have to take that for the Record. I am not sure what the process was before I got here, the decisions that were made, but I would take that for the Record.

Senator MCCASKILL. Now let's put on the Record how long you have been in your respective positions because I want to make sure it is very clear that some of the problems we are talking about were not your decisions.

General LYONS. Yes, ma'am. I came to National Guard Bureau in late July 2013. I have been the Acting Director since January 21, 2014.

Senator MCCASKILL. OK. And you, Ms. Salas, how long have you been in your position?

Ms. SALAS. I also took my position in July 2013, Senator.

Senator MCCASKILL. So you all have been there for less than a year.

General LYONS. Yes, Senator.

Senator MCCASKILL. OK. Let's talk about effectiveness.

You need to recruit, I believe, around 50,000 soldiers a year. Is that correct, General?

General LYONS. Yes, Senator.

Senator MCCASKILL. And, in order to generate those recruits, you need to generate about a million leads to get to the 50,000 that will make it across the finish line.

General LYONS. Senator, I do not know where the figure of a million leads comes from. I would need to come back to you on that to validate that.

Senator MCCASKILL. OK. I think we got it from you.

General LYONS. OK.

Senator MCCASKILL. But please feel free to check it and get back to us if that is an incorrect number.

How many actual recruits or leads has the NASCAR program brought in?

General LYONS. Senator, as the relatively new Acting Director, the sports sponsorships are a new issue for me as well.

And tying sports sponsorships like NASCAR and IndyCar, which we view as branding programs that raise awareness of the National Guard in the communities, trying to tie that awareness directly down to an individual's —affirmative decision—to join the National Guard is elusive, and I share your concern about that.

That is why as I look ahead here I want to evaluate these programs, all of them, as we look ahead into fiscal year 2015, to come up with what are the measures of effectiveness and how can I apply them and the staff do an analysis that they are, in fact, achieving the intended effect, and I am committed to doing that.

Senator MCCASKILL. In fact, I believe I am correct in saying that there has never been an analysis for alternatives in this regard since this sponsorship of NASCAR began. Is that correct?

General LYONS. Not to my knowledge, Senator, not during my tenure.

I cannot speak for in the past whether any analysis of alternatives—

Senator MCCASKILL. We have asked, and we have not been able to locate any analysis that was ever done, comparing the relative benefits of this sponsorship versus other marketing.

General LYONS. Yes, ma'am, I can take that for the record—

Senator MCCASKILL. That would be great.

General LYONS [continuing]. And see if we can find that out.

Senator MCCASKILL. What is the most effective program you have in generating leads and recruits?

General LYONS. Senator, we have a variety of programs, as you alluded to in your statement.

We spend approximately a third of our marketing and advertising budget in sports sponsorships and sports marketing. The other two-thirds are in lead-generating activities. So amongst those, we have national media; we have marketing support; we have advertising support and then State media.

So, in terms of lead generation in those categories, the highest number comes from our national media efforts.

Senator MCCASKILL. And how much do you spend on that annually—the one that generates the most leads?

General LYONS. Senator, our national media campaign was about 40 and a half million dollars—\$40,005,000.

Senator MCCASKILL. And what was the total for sports sponsorships?

General LYONS. Sports sponsorships is \$44 million. The entire sports marketing is \$56 million and some change.

Senator MCCASKILL. OK. Let me ask this; when does the decision—have you made a decision on this contract yet in your position, General?

General LYONS. Senator, I—

Senator MCCASKILL. Do you have this as a decision item since you have taken command?

General LYONS. No, Senator. My first opportunity to do that is in the very near future. I have tasked the staff to do an analysis of all of our programs, including sports sponsorship programs, and bring that to me so that I can make a decision about the road ahead.

Senator MCCASKILL. OK, Senator Johnson.

Senator JOHNSON. General Lyons, in total, how much does the Guard spend on recruitment a year?

General LYONS. Senator, our marketing budget for fiscal year 2014 is \$120 million and about \$53,000—\$123,053,000.

Senator JOHNSON. That is marketing.

What do you spend on recruitment?

General LYONS. Senator, I would have to take that for the Record to get the entire figure for you, if that is all right.

Senator JOHNSON. You said you were going to evaluate the effectiveness of the programs. What are you looking for in terms of metrics for evaluation?

General LYONS. That is an area of interest to me, Senator. With branding programs, a typical measure of effectiveness is in terms

of impressions and also the media value associated with those impressions. I am interested in other metrics that can be gleaned to assess the effectiveness of these programs, and that is what I have tasked the staff to look at.

Senator JOHNSON. OK. I saw that, too—the impressions versus media value. Can you just explain that to me? What do you mean by impressions and media value?

How is that—in other words, I am seeing here, \$11 million—actually, \$11 billion impressions, \$102 million worth of media value. Just explain that to me.

General LYONS. Senator, that is what I am interested in. If a measure of effectiveness in sports marketing or sports sponsorship is impressions, how many impressions are gained?

In other words, how many times is National Guard shown to the population—and then what the associated media value is?

I am not—

Senator JOHNSON. Is media value what you spent?

General LYONS. So media value would be calculated, as I understand it, on the cost of that same impression if it were purchased. That is my understanding.

Senator JOHNSON. So you are spending \$120 million on advertising, and then you are backing into the value of that by saying how many impressions that is and what the media value is.

I mean, is the media value what you spend on it?

[No response.]

I am sorry if I sound a little confused here, but—

General LYONS. No, that is fine, Senator.

And that is why as I came into the position I am interested in evaluating these programs. I would like to know what are good metrics to use to measure the effectiveness of sports sponsorship programs, and that is what I am focused in on.

Senator JOHNSON. My suggestion would be start with the number of people you have recruited and have a good solid figure on how many dollars you spend on recruitment. So that is why I first started out with how much do you spend on recruitment a year.

And then, have you taken a look at that over time so you have some level of history in terms of—let's say in 2010 we spent \$100 million and recruited 50,000 people; it cost X number of dollars per recruit.

I mean, do you have that?

I mean, do you ever see any information like that?

General LYONS. Senator, I will come back to you on that if I can, please.

Senator JOHNSON. Ms. Salas, do you have any idea in terms of what metrics are being used?

How do we measure the effectiveness of past recruitment programs versus today versus what we would anticipate effectiveness tomorrow?

Ms. SALAS. Senator, that would not be my responsibility—to measure the effectiveness of a program that is managed by a requiring activity. So, no, I do not have that information.

Senator JOHNSON. I am not quite sure where I should be going from here.

General LYONS. So, Senator—

Senator JOHNSON. To me, this is—yes, I am an accountant. I am a business guy. I actually understand marketing.

To me, this is gobbledygook and what you need to be looking at is pretty basic in terms of measurement of effectiveness.

So it starts with overall what you spend and how much it costs per recruit. And then you start drilling down on, well, we are spending X number of dollars in this area, X number in this, X number in that. And you start figuring out where the leads are.

So I am just not seeing in any of the briefing material here in terms of anything I can take a look at to evaluate the effectiveness of this.

General LYONS. Yes, sir, and I can provide to you the dollars that we spend in terms of lead generation activities, the number of leads associated with those activities.

In sports sponsorship, in terms of trying to tie the awareness of the Guard through these branding programs directly to an individual's decision to enlist is elusive. And I share your frustration with that, on how we get at that to assess the effectiveness of those two programs. So I am in agreement with you on that.

Senator JOHNSON. Is there an active program to be able to elicit the effectiveness of that, though?

I mean, is there actually an attempt to, OK, if we spend dollars here, what is going to be the measurement on that spending?

Have you noticed—again, I am not holding you accountable because you are new here. But, have you ever seen any attempt to do that, or do we just kind of spend money and go, well, we are no quite sure what happens after we spend it?

General LYONS. Senator, in terms of the program in the past, I am not aware of that.

I have, in March, tried to institute some metric-gathering through our military entrance processing stations, so as recruits come into those activities to enlist, to try and garner data on what it is that influenced them to join the Guard. So that is one measure that I have taken.

Senator JOHNSON. Describe those efforts to me in greater detail then. Are the recruiting stations developing a report, and then are they doing a survey?

Is this done 100 percent? Is it done to 10 percent of the recruits coming in? Do they take a statistical sampling?

General LYONS. Senator, I can provide you the details on what that looks like, but generally speaking, it is a questionnaire that the recruit answers about what influenced them to their decision to enlist and join. And NASCAR/IndyCar sports sponsorships are one of those choices. So that does help us get at that.

So I will provide that to you.

Senator JOHNSON. Well, first of all, that is a good idea. Is this really the first time the Guard has ever done that?

General LYONS. Senator, to my knowledge, this is the—I cannot talk to what has been done in the past.

Senator JOHNSON. Again, let me make a suggestion then. Find out whether they have done that in the past because there may be some good information for you to base future decisions on.

General LYONS. Yes, sir.

Senator JOHNSON. I would hope they have done that.

I mean, again, that is Marketing 101. You spend some money. Do a survey. Find out what did prompt somebody either to buy your product or walk in your door. OK.

Well, good. Thank you.

Senator MCCASKILL. In looking at this, all of the active branches have rejected NASCAR over the last several years. Has there been any reach out to the analysis that the other branches have done in determining that this was not a good use of dollars?

General LYONS. Not to my knowledge, Senator.

Senator MCCASKILL. Is there any joint effort on advertising for the military?

General LYONS. No, Senator. The Army National Guard does our own recruiting and advertising program for our enlistment for men and women to join us.

Senator MCCASKILL. It seems like to me—do you know why all the other active military components decided to not recontract with NASCAR?

General LYONS. I do not, Senator, other than what was relayed by the Subcommittee.

Senator MCCASKILL. It is interesting to me because you guys do not have as much money as the Army has to market. You have very limited dollars compared to the Army.

So it is interesting to me, and you know we like to preach joint in terms of cost savings and working together.

It is interesting to me that another branch of the military with more money finds sponsoring NASCAR is not cost effective, but no one at the Guard would then look to see maybe we should look at their analysis.

Are you aware as to whether or not that ever crossed anyone's desk at the point in time—and when is this decision made, in what month?

The decision to do the contract for the year—what is the decision date for that?

General LYONS. I will be undergoing that analysis, receiving that analysis and reviewing all of these programs in the next probably month.

Senator MCCASKILL. OK. So is the contract from June to June? Is it from July to July? Is it a fiscal year?

Does anybody know?

General LYONS. Senator, it goes from a seasonal basis. So the end of the racing season, I believe, is in November.

Senator MCCASKILL. OK. So was the decision made for this season made last November?

General LYONS. The decision for this current season would have been made approximately this time last year.

Senator MCCASKILL. OK.

General LYONS. Relatively speaking, ma'am. I was not here, but—

Senator MCCASKILL. OK. I am trying to figure out when the Army pulled the plug after their analysis, which would have been full of great data for you to look at, because they obviously are looking at cost per lead and cost per impression.

And whether or not you are saying it is branding or whether it is recruiting, the only reason you are doing branding, other than

the fact we want everyone to support the National Guard so employers are helpful to National Guard members—I mean, obviously, that is important, but the primary reason you want to brand it is so that we get 50,000 people who step across the line and say I am willing to serve.

And it is just interesting to me that there would not be any cross-pollination, especially when you realize they have all dropped. All of the branches have dropped, citing costs and ineffectiveness, and yet, this analysis had not even been undertaken until you showed up.

Let's talk a little bit about recruiting women. Are you aware of any of the contracts that you all have that are geared toward recruiting women to the Guard?

General LYONS. Senator, with regards to recruiting women to the Guard, on a personal basis, I can say I have done my part. I recruited my spouse, Amy, to join the Guard in 1994.

Senator MCCASKILL. Now I hope that was not heavy lifting.

General LYONS. No, it was not.

We actually pride ourselves on being an inclusive organization and reflective of the communities where we serve, and so I am happy to report that the number of women serving in the Army National Guard has actually gone up 40 percent between 2000 and 2014.

In 2000, there were 40,000 women in the Army National Guard. In 2014, there is 56,000. So, a 40 percent increase.

Within our accessions, in 2000, women represented 18.2 percent of our accession in that year. In 2014, that has gone up 40 percent to 22.2 percent.

So we are very interested in offering opportunities to all members of society, and I think our growth in attracting women to our ranks—

Senator MCCASKILL. That is terrific, and I am glad to hear that. I am just curious, as you are developing—

The branch, the command, that actually does this is what, and who is the leader of that? Who actually does the G-RAP program and the marketing program? And I know it is a special bureau within the Guard.

General LYONS. Senator, the marketing and advertising and the recruiting is, in the Army National Guard, in an organization called Guard Strength Service (GSS).

Senator MCCASKILL. Guard Strength, OK.

Within Guard Strength, are you aware of any of the marketing tools or any of the efforts that have been made in terms of national media where there has been an emphasis on trying to get at the women's demographic because, clearly, it ain't NASCAR or Indy?

General LYONS. Senator, our marketing and advertising products that we use—

Senator MCCASKILL. Although I should say 40 percent of NASCAR fans are women. That is a lot.

General LYONS. That is true, Senator.

Senator MCCASKILL. So I do not want to diss the women that love NASCAR because some of them are my family members. So I would be in big trouble if I let that statement stand.

But, go ahead. I am sorry to interrupt you.

General LYONS. No, that is fine, Senator.

What I was saying was that our marketing tools, print media or what we would know as public service announcements (PSA), which we call noncommercial sustaining agreement, our websites—we are—again, we want to be reflective of society where we serve. So you will see women in leadership roles, being reflected in duty positions or specialties that may not be their traditional specialties that someone may associate.

So we do that.

Senator MCCASKILL. That is great.

General LYONS. I might also add that we—within the sports arena, we work with girls' soccer, volleyball and basketball.

And, again, in relation to your question about attracting women, we do find that in our direct mail campaigns that women do respond favorably to those efforts.

Senator MCCASKILL. That is great.

I know that 40 percent of NASCAR fans are women and 28 percent of IndyCar fans are women, and so I am glad that you are working—and these are through high schools that you are doing the soccer and volleyball programs?

General LYONS. Yes, Senator.

Senator MCCASKILL. Great. Do the sponsorship programs include perks for senior Guard officers and officials?

General LYONS. Senator, the sports sponsorship programs in the past were fairly broad in terms of the execution of the program and who could participate in the program. That is something that—when I became the Acting Director, I took an immediate step to curtail that so that the access to the events were primarily directed toward potential applicants.

So, in the past, it was within the scope of the contract and the policy to allow senior leaders to participate, but as the Acting Director I have made a determination that a better use of that program is to target it toward potential applicants.

Senator MCCASKILL. Have you ever been to one of the NASCAR or IndyCar races?

General LYONS. I have never attended either.

Senator MCCASKILL. Do you know what senior officers have gone and how often?

General LYONS. I do not.

Senator MCCASKILL. And is that information available?

General LYONS. I will take that for the Record, Senator.

Senator MCCASKILL. OK. What policies are there in place now to ensure these programs are not abused by officials who want the perks associated with the sponsorships?

General LYONS. Senator, that has been a focus of mine—is improving our management controls and our accountability. So we have, as I said, issued guidance to the field that restricts the access to these programs to those applicants, and that went out in March, shortly after I became the Acting Director.

Senator MCCASKILL. If you were going to rank professional sports sponsorships—let's assume for purposes of this discussion that your budget for this area of recruitment and marketing was going to be cut by a third. Can you rank what you spend that

money on now as to what would fall off the table at this hearing today?

General LYONS. Senator, I think my approach toward that is we need to have awareness of the National Guard. We need to create that awareness; we need to sustain that awareness of the National Guard, so that men and women who have a propensity to serve know that we are an option for them.

So, if these programs were not available, my focus would be to determine what—some other vehicle that can create that awareness and sustain that awareness of the National Guard.

So that would be my focus, and I would apply those dollars toward that.

Senator MCCASKILL. I guess what I am trying to get you to do is to look at the list that you spend money on. You have a list, I know, there in front of you somewhere. And I am asking you to do your spending priorities.

What do you think that you spend money on now in this regard that is the most important, and what do you think is the least important of the money that you spend now and the activities that you spend it on?

General LYONS. So I think, Senator, generally speaking, with about a third of the marketing and advertising budget going toward branding, awareness, those activities, and two-thirds, approximately, going toward lead generation, that is an area that I need to analyze specifically to your question. Is that the appropriate balance between those two activities?

Senator MCCASKILL. Well, I guess this is getting back to Senator Johnson's confusion.

You have national advertising, and you have sports sponsorship.

Now I guarantee you I could get ad people in this room that say national advertising is branding because you are—while you are tailoring where the ad is run for a demographic, obviously, you are getting a wide swath of people, many of whom are not within your demographic.

So are you calling national advertising, branding, or are you calling it recruiting?

General LYONS. I think it is ultimately—sports sponsorships, branding, lead generation, national campaigns—those are all part of our recruiting strategy. They are all components of that.

What we characterize sports sponsorships and sports marketing as is branding and awareness-generating activities. The other two-thirds, our national campaigns, are lead-generation activities.

Senator MCCASKILL. I guess it is hard for a lay person to see how having your name associated with NASCAR is brand awareness and an ad on an action show, where young men and women are maybe watching it—how one is lead-generating and recruiting and one is just brand awareness.

I mean, they are both intangibles in terms of people seeing something, getting an impression from it and deciding whether or not they want to act on it, no different than buying a product. And that is, of course, why Coca-Cola puts their name on NASCARs because they want people to buy Coca-Cola. And that is why other people that sell things put their names on NASCARs or IndyCars.

So I guess if you are saying that you have a third for branding and the rest is recruiting, I do not understand how national advertising gets in the recruiting pot and how NASCAR does not and how you can justify the fact that nobody is getting recruited from the NASCAR.

I mean, the facts speak for themselves. The data are very clear. You are not getting recruits off NASCAR.

And these are data that you gave us. The reason we know this is because you told us.

So I guess I am curious why you are not willing to say that if you were forced to spend less that this is not something that you would immediately look at in terms of deciding this is not the best use of the money.

General LYONS. Senator, I did not mean to convey that I am unwilling to say that.

What I was trying to convey was I am trying to analyze these programs for exactly the reasons you are saying. Are they achieving the intended effect? Are they the best use of our taxpayer dollars? And is that the right thing to be doing?

These are things that I am considering right now as the Acting Director, as a path forward. So I am in agreement with you on that, that I need to do that, and I am committed to doing that.

Senator MCCASKILL. Can you pinpoint the people who made the decision to do the NASCAR and Indy branding sponsorship in the first place?

General LYONS. Senator, I mean, it goes back 10-plus years. So the ultimate decision, though, on these programs rests with the Director of the Army National Guard.

Senator MCCASKILL. OK. And through recommendations from the Guard Strength Services?

General LYONS. Yes, Senator.

Senator MCCASKILL. So they would make a recommendation up, and then the Director would either acquiesce to that suggestion or decide not.

General LYONS. I think that would be accurate.

Senator MCCASKILL. And it would be up to the Director to ask the questions to determine whether or not this was a good use of money.

General LYONS. That is absolutely my methodology, Senator.

Senator MCCASKILL. Right. Or, require analytics to actually look at how effective the money will actually be.

General LYONS. That is absolutely my methodology and my focus.

Senator MCCASKILL. So this contract has been renewed if it began, I believe, since—2007 was the first year?

General LYONS. I believe, Senator, it was either 2003 or 2005. I apologize. We will come back to you on that.

Senator MCCASKILL. OK. How many directors have there been of the Guard since that point in time?

General LYONS. Senator, can I come back to you on that also?

Senator MCCASKILL. Is it four or five?

General LYONS. I would say probably four.

Senator MCCASKILL. I was going to say four. I thought it was probably four.

And we will correct that exactly for the record, but I want the record to be clear that you have four predecessors who would have had the opportunity to ask for analytics, who would have had an opportunity to do the evaluation that the other branches have done, who would have had a decision point about whether or not to continue, and that all four of those decided that was not important, and they signed off on it.

Is that an unfair characterization of what has occurred?

General LYONS. I think they all would have had the opportunity to assess the program and make a decision.

Senator MCCASKILL. OK. Is there anything that you would like to add to the record that I have not asked you about today?

General LYONS. Senator, again, as a relatively new Acting Director, these sports sponsorship programs are relatively new to me as well. I am keenly interested in trying to determine the most appropriate course of action for the road ahead. I want to see metrics. I want to see analytics. I want to be the most effective steward of taxpayer resources that I can be.

I have taken aggressive measures to institute management controls in the organization, increase the level of training, in conjunction with Ms. Salas, of our contracting officers' representatives and program managers, emphasize fiscal law—purpose, time and amount—continue to arm our people with the tools they need to be successful.

That is where I am focused in taking us—and making the best possible decisions for the organization that continues to attract men and women to our formations.

Senator MCCASKILL. And this will be the last question I ask, but I know you said that you have changed, or in the process of changing, policies about accessing perks associated with this program.

Do you believe that one of the reasons there was not a hard look at this is because the leadership of the Guard enjoyed the perks associated with the program?

General LYONS. Senator, I do not think I could comment on what previous leaders thought with respect to that.

I know that the program, as it existed, had a broad range of parameters for who could participate in the program. It was part of the contract, part of the policy.

I have chosen to restrict that so that it is focused, in my opinion, in a better direction, which is toward applicants and the public.

Senator MCCASKILL. Have you reviewed the contract that would indicate to you that there was embedded in the contract terms the contractual language that would indicate that these perks were open to anybody in Guard leadership?

[No response.]

Well, you said that the reason this occurred in the past was because it was in the contract.

Is there specifics in the contract that embrace the notion that the perks associated with the contract were appropriately or were envisioned, being, used by Guard leadership?

General LYONS. Senator, I would have to take that for the record, to look backward at that.

Senator MCCASKILL. What I would really like to see is, you have made this statement; it was the policy in the contract that allowed

that. I want to see the specifics of the contract that have led you to that conclusion.

General LYONS. Senator, what I was trying to articulate was that in the execution of the program there was broad characterization of people that could participate in the program. From centers of influence to Army National Guard personnel to potential recruits, recruiting and retention personnel, obviously.

So that is what I was trying to articulate.

Senator MCCASKILL. OK. If there is anything that is in writing anywhere that would lay out the parameters of that, whether it is in the contract or written in any policy anywhere, that would be really important for our Committee to see.

If this was just an amorphous policy that was floating out there, that is one thing. But if there is—that would be unusual in the military, for there to be something floating out there and it not be put in writing.

Certainly, this Committee would be very interested in seeing whatever policy or contractual provisions that would have led someone to believe that the perks of this contract were widely available to Guard leadership. OK?

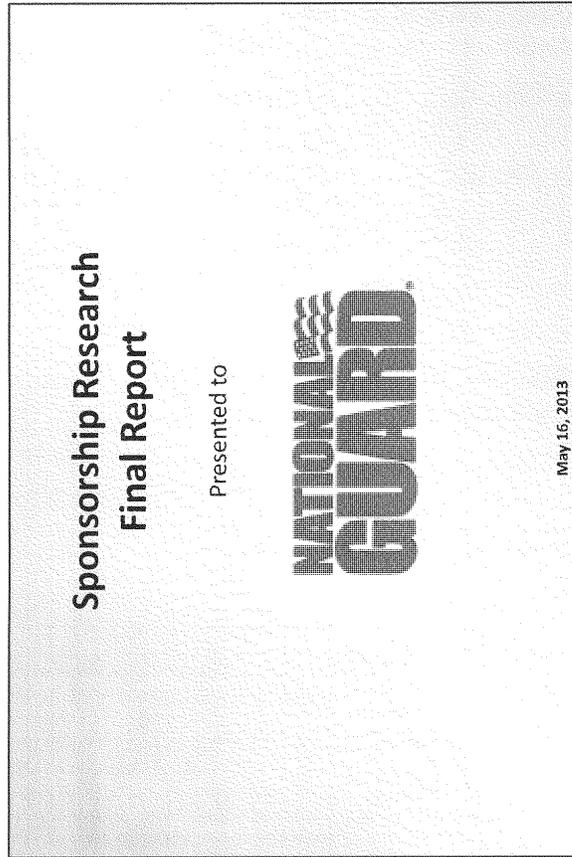
I thank you both for being here very much.

We will look forward to your completing the record based on the items we have talked about today. And the record will remain open for a few days in case there are other questions for the record, and we will be in contact with you about that.

General LYONS. Thank you, Senator.

Senator MCCASKILL. Thank you again, both, for your service.
[Whereupon, at 3:57 p.m., the Subcommittee was adjourned.]

APPENDIX



 AIR
Alan Newman Research
alan@airresearch.com

Research Objectives

In February 2013, a national research study was commissioned to be conducted among three specific constituencies: consumers, NASCAR fans, and members of the United States Army National Guard. Specific objectives of this research included measurement of the following key objectives:

- Interest in various types of professional sports, including NASCAR and other professional motorsports
- Impact of perceived patriotism and sports/athlete affiliations on product or service consideration
- Awareness of the National Guard sponsorship of Dale Earnhardt, Jr.'s #88 NASCAR Sprint Cup race team
- Favorability towards the association of the National Guard with the 88 team
- Attitudes and opinions regarding the association of the military with professional sports, specifically related to recruitment

The research results contained within this report focus primarily on the following segment types: National Guard members, a national consumer sample in which NASCAR fans naturally occur and are included, and consumer sub-samples defined by whether or not the respondent is a fan of (a) professional sports in general, or (b) NASCAR.

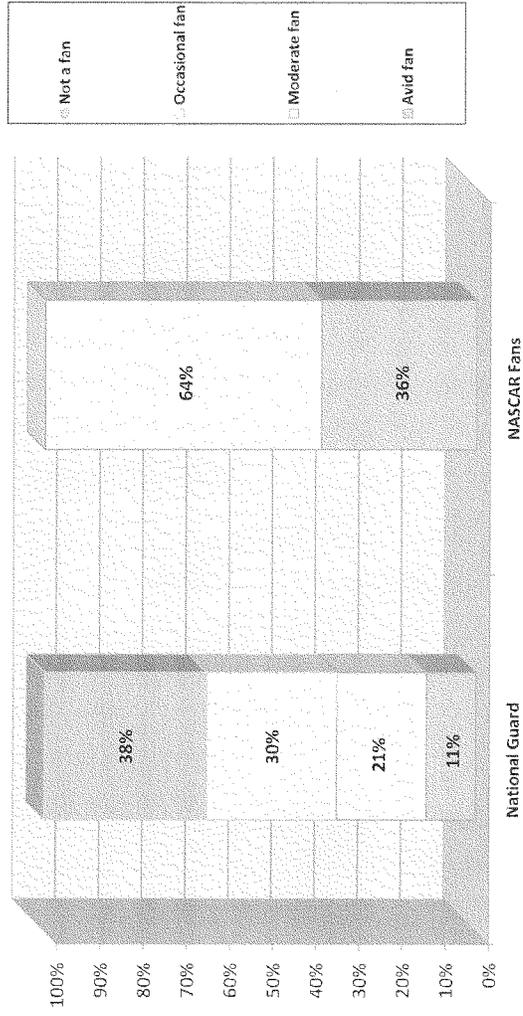
National Guard Phase:

- Over 1,350 interviews conducted with National Guard members who either enlisted or re-enlisted between 2007-2013
- Combination of web-based and telephone surveys
- National in scope, using National Guard association member listings
- All classes of Guard members represented in survey

Consumer/NASCAR Fan Phase:

- **Consumer Segment**
 - Web survey of 1,252 consumers
 - National in scope
 - Basic demographics of survey sample consistent with census statistics
- **NASCAR Fan Segment**
 - 750 additional interviews with consumers who self-describe as *avid* or *moderate* fans of NASCAR ; combined with NASCAR fans in base consumer segment, for a total of 901
 - National in scope
- Surveys fielded between April 3-27, 2013 (National Guard survey) and April 19-May 3, 2013 (consumer/NASCAR fan survey).

NASCAR Fan Identification



Would you consider yourself a NASCAR fan?
All respondents



**PERCEPTION OF NASCAR, OTHER PROFESSIONAL
SPORTS, AND SELECTED PROFESSIONAL ATHLETES**



Alan Newman Research
alannewmanresearch.com

Interest in NASCAR and Other Prof

How interested are you in each of the following sports? (Percent "Very interested")	Guard Members	NASCAR Fans
FOOTBALL	53%	65%
MAJOR LEAGUE BASEBALL	32%	40%
NASCAR OR OTHER PROFESSIONAL MOTORSPORTS	23%	57%
LOCAL PRO SPORTS SUCH AS MINOR LEAGUE BASEBALL/ HOCKEY, ARENA FOOTBALL, OR SHORT-TRACK RACING	23%	16%
NATIONAL HOCKEY LEAGUE	14%	20%
NBA	12%	20%
PROFESSIONAL GOLF	12%	18%
EXTREME SPORTS LIKE ESPN'S X-GAMES	10%	11%
PROFESSIONAL TENNIS	3%	7%

Professional Sports: Attendance a

<i>Have you attended any of the following in person/watched on TV during the past year or so? (Percent "Yes" for each)</i>	Guard Members	NASCAR Fans
NFL FOOTBALL GAME	29%/87%	33%/95%
MAJOR LEAGUE BASEBALL GAME	34%/64%	47%/79%
NASCAR OR OTHER PROFESSIONAL MOTORSPORTS	16%/52%	34%/98%
LOCAL PRO SPORTS SUCH AS MINOR LEAGUE BASEBALL/ HOCKEY, ARENA FOOTBALL, OR SHORT-TRACK RACING	45%/36%	42%/40%
NATIONAL HOCKEY LEAGUE GAME	13%/35%	23%/54%
NBA GAME	13%/42%	19%/60%
PROFESSIONAL GOLF TOURNAMENT	6%/40%	9%/59%
EXTREME SPORTS LIKE ESPN'S X-GAMES	3%/35%	3%/43%
PROFESSIONAL TENNIS	1%/19%	3%/35%

Perception of Professional Sports

To what degree* do you consider each of the following organizations to be patriotic/supportive of the U.S. military?***

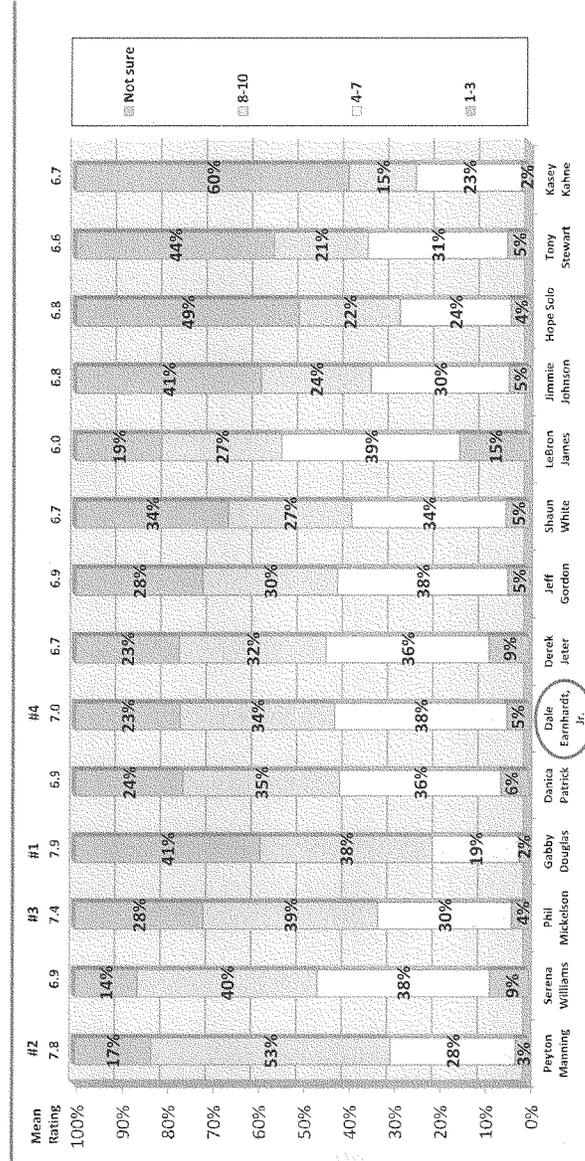
	Guard Members	Consumers	NASCAR Fans
NFL	8.2/8.4	7.9	8.5
MAJOR LEAGUE BASEBALL	8.3/8.3	8.2	8.6
NASCAR	8.6/8.9	7.5	9.2
NATIONAL HOCKEY LEAGUE	6.7/7.0	6.8	7.1
NBA	6.0/6.3	6.8	6.8
PGA	5.7/6.2	6.3	6.6

Callouts:
 - 74% ratings of 8-10 (pointing to NASCAR Guard Members)
 - 87% ratings of 8-10 (pointing to NASCAR Fans)

*Mean rating, using a scale of 1-10 where 1 means not at all patriotic and 10 means very patriotic.
 ***Supportive of the U.S. military" asked only in the National Guard survey.



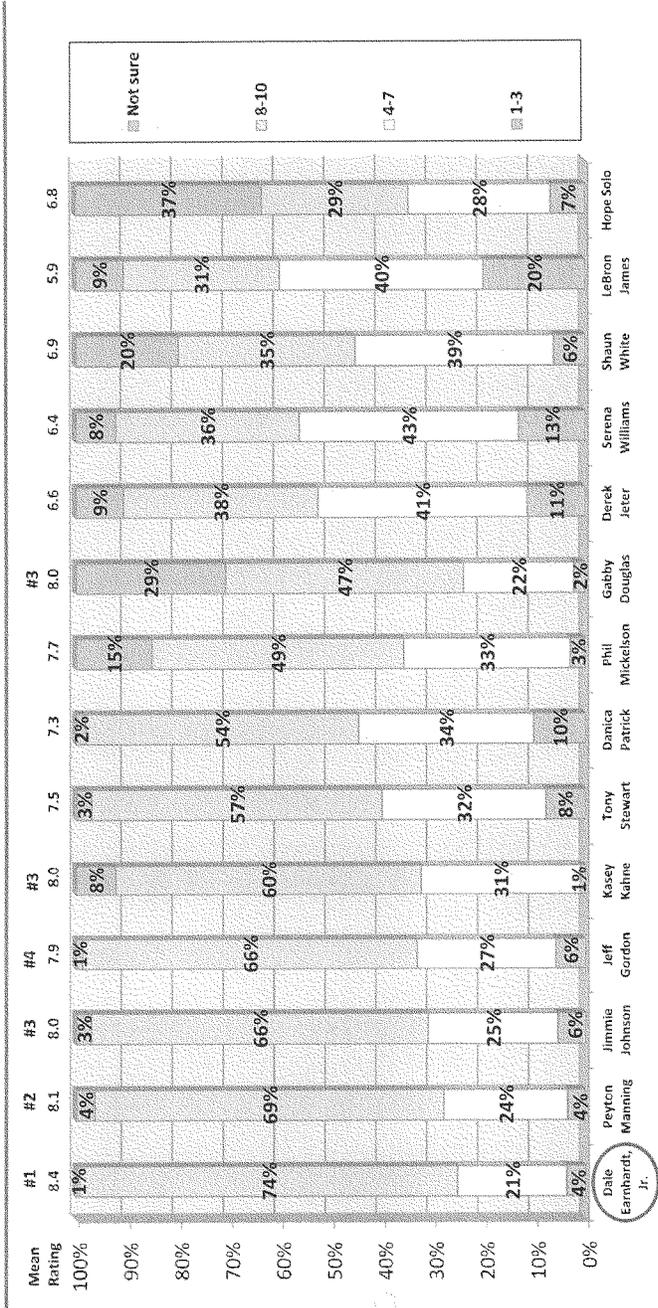
Perception of Individual Athletes:



*In general, what is your feeling about each of the following individuals involved in professional sports?
Consumer survey respondents*

Distribution of ratings, using a scale of 1-10 where 1 means very negative and 10 means very positive

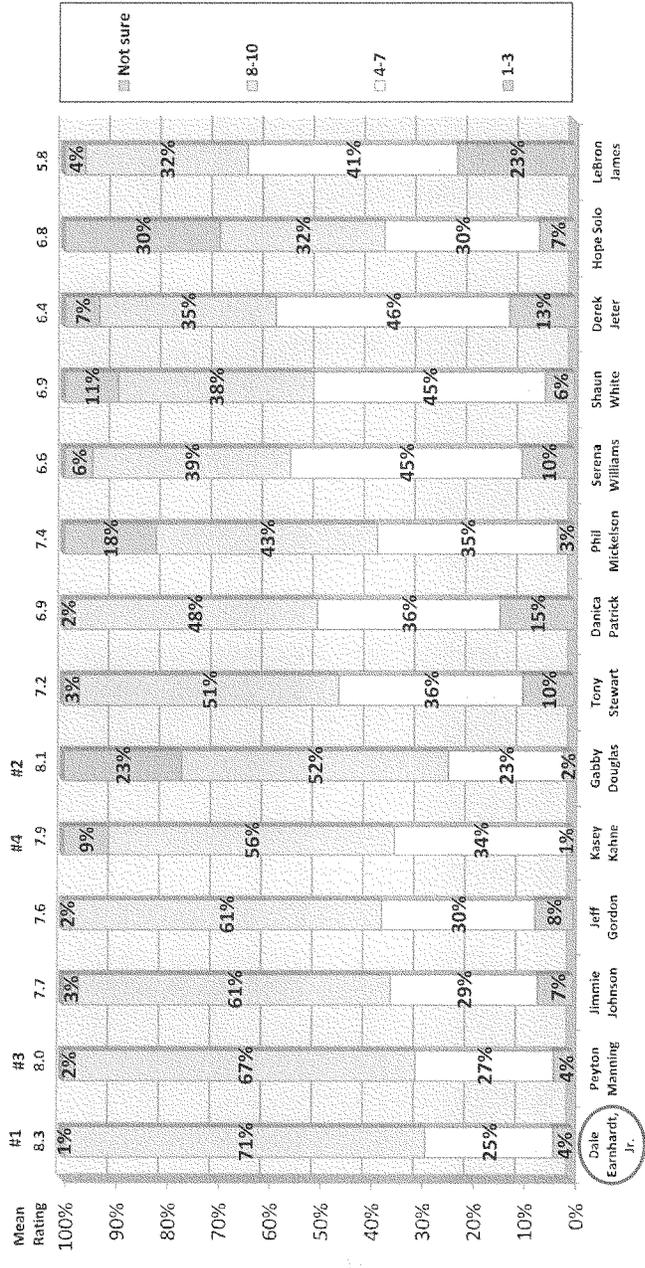




In general, what is your feeling about each of the following individuals involved in professional sports?
NASCAR Fan respondents

Distribution of ratings, using a scale of 1-10 where 1 means very negative and 10 means very positive

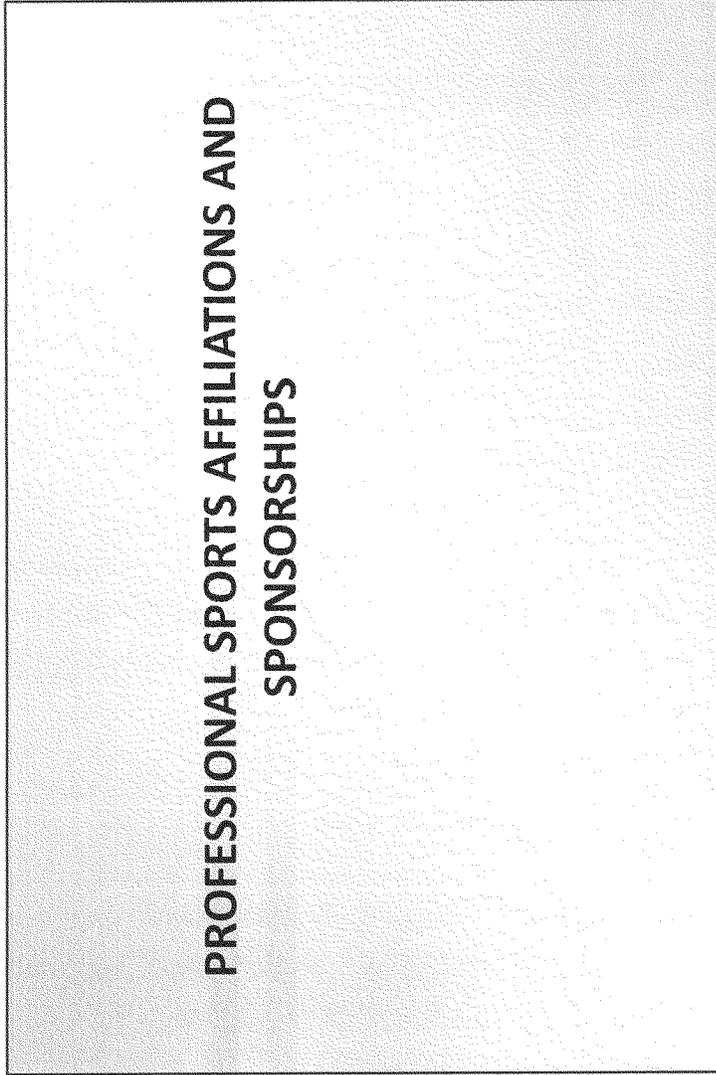




**In general, what is your feeling about each of the following individuals involved in professional sports?
NASCAR Fan respondents (Age 18-34)**

Distribution of ratings, using a scale of 1-10 where 1 means very negative and 10 means very positive

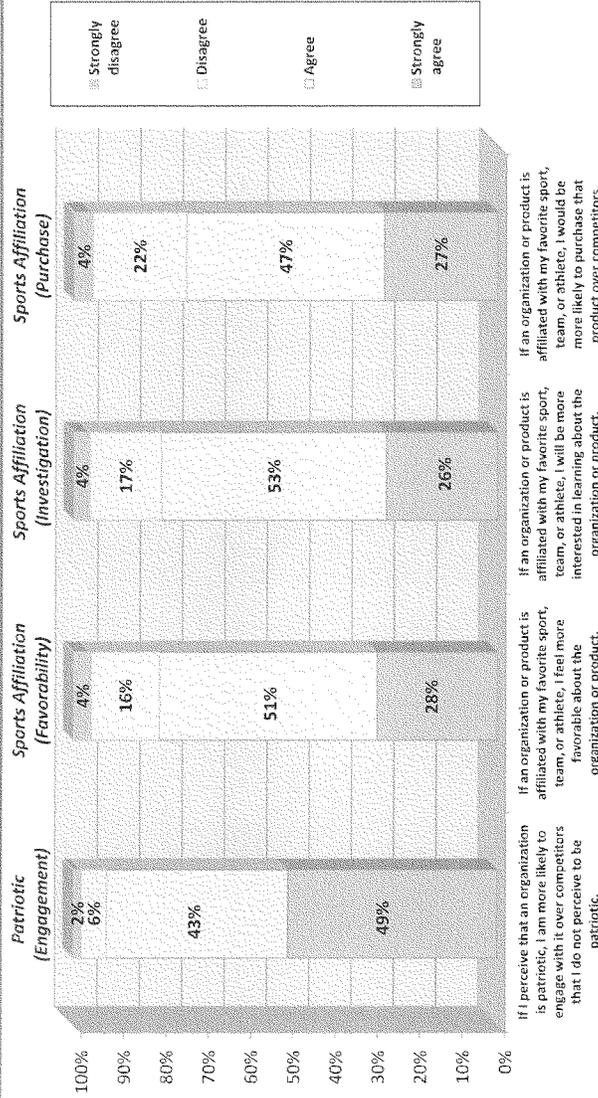




**PROFESSIONAL SPORTS AFFILIATIONS AND
SPONSORSHIPS**

Perceptions and Engagement with National Guard Respondents

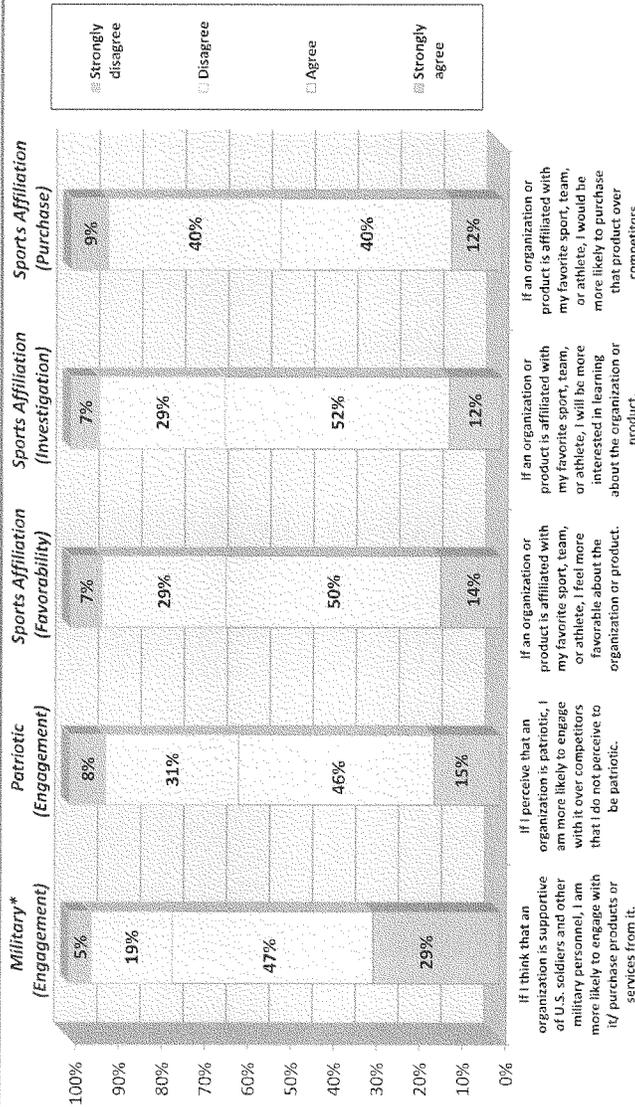
Organizations:



How much do you agree or disagree with each of the following statements?
National Guard survey respondents



Perceptions and Engagement with Patriotic/Sports-Affiliated Organizations: Consumer Respondents



How much do you agree or disagree with each of the following statements?

Consumer survey respondents

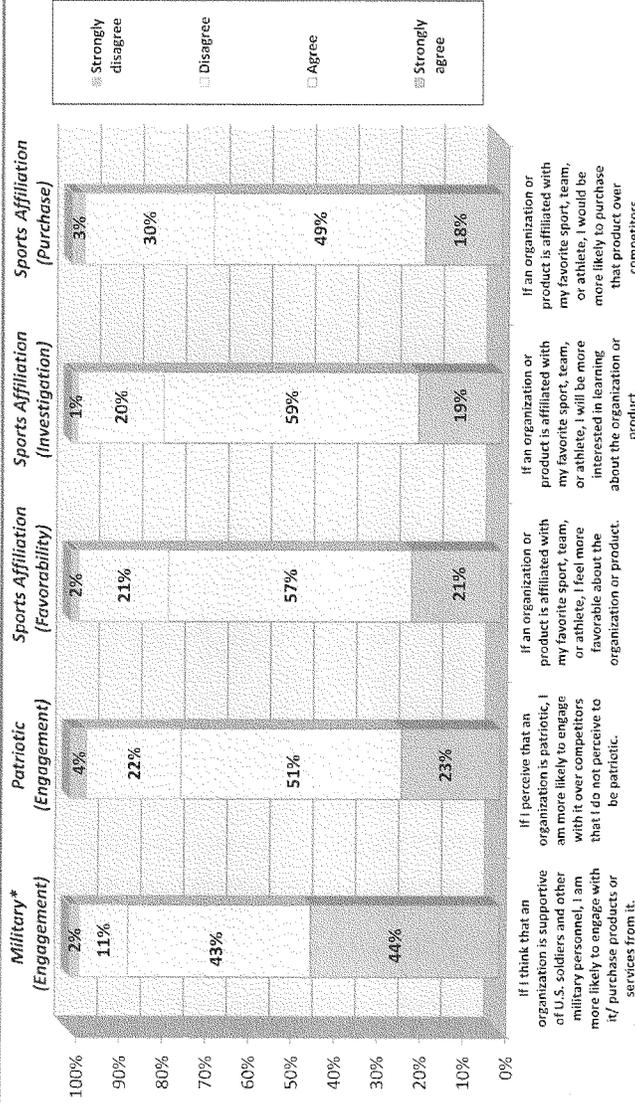
*Question not asked in National Guard survey



Sanctum Research

Perceptions and Engagement with NASCAR Fan Respondents

Organizations:

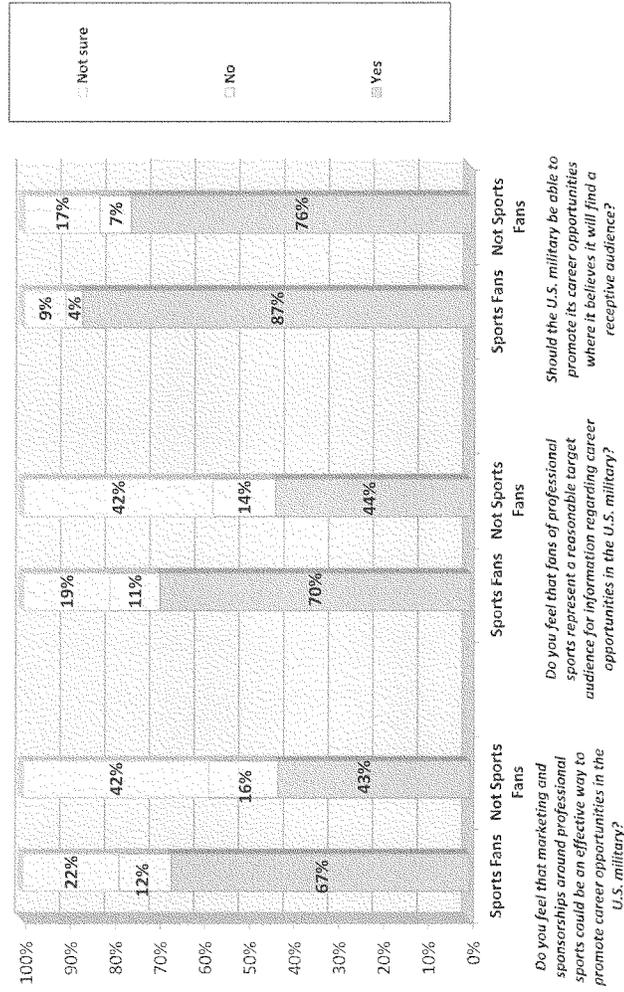


How much do you agree or disagree with each of the following statements?
NASCAR Fan respondents

*Question not asked in National Guard survey



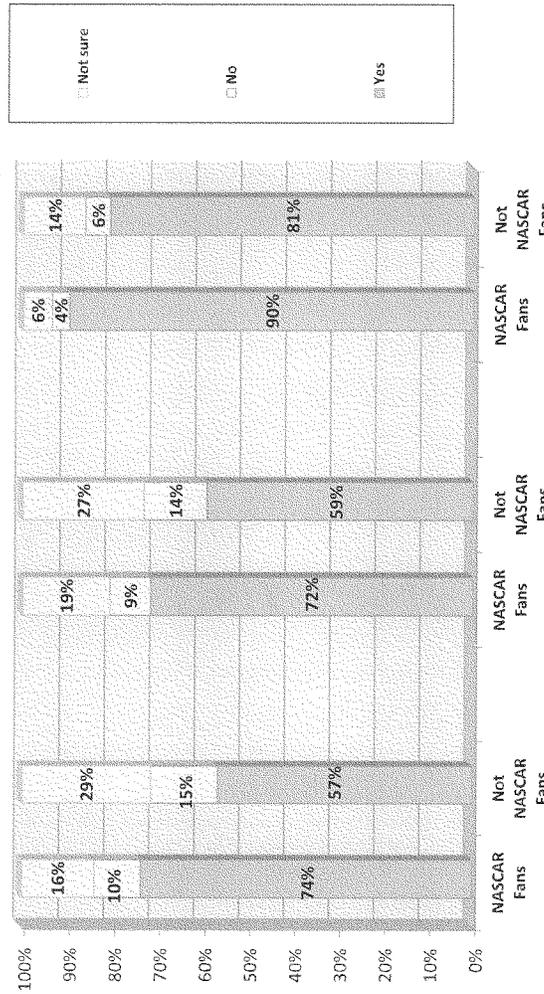
Consumer Perceptions of Sponsorships and Recruitment: Sports Fans vs. Non-Fans*



*Sports Fans: "Very interested" in at least one of the professional sports measured in the survey (n=794)
 Non-Fans: "Not interested" in ALL of the professional sports measured in the survey (n=342)
 Question not asked in National Guard survey.



Consumer Perceptions of Sponsorships and Recruitment: Sports Fans vs. Non-Fans*



Do you feel that marketing and sponsorships around professional sports could be an effective way to promote career opportunities in the U.S. military?

Do you feel that fans of professional sports represent a reasonable target audience for information regarding career opportunities in the U.S. military?

Should the U.S. military be able to promote its career opportunities where it believes it will find a receptive audience?

*NASCAR Fans: Avid or Moderate fan of NASCAR (n=501)
 Non-Fans: Not a fan of NASCAR (n=839)
 Question not asked in National Guard survey.



Military as a Career: Sports Fans vs. Non-Fans*

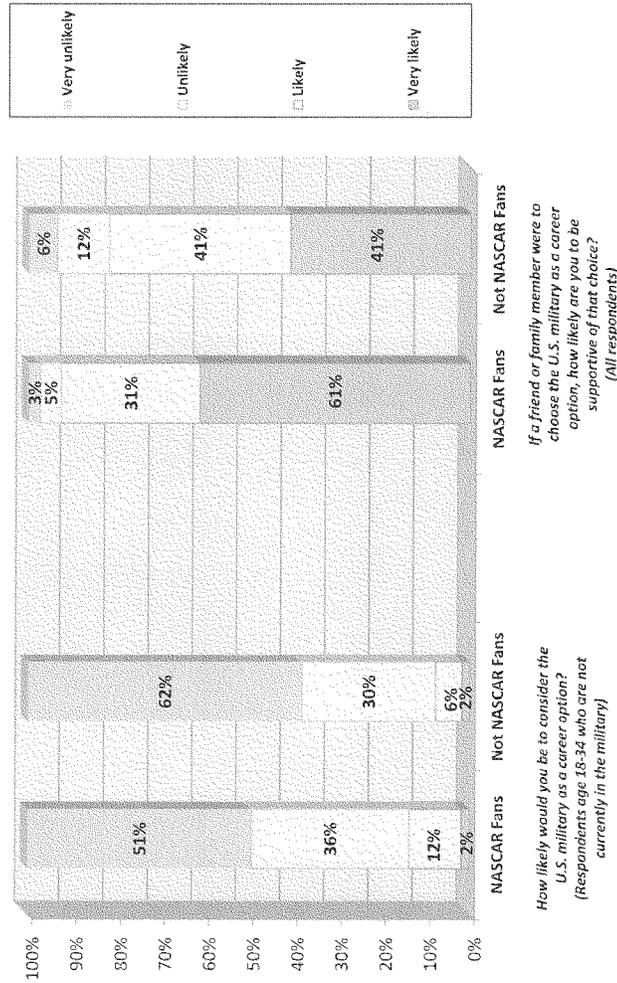


Sports Fans **Not Sports Fans**
If a friend or family member were to choose the U.S. military as a career option, how likely are you to be supportive of that choice? (All respondents)

*Sports Fans: "Very interested" in at least one of the professional sports measured in the survey (n=794)
 Non-Fans: "Not interested" in ALL of the professional sports measured in the survey (n=342)
 Question not asked in National Guard survey.

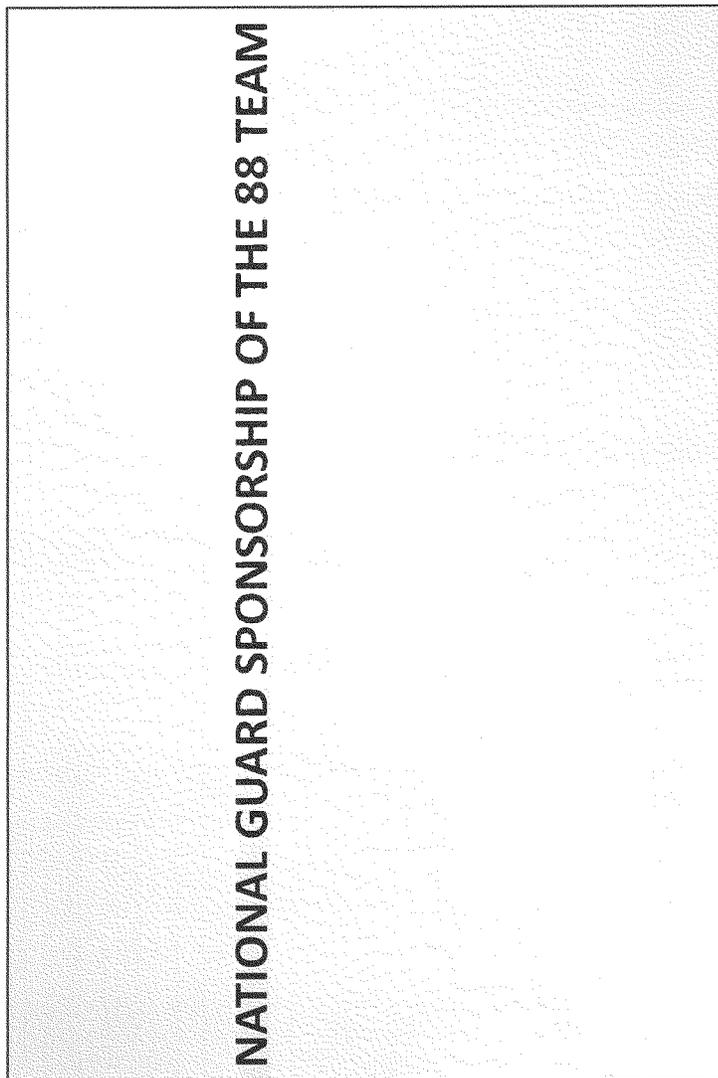


Military as a Career: Sports Fans vs. Non-Fans*

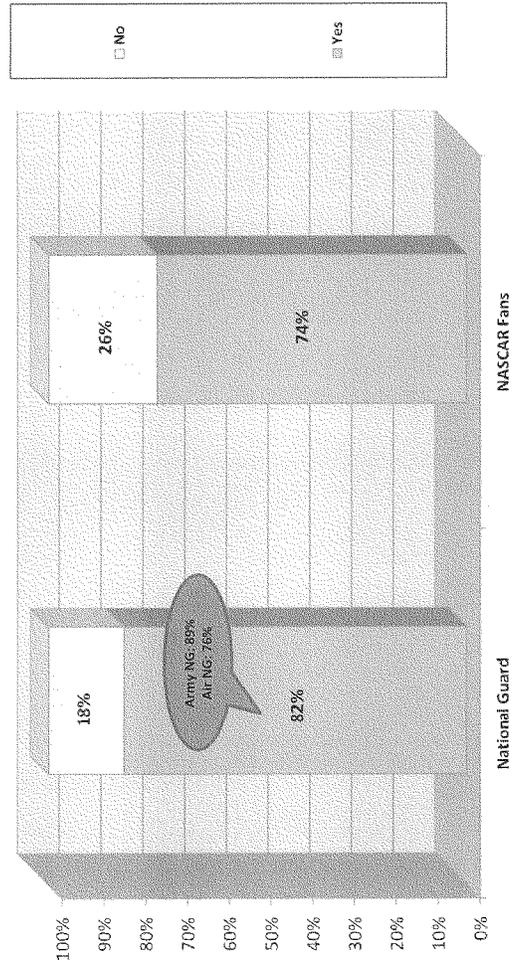


*NASCAR Fans: Avid or Moderate Fan of NASCAR (n=503)
 Non-Fans: 'Not a Fan' of NASCAR (n=538)
 Question not asked in National Guard survey.



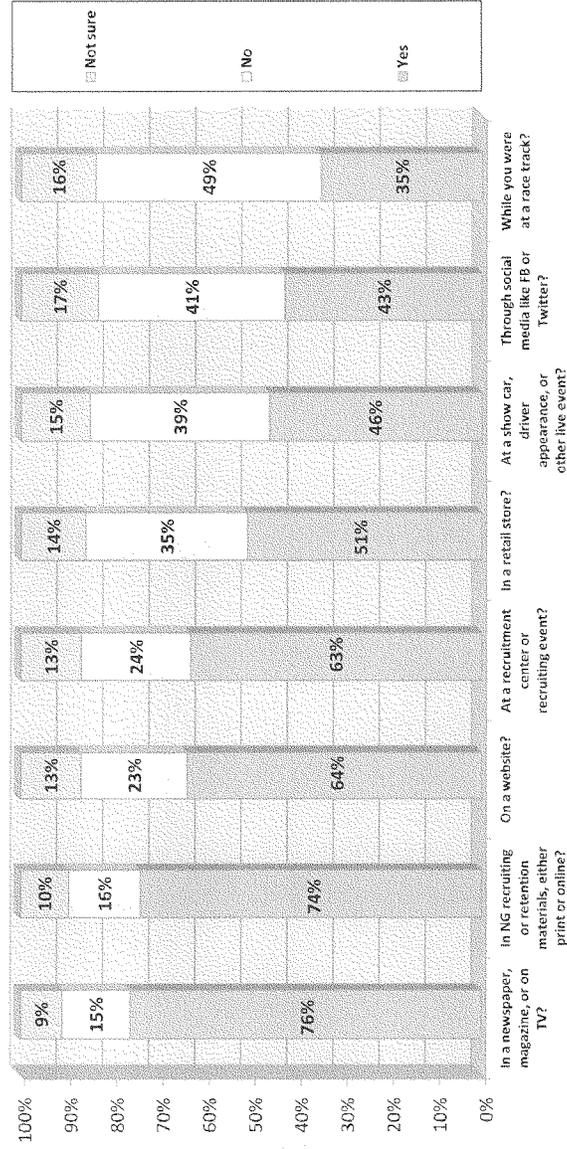


Awareness of National Guard/88 T



Did you know that the National Guard is a sponsor of NASCAR driver Dale Earnhardt, Jr.?

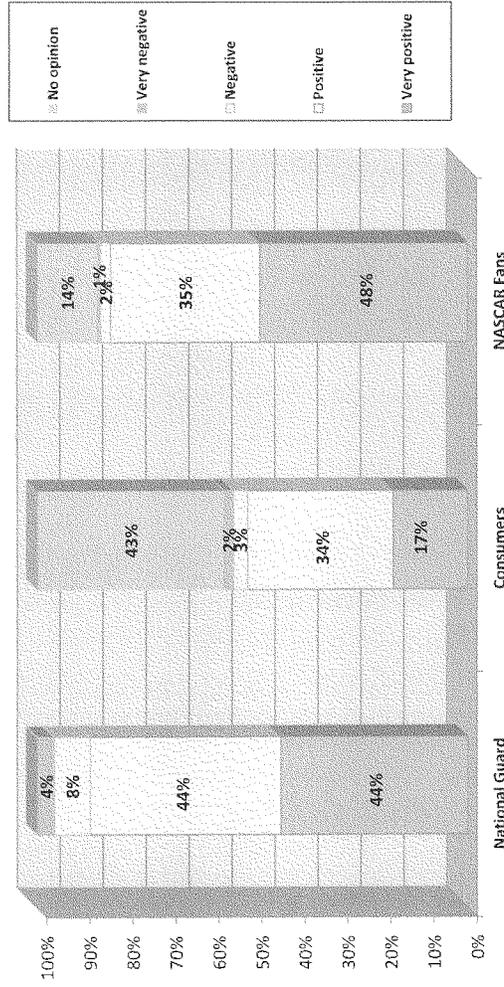
National Guard Member Awareness of 88 Team P Material



Have you ever seen the National Guard logo on a race car, driver apparel, or other themed merchandise...
National Guard survey respondents*



Opinion of National Guard/88 Tea



What is your feeling about the affiliation of the National Guard with Dale Earnhardt, Jr. and NASCAR?
All respondents



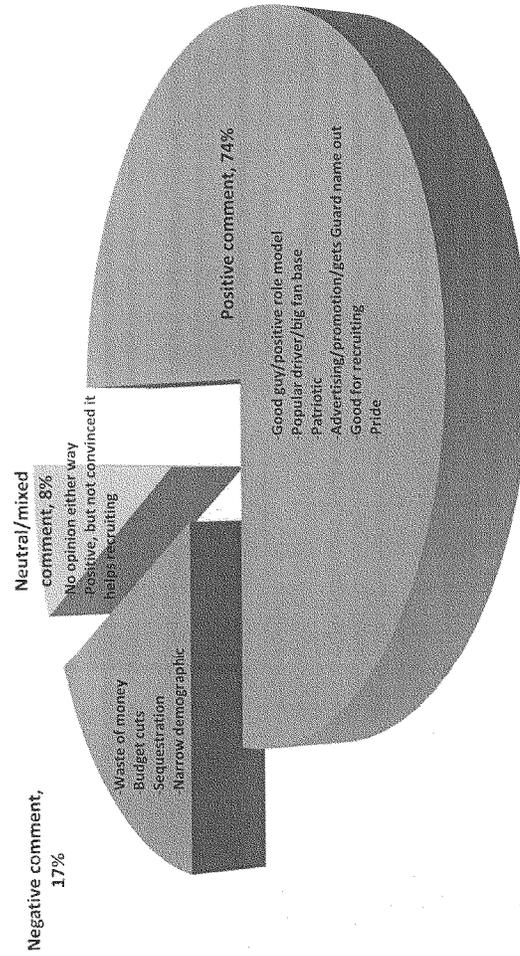
Positive Opinions of National Guard Sponsorship: Consumer Respondent Comments

- **(Recruiting)** I think this is a good place to advertise the National Guard. The audience would be more receptive at a NASCAR event than other professional sporting events.
- **(Good Reputation)** I feel that NASCAR is a very family-friendly organization, I believe that the US military, including the National Guard, is a positive force in our country, and I believe the matchup between those two organizations is good. Dale has a good reputation, and I hope that potential service members will see his sponsorship and react positively from it.
- **(Patriotic)** As a non-fan of NASCAR, I personally would be more supportive of (driver) because I would like the military affiliated car to perform well regardless of who drives it.
- **(Patriotic)** Prior to this survey, I had no idea that Earnhardt was sponsored by the National Guard. After learning this, I think it is a good thing. I like the fact that pro sports are supportive of the military, and that the military supports pro sports.
- **(Role Model)** I find Dale Earnhardt, Jr. to be very good role model for his followers and the National Guard is doing a positive thing by sponsoring him.
- **(Good Representation)** Dale Earnhardt, Jr. is the most popular driver in NASCAR. He wins that title every year. He has a very large fan base (probably the largest). What ever is on that car people will notice. Whatever Dale promotes or takes about during an interview people listen and will talk about it. I know he is a strong supporter of our armed forces and proud to carry the National Guard colors on his #88 Hendrick Chevy.
- **(Promotion)** It gives National Guard a more public face, giving the average American the opportunity to connect with it.
- **(Good Fit)** It goes two ways. 1) It shows that the US Military at least has a notion of popular leisure activities in the country, which allows it to target specific audiences for specific job types. 2) It shows the American people that the US Military has an interest in their activities.

Positive Opinions of National Guard Sponsorship: Consumer Respondent Comments

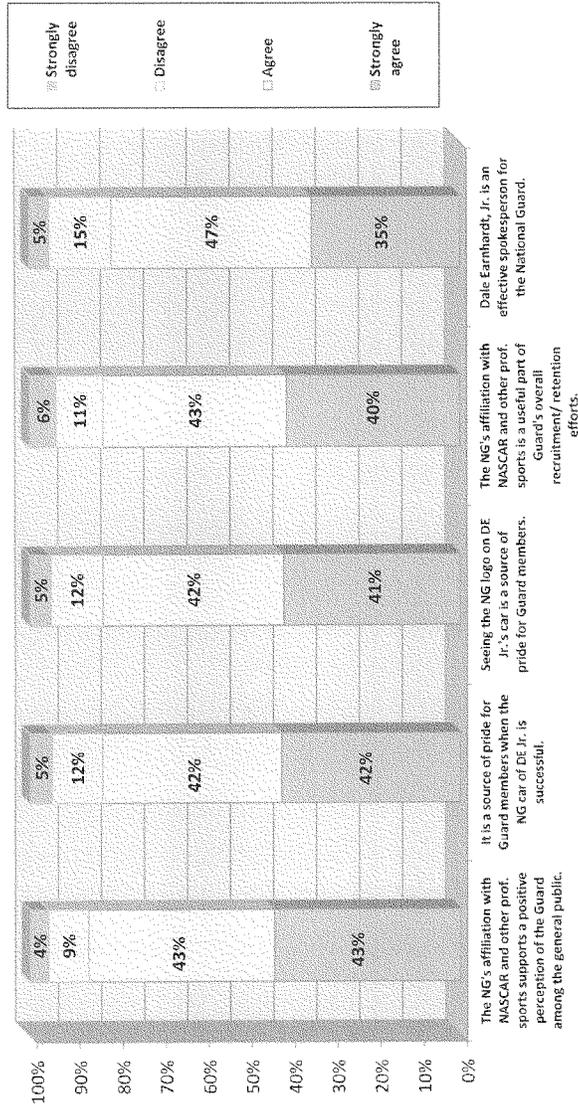
- **(Image)** It is a way to get the positive image out for what we do and help recruiting. When a major sporting event is broadcast with the guard represented the media also feels inclined to keep the fans interested in supporting our mission. The fans of that sport may not necessarily watch news, per say, but will follow that broadcast, therefore gaining that positive perspective on what we are about. Dale Jr. is very supportive of the service and is a good conduit in this.
- **(Supportive of National Guard)** Earnhardt will bend over backwards to please the Guardsman who attend NASCAR events. He has always appeared humble and seems to like the Guard. NASCAR has a large fan base with great national exposure.
- **(Publicity)** Great publicity for the Guard, especially with the regular Army dropping sponsorship of Ryan Newman. NASCAR fans are patriotic and an excellent recruiting pool.
- **(Patriotic)** He has a big fan base with the military. He seems to me that he has more of a patriotic spirit than many other athletes. It seems that the only athletes these days who are patriotic are in the Olympics.
- **(Recruiting)** We use this type advertising for public affairs/recruiting. If we can't get a sportsman who was a veteran, then it is important to have someone that is a "leader" in sports. To effectively recruit you have to win the parent(s) over with leadership characteristics. To be effective in recruiting today, you need to "recruit" the parent(s). Not just a well known name. I say this as I was a Recruiting and Retention Program Manager and developed successful recruiting and retention plans.
- **(Role Model)** NASCAR has a very loyal following, mostly Southerners, that believe in freedom, the Constitution and the United States. I am not a NASCAR fan, nor am I a Southerner (New Englander), but Junior is a positive role model for young boys and girls. I cannot recall an instance where I've heard something on a sports show that portrayed him in a negative light. When sponsoring sports and individuals, it is important to choose ones that can be good role models for our youth and contribute to the community. Yes, these are businesses and business men, but they will be representing the citizen-Airmen and citizen-Soldiers of the USA.
- **(Good Representation)** He is a patriotic, well rounded individual who has a way of connecting with the public. He is a great representative of the National Guard, I think he has a lot of the same qualities that we look for in soldiers, he is humble, grateful, down to earth and respectful.

Why do you feel (positive/negative) about the National Guard's sponsorship of Dale Earnhardt, Jr.'s NASCAR race team? (National Guard respondents)



Feelings about the National Guard's sponsorship of Dale Earnhardt, Jr.'s race team
National Guard survey respondents: Categorization of 1,170 open-ended question responses

National Guard Member Perceptions of 88 Team Affiliation

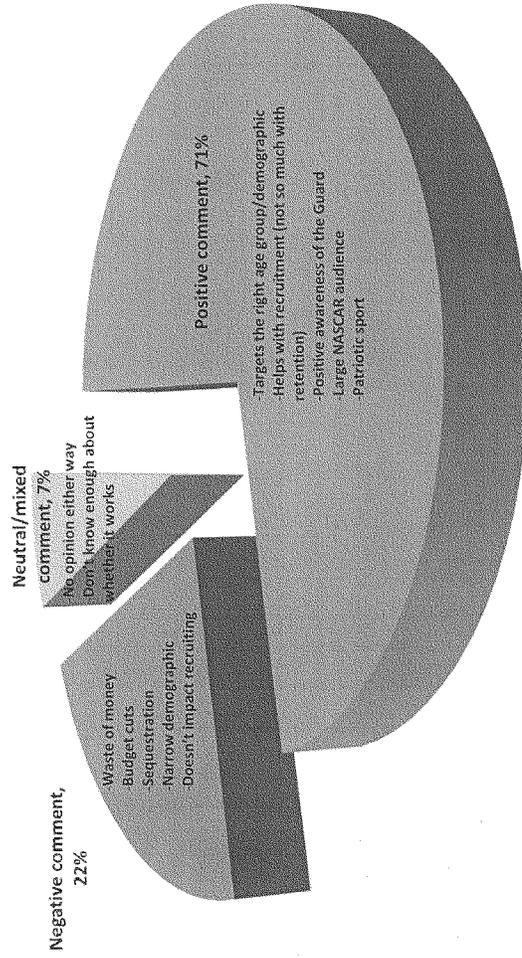


How much do you agree or disagree with each of the following statements?
National Guard survey respondents*

*Question not asked in consumer/NASCAR fan survey



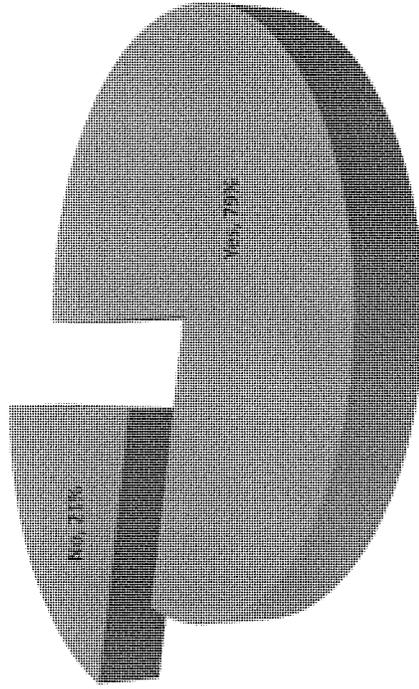
Why do you (agree/disagree) that the National Guard sponsorship of Dale Earnhardt, Jr.'s NASCAR race team is a useful part of recruitment and retention efforts? (National Guard respondents)



Feelings about the 88 team sponsorship's impact on recruitment
National Guard survey respondents: Categorization of 1,046 open-ended question responses



Sponsorship Research Study 2013
National Guard Perceptions of Sponsorship and Recruitment



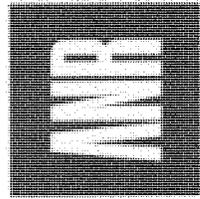
If you knew that the leadership at National Guard Bureau had determined that sponsorship of professional sports was an effective use of its marketing budget, would you be supportive of NGB continuing to allocate a portion of its recruiting and retention budget towards these sponsorships?
National Guard survey respondents*

*Question not asked in consumer/NASCAR fan survey



Conclusions

- Nearly three-fourths of Guard members surveyed perceive NASCAR to be *patriotic*, higher than any other sport. Even among non-fans, over half (53%) of National Guard respondents rate NASCAR as *patriotic*.
- Dale Earnhardt, Jr. is perceived very favorably among most National Guard respondents, second only to Peyton Manning on a list of fourteen athletes across multiple professional sports. He is the highest-rated athlete on the same list among NASCAR fans.
- Consumer favorability regarding Dale Earnhardt, Jr. and the association with the National Guard is largely favorable; very few are unfavorable, and 40% or more have no strong opinion. NASCAR fans view the association very favorably, with over 80% describing it as positive or very positive.
- Among National Guard members, strong positive feeling about the Guard's affiliation with the 88 team is highly correlated with affinity for NASCAR; however, even among non-fans, two-thirds or more NG respondents express favorable opinions about the association.
- Respondents in both consumer segments (especially NASCAR fans) express a high level of favorability towards organizations that are perceived to be supportive of U.S. soldiers and military personnel.
- Respondents in all three segments express positive views about the U.S. military using sports sponsorships to reach potential recruits, assuming the military has deemed this a fruitful use of those budget funds. Negative perceptions primarily involve concerns about appropriating funding in this direction when other areas have experienced budget cuts, lack of enthusiasm for NASCAR specifically, and lack of information regarding the specific benefits and impact upon recruiting.
- Among consumer respondents aged 18-34 who are not currently in the U.S. military, those who are NASCAR fans are significantly more likely to say they would consider the military as a career than those who are not NASCAR fans.



Alan Newman Research

MARKET RESEARCH CONSULTANTS

ENCLOSURE 1 – Army National Guard (ARNG) Answers to Sen. McCaskill’s Letter of April 11, 2014

(1) Army National Guard, Army Reserve and Regular Army recruitment needs and goals for each of the last 5 years and the next two years, including targeted demographics of desired recruits.

ANSWER:

The Army National Guard recruiting goals or “accessions mission” for enlisted and officer members is provided in the table below. The ARNG accessions mission is prioritized to target recruits by prior military service, needed skill sets, and geographic location. For prior military service, the accessions mission includes a target for “Non-Prior Service” (NPS) and “Prior Service” (PS). The table below shows both the total enlisted and officer accessions mission, and breaks out the enlisted mission by NPS and PS. The accessions mission prioritizes specific skill sets simply based on projected needs or shortfalls. Finally, the accessions mission prioritizes geographical location simply because ARNG members typically live within 50 miles of the National Guard vacancy they will fill.

The ARNG Recruiting and Retention Division (ARNG-GSS) accession mission does not target recruits by race, ethnicity or gender. The ARNG-GSS strives to direct relevant and appealing recruiting messages to qualified individuals of all backgrounds. While ARNG messaging is not specifically tailored to specific gender or specific socio-economic populations, it is focused on reaching diverse populations of qualified individuals who live near locations where the ARNG has vacancies. Each State Recruiting and Retention Command works their individual State accession mission based on the assigned DA mission and command priorities established by the State Adjutant General.

As noted above, the following table lists the FY09 to FY13 accessions missions for both enlisted and officer members. Also, current year FY14 and projected FY15 accession missions are included. The Total enlisted mission is broken down into Non-Prior Service and Prior Service missions. The officer accession mission is noted separately.

FY09 to FY14 Accession Mission – FY15 Projected Mission

FY	NPS	PS	Total Enlisted Accession Mission	Officer Accession Mission
2009	42,830	13,170	56,000	5,500
2010	46,582	13,418	60,000	5,358
2011	39,694	13,306	53,000	5,550
2012	34,500	11,500	46,000	5,034
2013	36,739	12,261	49,000	4,602

2014	38,310	12,690	51,000	4,052
2015	39,000	13,000	52,000	4,100

NPS: Non Prior Service

PS: Prior Service

Total Enlisted Accession: Includes NPS & PS accessions

(2) Army National Guard, Army Reserve, and Regular Army's prioritization of recruiting spending (e.g., recruiters, handouts, events, sponsorships, etc.).

ANSWER: The Army National Guard's main recruiting priority for the past decade has been to build a strong brand. Currently, however, the ARNG is transitioning its marketing priorities to brand-sustainment. This includes prioritizing knowledge of our brand and awareness of ARNG service opportunities, as well as generating quality leads within both our NPS and PS target demographics in the 17-24 year old age group. As budgets decline, the need to discontinue legacy branding programs and invest in high performing brand-sustainment activities is essential. These activities include national and localized media/advertising, high school entry vehicles, mobile event marketing teams, and recruiter promotional items.

(3) The purpose(s) of the Army National Guard's, Army Reserve's and Regular Army's sports sponsorship and event marketing programs (e.g., lead generation, "brand" building, "influencer awareness," etc.).

ANSWER: Depending on the program and to varying degrees, the ARNG obtains multiple synergistic effects that are beneficial to recruitment and retention. This said, the primary purpose of each program is as follows:

- a) NASCAR: Branding
- b) IndyCar: Branding
- c) High School Player Development (HSPD): Prospect Engagement/Lead Generation
- d) Youth Soccer: Prospect Engagement/Lead generation
- e) Mobile Event Team (MET): Prospect Engagement/Lead Generation
- f) Freedom Salute: Retention
- g) Action Sports: Prospect Engagement/Lead Generation
- h) Mission Zone: Recruiter Support

(4) Total amount of Army National Guard, Army Reserve and Regular Army spending on all recruiting activities, including overhead, for each of the last 5 years, and any planned spending over the next two years, broken down by

category (recruiters, recruiting support materials, direct response programs, awareness programs, etc.).

MDEP/Category	Notes	FY Funding level (in thousands (k))				
		2010	2011	2012	2013	2014
FARC – Recruiter support contracts (operational expenses)	FARC includes all support contracts that assists recruiters in their mission. Includes GSA cars, cell phones, contractor support, etc.	\$376,225	\$383,601	\$273,837	\$260,157	\$244,631
VAMP – marketing contracts	This includes all of the ARNG marketing and advertising programs. Including branding, retention, and lead generation programs.	\$186,900	\$186,382	\$183,410	\$119,061	\$120,053
VIRS – new recruiting initiatives	VIRS is for new programs only. This is designed as a test category to determine if programs are effective and useful. The intent is to run test pilots, and to build and shape programs. Once built, these programs will move out of	\$18,979	\$12,542	\$11,973	\$10,312	\$10,521

	VIRS to VAMP or FARC within a 3-year test and development cycle					
--	---	--	--	--	--	--

NOTE: This table does not include FY 2014 and FY2015. ARNG senior leaders are now in the process of reviewing current program return on investment (ROI) with a view toward making marketing program decisions for FY2015. These decisions are expected by the end of April 2014." FARC/VAMP/VIRS are MDEPs (Management Decision Evaluation Package) not acronyms. Explanations of what each MDEP encompasses are listed in the category and notes section.

(5) For each Army National Guard, Army Reserve and Regular Army direct response program (including various sports sponsorships and the Army National Guard's motorcycle/hot rod displays) over the last five years and (where applicable) over the next two years:

(a) Total annual spending

ANSWER: See table below

(b) The number of leads generated annually (please include the definition or standard for a "lead")

ANSWER: See table below for data. The ARNG defines as a "Lead" those individuals who have provided their name and one contact data point

(c) The number of leads converted to a contract annually (not available)

ANSWER: See table below

(d) The cost per lead

ANSWER: See table below

(e) The cost per contract

ANSWER: See table below (not available)

ANSWER: The Army National Guard's (ARNG) Mobile Event Team is its only direct response program. The Patriot Chopper is one component of this activity. The other components of this activity include...

The Mobile Event Team's (MET) mission is to provide Recruiters with an asset based focal point that physically draws recruits in to the Recruiter and allows the Recruiter to get in front of as many potential recruits as possible. An additional goal of the MET is to provide an activity that enhances State recruiting activities while simultaneously reducing the burden on the State to contract, manage, plan, and maintain equipment for such activities. In this way, the mobility of the MET is a cost-efficient force multiplier for recruiting because it provides a single activity from the ARNG that is available and travels to all 54 States and Territories.

The MET contract cost covers labor, fuel, vehicle maintenance, vehicle wraps etc...The current MET contract is with LMO advertising and was subcontracted to Docupak. All MET team members are Docupak employees and none are currently members of the Army National Guard. Their travel expenses and per diem are paid in accordance with the Joint Federal Travel Regulations guidelines and are billed as a contract line item as "Out of Pocket" expenses recovered as Other Direct Costs (ODC), which is billed to LMO who separately bills the Army National Guard.

Mobile Event Team

Year	Total Annual Spending per Fiscal Year	Total Annual Leads	Cost per Lead	Number of Leads Converted to Contract Annually	Cost per Contract
FY2010	\$6,725,661.00	30,722	\$218.92	n/a	n/a
FY2011	\$4,097,090.11	23,984	\$170.82	n/a	n/a
FY2012	\$2,549,796.88	36,436	\$69.98	n/a	n/a
FY2013	\$1,952,517.61	25,112	\$77.75	n/a	n/a
FY2014	\$3,336,786.85	n/a	n/a	n/a	n/a
FY2015 (projected)	\$3,336,786.85	n/a	n/a	n/a	n/a
FY2016 (projected)	\$6,500,000.00	n/a	n/a	n/a	n/a

Note: The ARNG defines as a "Lead" those individuals who have provided their name and one contact data point

Note: Over the past 10 years, the ARNG has used various methodologies for tracking the effectiveness of its marketing activities. The constant across all methodologies used is "leads" and that is the data provided in an effort to enable fair comparisons. As the ARNG does not obtain Social Security Numbers from

leads, it is impossible to conclusively link information provided by leads to contracts, and thus attribute cost per contract. Additionally, the fact that 18-20% of the population moves annually, coupled with the fact that the age-group the ARNG primarily targets is an especially transient group, the ability to reliably track leads-to-contracts data is nearly impossible (at best the data would grossly under-report contracts from advertising/marketing activities).

(6) For each element of the Army National Guard's NASCAR program (Branding, Interactive Trackside Display, Mobile Event Team, Driver Visits, etc.).

(a) The cost or estimated cost under the contract

ANSWER: In accordance with the current contract ceiling, the total cost of the ARNG NASCAR program for FY 2014 is \$32,181,497.48.

(b) The number of leads generated annually

ANSWER: NASCAR is primarily a branding program and not a lead generating program. Any leads generated by the NASCAR program are purely ancillary to its primary purpose of branding.

(c) The number of leads converted to a contract annually

ANSWER: Not Available

(d) The cost per lead

ANSWER: Not Available. As noted above, the NASCAR program is a branding program. As such, the ARNG does not have data showing leads generated.

(e) The cost per contract

ANSWER: Not available

2014 Actual Operating Expenses (per Laughlin, Marinaccio and Owens, LMO – Prime Contractor for MET contract) as of 14 Apr 14

	Description	Rate	Qty	Total
0001	MEDIA			
	Initial Coordination and Design Service – Sponsorship			

	Team/Crew/Driver Uniforms	\$561,000.00	1 LS	\$561,000.00
	Team Support Services	\$1,071,000.00	1 LS	\$1,071,000.00
	HMS Facility Displays	\$61,200.00	1 LS	\$61,200.00
	Pit Equipment Branding	\$32,640.00	1 LS	\$32,640.00
	Merchandise Management	\$49,470.00	1 LS	\$49,470.00
	Pit Wall Banners	\$7,140.00	1 LS	\$7,140.00
	Transporter Usage	\$280,500.00	1 LS	\$280,500.00
	Unlimited Off Track Image Rights of Driver	\$612,000.00	1 LS	\$612,000.00
	Initial Payment for Sponsorship – Balance funded prior to 01/01/2014	\$5,364,360.00	1 LS	\$5,364,360.00
	Subtotal Sponsorship			\$8,039,310.00
	Misc. Program Support			
	MRD & Trackside – Deposit required securing the MRD assets and locking in locations for the beginning of the race season. Total requirement is \$1,100,000 – Balance funded prior to 01/01/2014	\$561,000.00	1 LS	\$561,000.00
	Program Management – required labor for the 2014 design services for team race car, equipment, uniforms and collateral materials – Balance funded prior to 01/01/2014	\$122,156.00	1 LS	\$122,156.00
	Subtotal Misc. Program Support			\$683,156.00
	Handing Fee			\$178,009.00
	TOTAL INITIAL FUNDING - FFP			\$8,800,475.00

	Description	Rate	Qty	Total
0002	MEDIA			
	2014 Media Planning/Graphics/Public Relations	\$280,500.00	1 LS	\$280,500.00
	Balance of Sponsorship Advertising	\$18,608,190.00	1 LS	\$18,608,190.00
	Subtotal Sponsorship			\$18,888,690.00
	Misc. Program Support			
	Program Management - Balance Due - Execution of NASCAR Media Program	\$509,964.48	1 LS	\$509,964.48

	MRD & Trackside – Balance Due - Mobile Recruiting Display (MRD) & Trackside Support - Includes leasing space at race track venues supporting the MRD (in-field) and a public access location supporting the ITD or equivalent ARNG display; hospitality support and credentials as required	\$561,000.00	1 LS	\$561,000.00
	Media Account for race season Activations and Promotions	\$357,000.00	1 LS	\$357,000.00
	Race-2-Achieve High School Activation Program – Includes 2,000 Classroom RPI kits, web and social media activations and monitoring and analysis of the classroom participation	\$1,275,000.00	1 LS	\$1,275,000.00
	Subtotal Misc. Program Support			\$2,702,964.48
3	OTHER			
	RPIs - Budget requirement Only	\$612,000.00	1 LS	\$612,000.00
	ODC & Travel – Misc trackside support to include but not limited to Guest Services, golf cart rentals, Hard Cards and special event licenses, race tickets, Support services, media collateral materials and press kits, etc.	\$612,000.00	1 LS	\$612,000.00
	Subtotal Other			\$1,224,000.00
	Handling Fee			\$465,368.00
	SUBTOTAL Secondary Funding			\$23,281,022.48
	GRAND TOTAL - 2014 NASCAR Program			\$32,081,497.48

(7) Other data and information sufficient to show the effectiveness of sports sponsorships in achieving the purposes of item (2), including in comparison to spending on alternatives from item (3).

ANSWER: The two primary metrics the ARNG uses to analyze marketing Return on Investment (ROI) are "engagements" (individuals who interact with our brand) and "leads" (individuals who provide contact info). Enclosed please find two documents that demonstrate ROI in these two areas. The first enclosure is a PowerPoint presentation of marketing and advertising ROI. The second enclosure provides a recruiting marketing overview.

(8) Information sufficient to show the reason the Army National Guard, Army Reserve and Regular Army ended any sports sponsorships or event marketing programs over the last 10 years.

ANSWER: See listing below

ROI: Return on Investment
CPL: Cost Per Lead

<u>Program</u>	<u>Reason Discontinued</u>
3 on 3 Basketball	Other budget priorities/Low ROI/high local effort
American Drag Racing League (ADRL)	Vendor sought other incompatible partners
American Motorcycle Association (AMA)	Other budget priorities
Fishing League Worldwide (FLW)	Other budget priorities/state feedback/high CPL
Guitar Hero	Technology became dated/low ROI
Rock Star Hero	Technology became dated/low ROI
Hooahpalooza (Spring Break)	Other budget priorities
Hot Import Nights	Vendor partner became insolvent/ended tour
Mixed Martial Arts (MMA)	Vendor partner issues/state feedback
Paintball	Other budget priorities/low ROI
Rugby	State feedback/low ROI
Spring Break	Other budget priorities
World Wrestling Entertainment (WWE)	Other budget priorities/state feedback

(9) The organizational chart(s) for the Army National Guard office formerly known as the Army Strength Maintenance Division, identifying responsibility for managing sponsorship programs, recruiting promotional items, and motorcycle displays. Please include any major changes in organizational structure over the last five years.

ANSWER: The ARNG-GSS Marketing Branch is the office of primary responsibility for managing sponsorships programs, recruiting promotional items and motorcycle displays. Enclosed please find a two-slide PowerPoint presentation that provides the organizational charts for NGB-ASM as it existed in 2008 and for the ARNG-GSS as it currently exists in 2014. Note: In 2008, the ARNG-GSS Marketing & Advertising functions were under one branch (NGB-ASM). On March 12, 2012, the functions were split into two separate Branches (i.e., a Marketing Branch and an Advertising Branch). On April 1, 2014, the separate Marketing and Advertising Branches were again merged into a single branch known today as the ARNG-GSS Marketing Branch.

(10) Information regarding the Army National Guard's motorcycles, including their contracts, cost, custodians, storage locations, servicing locations and servicing costs over the last five years.

ANSWER: For the past five years the Army National Guard's Patriot Choppers have consisted of four motorcycles that tour the country as part of the Mobile Event Team (MET) contract. The original Orange County Chopper Patriot Chopper cost \$100,000 and its three replicas cost \$48,750 each. The Patriot Choppers are property book items of the Army National Guard. Docupak is the custodian of the Patriot Choppers when they are used as part of the Mobile Event Team. The Patriot Choppers are stored at either ARNG HQ or at Docupak in Alabaster, Alabama when not on the road for events. Finally, they are serviced at Docupak in Alabaster, Alabama as part of the MET contract. The

MET contract with Docupak contains a line item of \$15,000 for servicing the Patriot Choppers during each Fiscal Year.

(11) All communications and documents related to potential abuses in Army marketing programs (to simplify production, the Army may provide the same communications and documents produced for the Investigating Officer who completed the AR 15-6 [Procedures for Investigating Officers and Boards of Officers] that was provided to the Subcommittee on January 17, 2014).

ANSWER: Both AR 15-6 Investigations (Investigating Officers, COL Tom Evans and COL Victoria Betterton) were turned over the RAP Task Force working group on previous RFIs. All communications (emails) and all pertinent documents relating to potential abuses in Army Marketing programs are embedded in each 15-6.

(12) Has there been a rewrite of NGR 601-1 to determine the proper purpose, use and scope of Recruiting Promotional Items (RPIs), the definition of "Centers of Influence", and which officials can and cannot receive RPIs? If so, please provide the new policies and/or definitions.

ANSWER: NGR 601-1 is currently under revision and is in staffing. The revised NGR 601-1 will specifically address the proper use of RPIs, define "Centers of Influence", and articulate which officials can and cannot receive RPIs. The current regulation governing proper use of Recruiting and Retention Promotional Items (RRPI) is NGR-601-1, dated 28 April 2006. Enclosed please find an extract of the current language in NGR-601-1 relevant to this query, as well as the proposed language for an update to NGR-601-1 that is currently being staffed for approval and reissuance.

(13) Has the National Guard established a policy requiring all personnel to receive a JAG opinion before accepting any gifts? If so, please provide the new policy.

ANSWER: The government ethics rules, as provided in the Joint Ethics Regulation, permit acceptance of *de minimis* gifts without legal opinion. However, to ensure all Soldiers and Army civilian employees are aware of the gift acceptance rules; the Army National Guard requires Soldiers and Army civilian employees to receive two hours of ethics training annually. The gift acceptance rules are covered during each of the training sessions.

(14) Is state involvement with NGB programs now monitored to ensure compliance and reviewed by NGB leadership on a quarterly basis? If so, please provide the results of any review, if available.

ANSWER: In general, monitoring varies based on type of program, the deliverables of the contract, guidance from the Contracting Officer and NGB leadership, and the purpose of the program. All marketing event-based programs have an AAR (After Action Review) process, whereby the State/Territory is required to submit an AAR typically within 30 days of an event or deliverable to ensure the event or deliverable was executed properly and to monitor attendance. On some contracts, the AAR also requires submittal of event photos. Additionally, all marketing contracts include deliverables in the form of performance reports from the vendor intended to permit the Contracting Officer's Representative (COR) to monitor performance and deliverables by event and/or over time. Some of these reports will also include market data to help analyze what is occurring in the marketplace. Lastly, the CORs will also physically attend events during the contract period through a sampling process. The schedule and frequency of COR attendance will vary by every program, but in general, the COR will review contract performance during an event cycle (before, during, after) and frequency may vary from once per month to once per quarter.

As a program COR, the COR must review all reports in real time as they are submitted. Trends, performance challenges, and other issues are discussed between the COR, the ARNG-GSS Marketing Branch Chief, and frequently the ARNG-GSS Division Chief, (depending on the significance) as needed. Furthermore, the program office receives monthly and quarterly reporting to assess the effectiveness of marketing and advertising activities. The primary metrics used are "engagements" and "leads generated". It is important to understand that program purpose and ROI analytics vary (i.e. not every program is designed for prospect engagement or lead generation; some are structured to promote branding and awareness).

(15) Are actions that require coordination and/or comments from other Divisions and Directorates now staffed through the Joint Application Staff Management System (JASMS)?

ANSWER: Yes, since 2007 all official staffing actions for the National Guard Bureau are required to be staffed through the Joint Application Staff Management System (JASMS). This includes, for example, the draft rewrite of NGR 601-1 that is currently being staffed through JASMS.

(16) Do NGB contracting documents now include a detailed listing and justification of specific line items in the SOW/SOO and/or Task Order?

ANSWER: Yes. NGB contracting documents now include a detailed listing and justification of specific line items in the SOW/SOO and/or Task Order. Also,

regarding justification of contract items/tasks, the Army National Guard is implementing a new Requirements Validation Board (RVB) process to fully vet requirements and determine mission critical needs of the organization. This quarterly process will fully validate ARNG requirements from the highest levels of leadership.

(17) Have NGB contract officer representatives (CORs) been removed from program offices?

ANSWER: To date, no CORs have been removed from their program offices. The Army National Guard (ARNG) Acquisition Program Management Office (APMO) was established in accordance with AR 70-13, *Management & Oversight of Service Acquisitions*, and the *Optimization of Army Services Acquisition Implementation Plan* dated 1 September 2011. Based upon these regulatory documents and guidance set out by the Deputy Assistant Secretary of the Army for Procurement [DASA(P)], the ARNG is establishing an organization that will use Defense Acquisition Workforce Improvement Act (DAWIA) certified professionals in either Program Management and/or Contracting to establish a portfolio approach to oversee and manage ARNG requirements. This office will identify those requirements that, by their nature, demand a more robust program management approach from cradle to grave, much like the Army Program Executive Offices (PEOs) handle major weapon system requirements.

For those actions identified, a DAWIA certified Program Manager will oversee the requirement and establish a Multi-functional Integrated Process Team (MFIPT). Within this MFIPT, a Contracting Officer Representative (COR) will still exist, and will still perform COR duties. However, now a DAWIA certified professional will be able to oversee the entire MFIPT and the duties and responsibilities of the COR.

In other cases, requirements will not demand a full program management team, but a DAWIA certified program manager will still oversee the requirement and provide management and oversight to the COR. The APMO office will also provide oversight to ensure that COR training, certification, and performance duties are completed in compliance with the NGB-PARC, NGB Contracting Office (NGB-AQ), and various DoD regulations, directives, instructions, publications, and policies. Current contracts are staffed through the APMO in conjunction with the designated General Officer Special Assistant to the Director of the Army National Guard.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310

SAMR-MR

MEMORANDUM FOR Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: Hon. Thomas R. Lamont

SUBJECT: Discontinuance of Army NASCAR Car Sponsorship

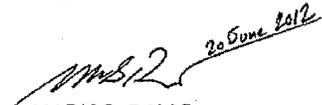
1. Pending guidance to the contrary, I intend to give notice to our marketing agency that we will discontinue Army sponsorship of a NASCAR car at the end of the current contract year. We are required to give notice prior to the end of this month and I intend to give notice not later than 26 June 2012.
2. I have discussed the issue of continued NASCAR support with MG Mann and MG Smith both of whom support discontinuance. This would be discontinuance of sponsorship of a branded car. We would still when deemed appropriate, conduct outreach at NASCAR events similar to outreach efforts we conduct at any other event where large groups gather.
3. Analysis provided by our marketing agency indicates that NASCAR is declining against our core prospect target audience (18-24). Currently, only 5% of the NASCAR audience is made up of 18-24 year old males. NASCAR is the highest cost per qualified lead and cost per engagement property in our portfolio; cost-per-lead is three times as expensive as NHRA. Because of those high sponsorship costs as well as the changing composition of the NASCAR audience, our NASCAR marketing recruitment program no longer provides the desired return on investment.
4. We also face risk with further motorsports investment resulting from the Kingston Amendment to the House version of the Appropriations Act. His amendment bans use of Defense funds in sponsoring any professional or semi-professional sport or event. A decision on FY13 motorsports will be made in FY12 and the sponsorship fee will be paid in FY12 dollars. If this bill is enacted as written, we will lose our investment for the year. While I believe the amendment will be eliminated prior to final passage in congress, the risk of lost dollars for NASCAR, minimum \$7M, seems to too high. Especially in context of generally diminishing returns.
5. My intent is to repurpose NASCAR funds as follows:
 - Drive more of our marketing online: We must meet our prospects where they are, and that is online. Today's young adults are engaging in more mobile, social and digital technologies, often multitasking between screens. My intent is to continually shift our marketing mix to reflect our prospects (and influencer's) media habits.

SAMR

SUBJECT: Discontinuance of Army NASCAR Car Sponsorship

- Refocus our activation strategy to mirror our marketing strategy: focus on engaging high school students and educators in educational environments (i.e., school visits) to demonstrate the Army's commitment to education and relevancy to preparing young people for success.
- Identify and engage prospects around other relevant passion points: there is a wide array of opportunities in technology, music, sports and automotive (NHRA) that provide the Army an increased number of engagements for far less cost than participating in NASCAR.

6. I am the point of contact for this memorandum and can be reached by telephone at (703) 545-3439 or by email at mark.s.davis@us.army.mil.

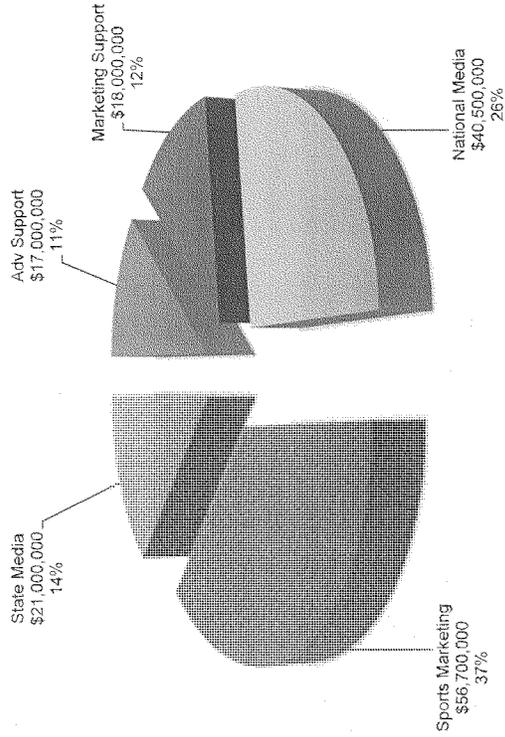

MARK S. DAVIS
Director, Army Marketing &
Research Group

Approved _____ Disapproved _____ See me _____



Current Cost Allocation By Category

Cost Allocation By Category

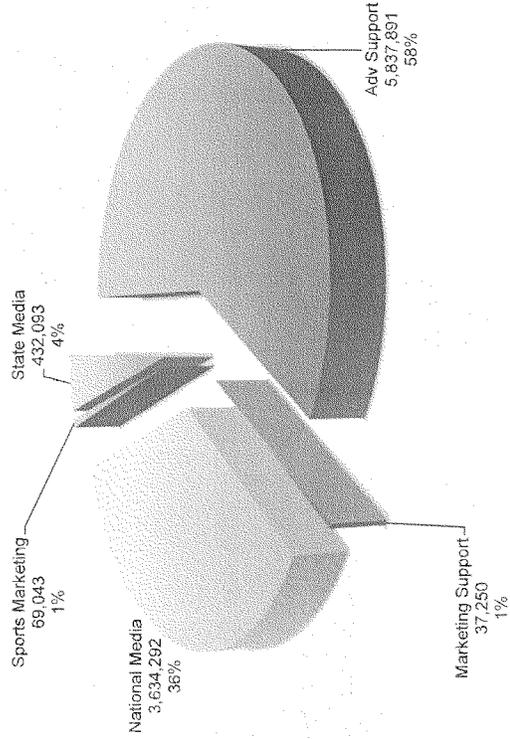


Program
OK Magazine (Relation Mail)
Michigan Auto-Go-Card
Sports Media
SSSC Visual Information Products
Mobile Event Team (MEL)
Michigan PR/PS
NCSA (TV/Radio PSAs)
Paid Media
Theater Advertising
Direct Mail
MaxPreps (HS Sports online media)
Auto Sports
HS Player Development Youth Camps
Pro Racing League (PRL)
NA-SCAR
SMSP (State Media Services)
MOS Jobs Program
TOTAL: \$163.3M (VAMP FISC. YRS)



Engagements

Engagements by Category

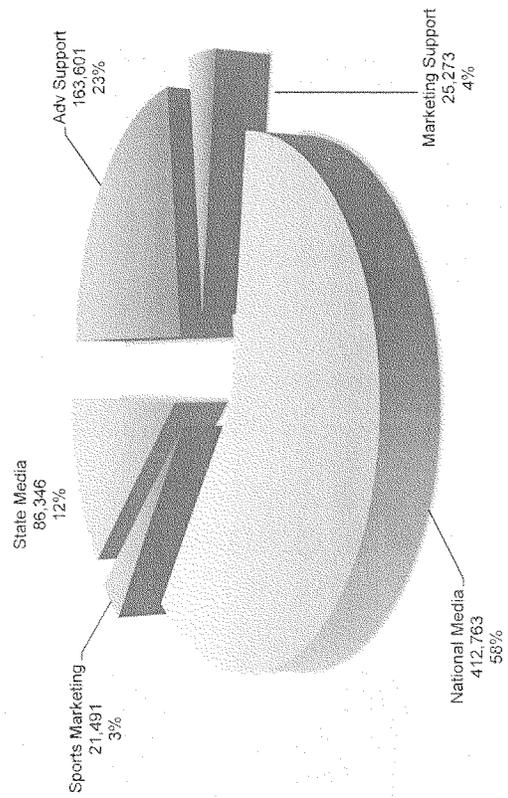


Project
GM Magazine (Brooklyn Museum)
NHL.com / 100:Go:Guard
Sports Media
SFSC (Visual Information Products)
Mobile World Team (MFT)
Michigan Zines (PASA)
NCSA (TV/Radio PSAs)
Print Media
Theater Advertising
Direct Mail
MaxFacts (HS Sports online media)
Action Sports
HS Player Development (Youth Camps)
Pro Player Leagues (PFL)
NASCAR
Sports (State Media Services)
MUS Jobs Program

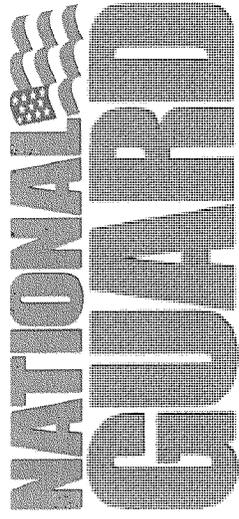


Lead Generation

Leads by Category

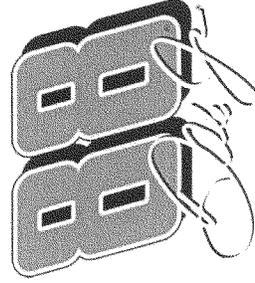


Program
OP Marketing (Production Market)
ND.com / INDGov.Guide
Social Media
SRSC Virtual Information Product By
Mobile Event Leads (MEL)
Mobile Zone (MZA)
NCSA (TV/Radio PSAs)
Paid Media
Theater Advertising
Direct Mail
MaxPreps (HS Sports online media)
Action Sports
HS Player Development (Youth Camps)
Indy Racing Leagues (IRL)
NAASCAR
SMSF (State Media Services)
MCS Job Program



NATIONALGUARD.com

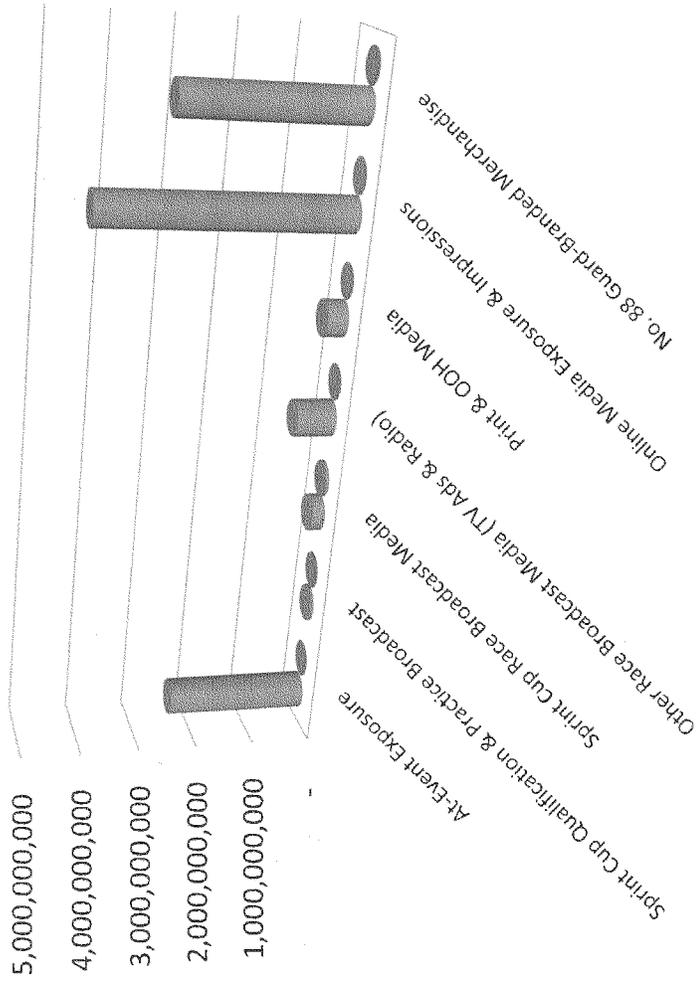
No. 88 NASCAR Program 68
2013 Return On Investment (ROI) Report



**2013 NO. 88 NATIONAL GUARD ROI TOTAL
IMPRESSIONS AND MEDIA VALUE**

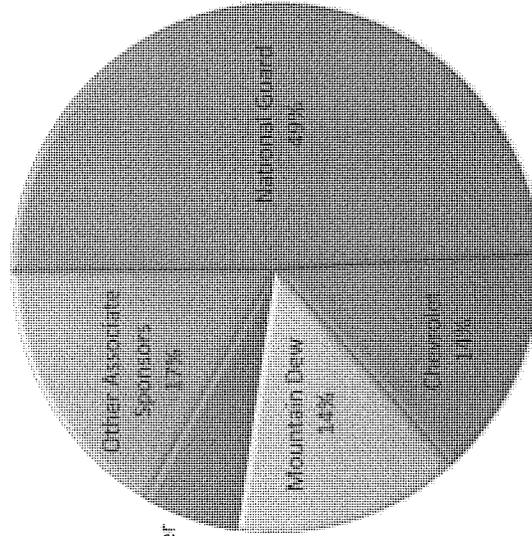
TOTAL ROI	IMPRESSIONS	MEDIA VALUE
At-Event Exposure	2,378,617,820	\$1,353,396.00
Sprint Cup Practice and Qualification Broadcast Media Exposure	52,030,000	\$12,742,147.00
Sprint Cup Race Broadcast Media Exposure	220,362,000	\$53,981,037.00
Other Broadcast Media (Local Advertising - TV & Radio)	670,457,278	\$7,561,805.35
Print & OOH Media	355,570,142	\$2,624,563.46
Online Media Exposure & Impressions	4,280,475,875	\$7,743,629.00
Merchandise	3,101,343,811	\$16,920,000.00
TOTALS:	11,059,656,926	\$102,426,577.81

**2013 NO. 88 NATIONAL GUARD ROI
TOTAL IMPRESSIONS & MEDIA VALUE**



■ Total Impressions: 11,058,856,926 ■ Total Media Value: \$102,426,577.81

**2013 NO. 88 RACE BROADCAST MEDIA EXPOSURE
SPONSOR BREAKOUT**

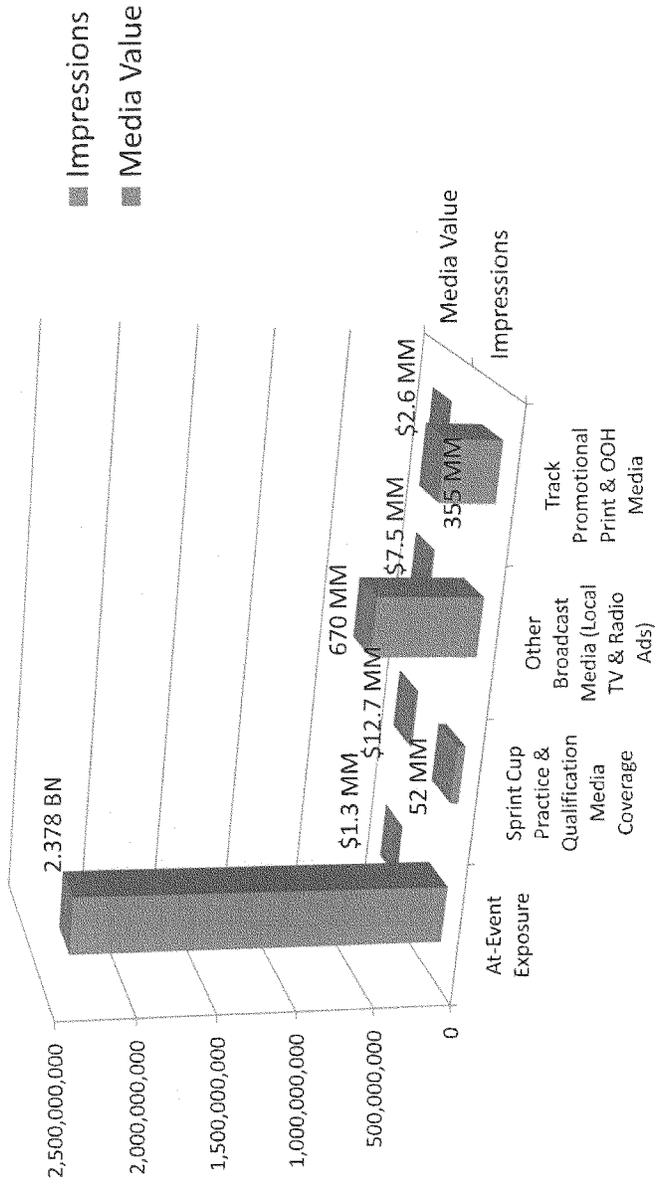


- National Guard
- Chevrolet
- Mountain Dew
- Time Warner Cable
- Other Associate Sponsors

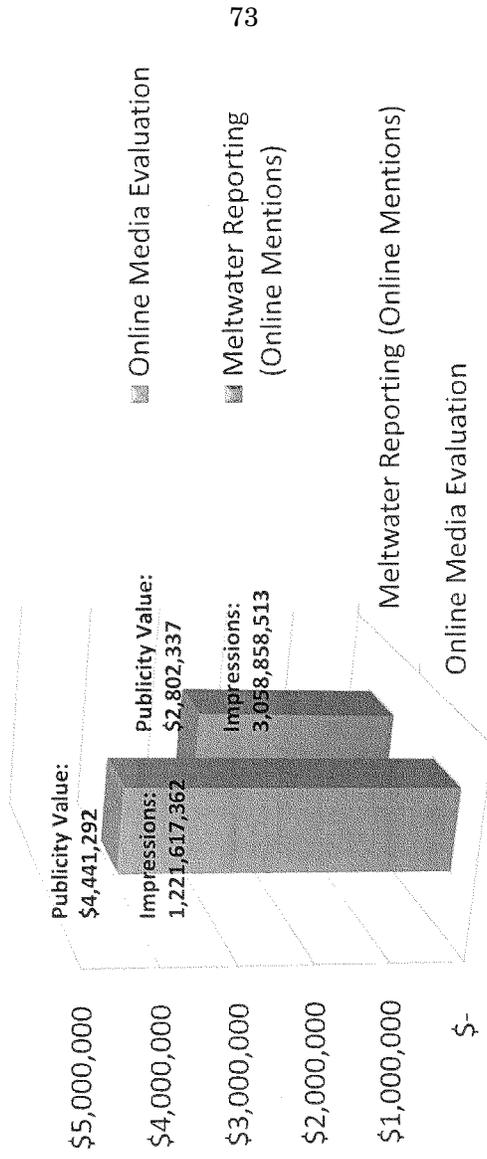
71

The National Guard's 100% cumulative Media Equivalency for 2013 is \$53,981,937.
Total Impressions: 220,362,000

**AT-EVENT TRACKSIDE, SPRINT CUP PRACTICE & QUALIFICATION, OTHER
(MISC.) BROADCAST, PRINT & OOH MEDIA EXPOSURE**



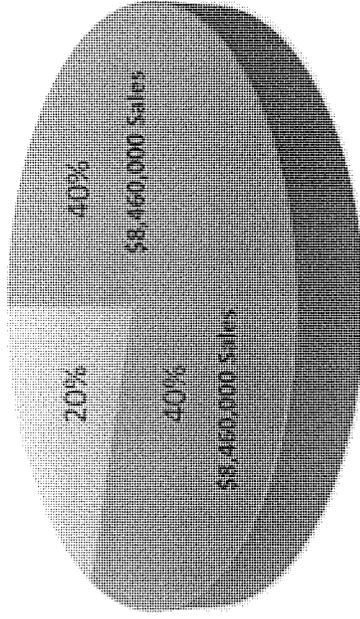
2013 NO. 88 NATIONAL GUARD ONLINE MEDIA EXPOSURE & IMPRESSIONS



Online Media Evaluation: images from 51 reputable media sources which scan the various media for name or logo occurrences in images

Meltwater Reporting (Online Mentions): 190,000 online global news sources which scan for online mentions

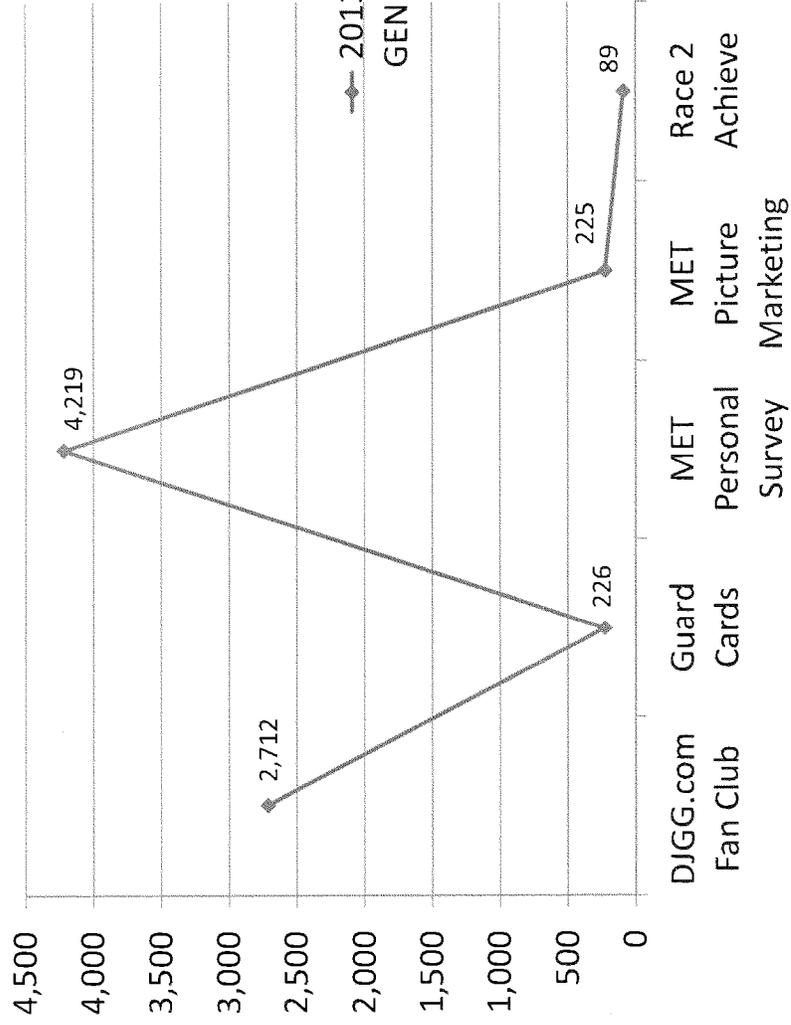
2013 NO. 88 NATIONAL GUARD-BRANDED MERCHANDISE SALES REPORT



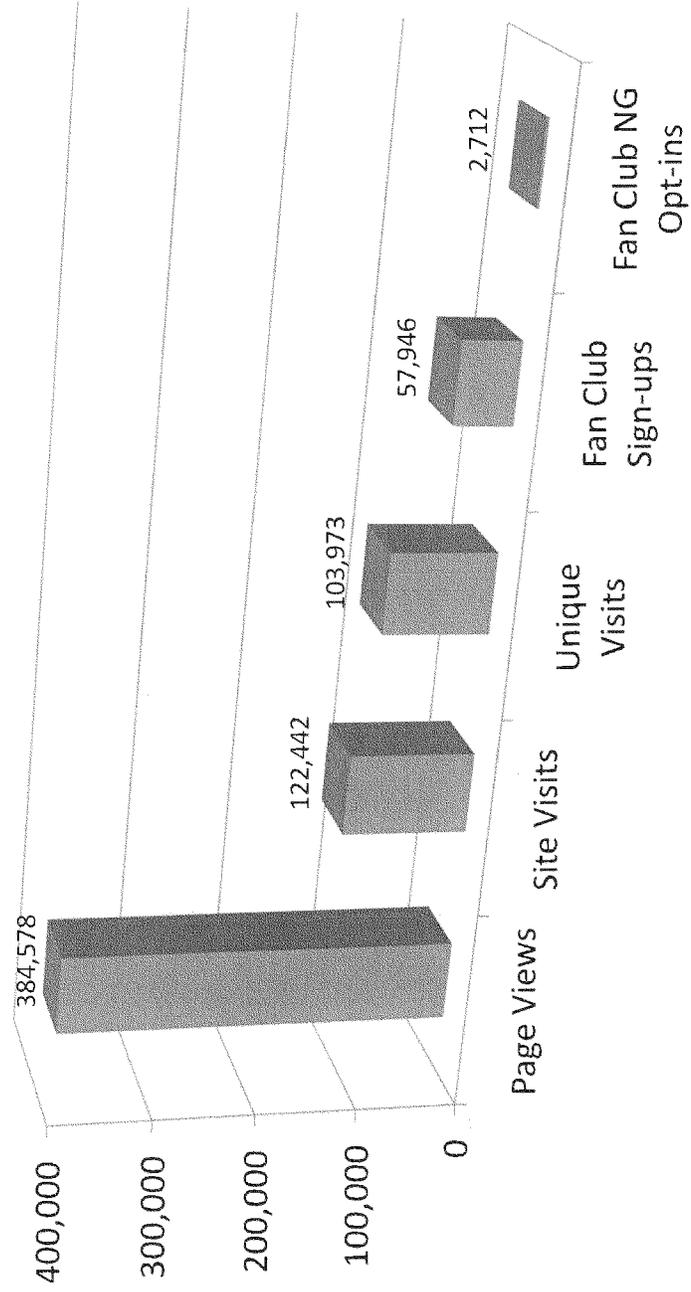
- 2013 Primary National Guard Merchandise Sales
- 2013 Associate National Guard Merchandise Sales
- All Other Sales

- No. 88 National Guard primary and associate (co-branded) merchandise sales were upwards of **\$16,920,000**, which amounted to **1,788,581** units sold and over **3 billion** impressions over time.
 - 913,107 NG Primary Branded Units Sold
 - 875,474 Associate/Co-Branded Units Sold

2013 NASCAR LEAD GENERATION: 7,471 LEADS



2013 DALEIRGUARDGARAGE.COM STATS
February-December 2013



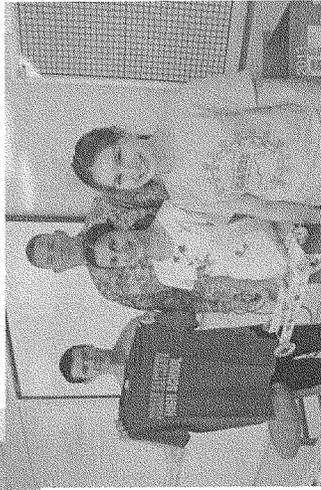
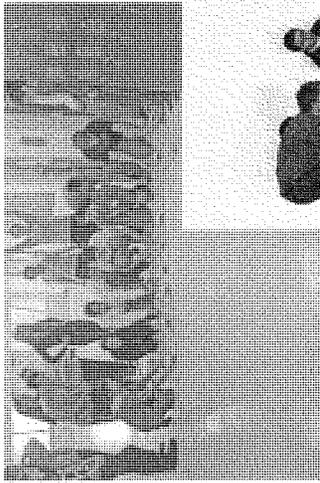
**RACE 2 ACHIEVE STATISTICS AUGUST 2013-
DECEMBER 2013**



- **Program launched in August 2013**
- **397** different schools participating in R2A
- **1,327** total classrooms
- **493** different math educators are teaching R2A
- **35,725** high school students are expected to be taught R2A by the end of the school year
- **All 50 states** currently have a school using R2A
- **100% of teachers** describe their students' response to R2A as very or somewhat enthusiastic
- **56% of teachers** said they learned more about opportunities in the National Guard
- **100% of teachers** describe their response to R2A as very or somewhat enthusiastic
- **88% of teachers** said they would definitely implement R2A again

**Statistics are based on the following timeframe: August 2013-December 2013. The program corresponds with the standard school year, therefore the final R2A results will not be accessed until June 2014.*

RACE 2 ACHIEVE
AUGUST 2013-DECEMBER 2013



2013 POPULARITY & FAN-BASE STATS

- 2013 NASCAR NMPA Most Popular Driver for the 11th consecutive year
- Has appeared on Harris Interactive's annual survey of America's Top 10 Favorite Athletes, frequenting the list with names such as Michael Jordan, Kobe Bryant, Peyton Manning and Derek Jeter
- Ranked #2 among NASCAR drivers in Davie Brown Index
- Ranked #7 in *Forbes* magazine's 2012 list of "Most Influential Athletes"
- In 2013, *Business Week* magazine named Dale Jr. to its top 100 most influential people in sports, ranking him 38th overall.
- Ranked #30 in Bloomberg's 2013 Power 100 list
- 115 career top-five finishes; 13 career pole positions; 19 career NASCAR Sprint Cup Series victories
- Finished the 2013 season with 22 top-ten's (best of his career), and an average finishing position of 12.6 (third-best of his career)

NASCAR SPRINT CUP SERIES STATISTICS

2013 HIGHLIGHTS

- National Guard ranked in the top-5 among team sponsors in the series, producing more than \$13MM with exposure on all four Hendrick drivers. * Repucom
- 11.2 million households watched the 2013 Daytona 500, up by 2.1 million from 2012. * Repucom
- NASCAR fans are loyal--70% of NASCAR fans feel loyal to a company that sponsors an event or sport they follow (19% more likely than all sports fans)
- NASCAR fans consider sponsors-- 76% of NASCAR fans are likely to consider a brand that sponsors an event or sport that they follow (15% more likely than all sports fans).
- One of the greatest things about sports entertainment is that it must be watched live. This makes sports entertainment very valuable among advertisers.
- NASCAR is rated #1 in brand exposure value among all major league sports marquee events.

NASCAR SPRINT CUP SERIES STATISTICS

2013 HIGHLIGHTS

- Nearly 70 million unique viewers tuned in to watch the NASCAR Sprint Cup Series on television in 2013
- NASCAR is the dominant regular-season sport from February-July
- NASCAR Sprint Cup Series (NASC) events ranked among the top-2 sports of the weekend on television 22 out of 36 points events weekends in 2013
- The Sprint Cup Series averaged 5.8 million viewers tuned in per event in 2013, an increase of 1 percent over 2012
- The Sprint Cup Series was the No. 1 sporting event on cable television for 18 of the 20 points events weekends in 2013
- NASCAR drivers rank #1 as role models across the U.S. population, beating out PGA golfers and NFL, MLB, NHL & NGB players
- The NASCS was up +40% among Hispanic viewers (English broadcast)

NASCAR SPRINT CUP SERIES STATISTICS 2013 HIGHLIGHTS

- Overall viewership of the 2013 NASCAR Sprint Cup Series was mixed with regard to gender and age. Female viewership was up 6 percent; with adults 18-34 up 3 percent; males 18-34 up 4 percent; Hispanics up 40 percent.
- The top-five largest NASCAR markets based on household viewership in 2013 were Los Angeles, Tampa, Charlotte, New York and Orlando. Twenty-nine major markets experienced ratings equal to or greater than 2012.
- Markets experiencing the largest year-over-year rating increases for the Sprint Cup Series include Portland (up 40 percent), Chicago (31 percent), San Francisco (31 percent), Tulsa (25 percent), Tampa (22 percent) and Memphis (22 percent).
- The Chase for the NASCAR Sprint Cup averaged 4.5 million viewers per race on ABC/ESPN, an increase of 6 percent over 2012.
- Many key growth segment demographics showed increased viewership during the Chase: kids 2-17 (up 15 percent), adults 18-34 (7 percent), males 18-34 (7 percent) and Hispanics (87 percent).

ROI REPORT SOURCES

- At-Track Event Exposure – Docupak and Jayski Track Attendance Report
- Sprint Cup Practice and Qualification Coverage – Docupak & Nielson Report statistics
- Sprint Cup Race Broadcast Exposure – Repucom (Media Value), Nielson Report on Viewership (Impressions)
- Other Broadcast Media (Local Advertising - TV & Radio) – Docupak & data from local sources
- Track Promotional Print & OOH Media Exposure - Docupak & data from local sources
- Online Media Exposure- Online Media Evaluation & Meltwater Reporting (Reports provided by Hendrick Motorsports, LLC.)
- Merchandise Sales – JR Motorsports (Sales Report), Docupak & Global Advertising Specialties Impressions Study (Impressions)
- Dale Jr. Statistics- Hendrick Motorsports, LLC. & Repucom
- NASCAR Sprint Cup Series Statistics “2013 Highlights”- The Nielsen Company & Repucom

* *The media values and impressions provided by Docupak were calculated based on industry statistics and third-party study analysis; some assumptions were made, but all calculations were computed on the low end of the media reach spectrum.*

**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 InteractiveTrack 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.

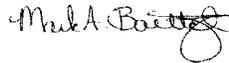
(5) RRNCOs and guests are NOT allowed to consume alcohol while attending a NASCAR program event hosted by the National Guard.

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

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: GFEB5001037856600001

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

CEILING PRICE

ACRN AA

\$244,800.00

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 GFEB001037856600001: \$12,111,452.00
CIN GFEB001037856600004: \$337,715.47
CIN GFEB001037856600005: \$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
	For distribution in race venues	8-1/2" x 11" Double-side : 4c/4c; Vendor to print 1,000 at a time	
Hometown Hero			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 <i>*NOTE: PRIVACY ACT INFORMATION IS FOUO</i>	<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 (Specify)			

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
	ARRG 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 (c.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*
-----------------------------	-----------

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
---	------------	-----------	-----------------------------

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						PAGE 1 OF 32	
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		FACILITY 1B4M8		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	
14. SHIP TO SEE SCHEDULE FOR ADDRESS SEE SCHEDULE FOR ADDRESS SEE SCHEDULE VA 22201		15. PAYMENT WILL BE MADE BY DFAS-INOV VP GFEB5 HQ0490 8899 E 56TH STREET INDIANAPOLIS IN 46249-3800		13. MAIL INVOICES TO THE ADDRESS IN BLOCK See Item 15		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: 703-601-4370 EMAIL: elliech.rodriguez@us.army.mil By: Elliech.Rodriguez		25. TOTAL <i>E. Rodriguez</i>		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	33. AMOUNT VERIFIED CORRECT FOR	
36. I certify this account is correct and proper for payment. (YYYYMMDD)				31. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	34. CHECK NUMBER		
a. DATE		b. SIGNATURE AND TITLE OF CERTIFYING OFFICER					
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 branding * Cost-efficient use of marketing and promotional material

Motorsports	<ul style="list-style-type: none"> • Program generation of \$36.7 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 NASCAR 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
CAV/C 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 - IAACG 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
ARRG 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 #38 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

	Description	Rate	Quantity	Total
ITEM	DESCRIPTION			
	Advertising			
	2013 Media Planning/Graphics/Public Relations	\$275,000.00	1.00	\$275,000.00
	Team/Coach/Driver Uniforms	\$350,000.00	1.00	\$350,000.00
	Team Support Services	\$1,150,000.00	1.00	\$1,150,000.00
	Team Facility Expenses	\$60,000.00	1.00	\$60,000.00
	IT Equipment/Printing	\$31,000.00	1.00	\$31,000.00
	Merchandise Management	\$48,000.00	1.00	\$48,000.00
	PH Mail Services	\$7,000.00	1.00	\$7,000.00
	Transporter Usage	\$275,000.00	1.00	\$275,000.00
	Unlimited Cell Phone Rights of Driver	\$600,000.00	1.00	\$600,000.00
	Priority Advertising in 20 races US Associated Advertising Agency	\$12,850,000.00	1.00	\$12,850,000.00
	Subtotal Advertising			\$15,756,000.00
	Misc Program Support			
	MAR & Trackside - Budget required to secure the MAR assets and lock in locations for the beginning of the race season. Total requirement is \$1,300,000 - Balance to be funded prior to the start of the 2013 race season	\$950,000.00	1.00	\$950,000.00
	High School Outreach Program - Includes program development, production and implementation plan for 2 technical and 1 general course - this does not include program M&A or travel expenses	\$248,000.00	1.00	\$248,000.00
	Program Management - required office for the planning and development of the HS Outreach Program. Total requirement is \$267,877.84 - Balance to be funded prior to the start of the 2013 race season	\$267,877.84	1.00	\$267,877.84
	Subtotal Misc Program Support			\$1,465,877.84
	TOTAL ADVERTISING - 010			\$17,221,877.84

	Description	Rate	Quantity	Total
ITEM	DESCRIPTION			
	Misc Program Support			
	MAR & Trackside - Balance Due - Mobile Recruiting Director, AM	\$450,000.00	1.00	\$450,000.00
	Program Management - Balance Due - Execution of national media	\$350,788.73	1.00	\$350,788.73
	Media Account for race season Activation and Promotions	\$500,000.00	1.00	\$500,000.00
	Subtotal Misc Program Support			\$1,300,788.73
	Other			
	MAR - Budget requirement Only	\$600,000.00	1.00	\$600,000.00
	CRF & Travel - Misc tracks of support to include fuel and travel	\$500,000.00	1.00	\$500,000.00
	Printing Fee	\$18,857.81		\$18,857.81
	Subtotal Other			\$1,118,857.81
	NETTOTAL Secondary Funding			\$2,419,646.54
	GRAND TOTAL - 2013 NASCAR Program			\$19,641,524.38

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

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
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	ODCs	1,596,657.97	Cost	\$1.00	\$1,596,657.97
EXERCISED OPTION	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	Additional Funding-Media Placement	21,874,500	Cost	\$1.00	\$21,874,500.00
EXERCISED OPTION	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.
---	---	---------------------------------	---	---

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 GFEB001019517700001: \$4,375,341.94
CIN GFEB001019517700002: \$2,028,000.09
CIN GFEB001023853200001: \$21,874,500.00
CIN GFEB001023853200002: \$87,925.34

AB: 021201220122065000044343424Z0040088906 6100.9000021001
AMOUNT: \$1,596,657.97
CIN GFEB001019517700003: \$1,596,657.97

FUNDING

CONTRACT ADMINISTRATION DATA

021201220122065000044343424Z0040088906 6100.9000021001
COST CODE: A1835
AMOUNT: \$8,000,000.00
CIN GFEB001019517700001: \$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 of 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
Micah.R.Smith@us.army.mil

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

RECEIVING OFFICE POC: CPT Micah Smith
Micah.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

**Post-Hearing Questions for the Record
Submitted to Kathy A. Salas
From Senator Claire McCaskill**

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

1. Can you explain why the subcontract with Docupak to contract with NASCAR is necessary?

Answer: The National Guard Bureau contracted with LM&O to provide NASCAR marketing support services. The National Guard will have to defer to LM&O on the rationale for that subcontracting decision.

2. What is the value that Docupak that provides as a subcontractor on a contract that is intended to provide advertising services?

Answer: The National Guard utilized the existing advertising contract vehicle and required LM&O to provide those services. LM&O then chose to subcontract with their marketing partner for those services. The National Guard will have to defer to LM&O on the rationale for that subcontracting decision.

3. What are the management costs incurred by LM&O Advertising and Docupak for the sponsorships with NASCAR and IndyCar?

Answer: The total of NASCAR and IRL management costs for FY 14 is \$1,862,273.83. As Docupak was a subcontractor, that portion of management cost attributable to Docupak is not broken out or specified under the contract. Based upon information provided by LM&O and Docupak, the amounts for management costs are as follows:

Subtotals:

NASCAR: Docupak = \$632,120.48; LM&O = \$643,377.00

IRL: Docupak = \$337,715.47; LM&O = \$249,060.88

**Post-Hearing Questions for the Record
Submitted to Maj. Gen. Judd H. Lyons and Kathy Salas
From Senator Ron Johnson**

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

- 1) How did you arrive at a media value of \$102 million? Please expand on what that number means.

Answer: Media Value is equal to the estimated value of aggregated brand exposure using cost of a paid ad of the same duration aired during the same type of programming (30 x 1-second exposures during a race = 1 x 30-second paid TV ad airing during the same race). This means the Army National Guard would have had to purchase \$102 million of paid TV airtime to have their brand aired as often as it did as a part of the ARNG’s NASCAR sponsorship during the 2013 NASCAR season.

- 2) How much money was spent per individual recruit in 2013?

Answer: A. Using the formula marketing dollars per recruit, the approximate amount spent per individual recruit in FY 2013 was approximately \$2,400.

Fiscal Year	FY13 Marketing Budget	FY13 Marketing Budget / FY13 Accessions	FY13 Marketing Dollar per recruit
2013	\$126,553,000	\$126,553,000 / 53,602	\$2,361

What about in the previous five years?

Answer:

FY	Cost Per Recruit
2009	\$2,600
2010	\$2,900
2011	\$2,300

2012	\$4,000
2013	\$2,400

Sources: Planning, Programming, Budgeting, and Execution (PPBE) Data Warehouse provided Army Marketing Program (VAMP) marketing budget execution numbers. NGB G1 Personnel Programs, Manpower & Resources division (HRM) provided historical accession mission. Cost rounded up or down to nearest \$100.

- 3) Please describe processes used to measure the effectiveness of recruiting programs, specifically the NASCAR partnership.

Answer: Depending on the program and to varying degrees, the ARNG uses different metrics to measure the effectiveness of a program for recruitment and retention. The two primary metrics the ARNG uses to analyze marketing Return on Investment (ROI) are "engagements" (individuals who interact with our brand) and "leads" (individuals who provide contact info). Other metrics are considered, as appropriate. For example, geographic market coverage, frequency of airings and equivalent paid media value are key metrics considered in evaluation of cable TV public service advertising.

Since the primary purpose of the NASCAR program is branding and gaining market share, the ARNG assesses the effectiveness through an analysis of the value of exposure and how much it would cost to gain that same exposure through paid media advertising.

Third-party media specialists evaluate every instance of exposure of the National Guard logo or verbal mentions during Sprint Cup race broadcasts, other news broadcasts, online media, print and out-of-home media, and they further evaluate No. 88/National Guard branded merchandise sales, television commercials, interviews by Dale Earnhardt Jr., billboards, flyers, and magazine articles featuring the image of the No. 88 National Guard car or Dale Jr. in the National Guard-branded uniform.

Return on Investment for the ARNG NASCAR program for 2013 using the above criteria was:

- \$102,426,577.81 in media value
- 11,058,856,926 impressions (Impressions – instances of brand exposure to members of an audience. One viewer typically receives multiple impressions)

- 4) Since the hearing, have any decisions been made on the NASCAR partnership? If not, when will a decision be made?

Answer: No decisions have yet been made regarding the continuation of the sponsorship deals with NASCAR and IRL. 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.

- 5) Since the hearing, have you been able to come up with any additional measures of the effectiveness of the NASCAR partnership?

Answer: Consistent with the processes described in response to question #3, the ARNG continues to work within the deliverables of the existing contract. In addition, the ARNG is being more deliberate about tracking engagements and leads, rather than simply relying on impressions and media value as measures of effectiveness.