

- Skills and information needed to provide high-quality services to emerging firms.

Successful completion of this program, which involves a competency examination, will result in certification of the NABDC staff member by MBDA. In the event that one or more NABDC staff members should fail the competency examination, the NABDC shall lose two (2) points from the assessment score during the evaluation of the project. This training may be provided a second time by the MBDA after mid-year review. The second training session will require the attendance of NABDC staff not previously trained, and/or those who failed to successfully complete the initial training program.

In addition to the initial training, the NABDC is required to have one staff member attend a one-time five (5) day advanced program, held in a Midwest location during the second quarter of 2004. This training session will teach NABDC staff how to transform high-potential minority businesses and put them on a high-growth trajectory. The purpose of this program is to ensure that at least one staff member in each NABDC will have the skills to nurture the growth of clients to become larger companies, thereby helping to fulfill MBDA's strategic priority. Successful completion of this program, which involves a competency examination, will result in certification of the NABDC staff member by MBDA.

The NABDC shall budget for one staff member's lodging, food and travel expenditures, probably to the Chicago area. The costs of tuition, materials, and registration for the advanced training program will be covered by MBDA.

The NABDC is required to perform work in four (4) basic areas. These elements are designed to increase the exposure and visibility of Native American firms and MBEs (as defined in this notice). NABDC efforts in these activities should provide quantifiable results.

1. *Market Development*—is designed to facilitate the identification of potential clients, methods to solicit potential clients and to identify, develop and leverage public and private sector resources and business opportunities for their clients:

(a) *Market Research and Development*: Systematically investigate the service area market to see what business and capital opportunities exist for client development, and search for sources of capital, sales opportunities, business buy-outs and new start possibilities. As market research is conducted, the NABDC will make

optimum use of the MBDA network to ensure that the information is made available to fellow NABDC operators, and to Native American firms throughout the country.

(b) *Market Promotion*: Promote Native American business development in the local business community by obtaining support from the community for the utilization of Native American firms.

The NABDC will promote Native American firms to the public and private sectors to build market awareness of the capability, talent and capacity of its clients. The NABDC may utilize public service announcements and paid advertising. The NABDC may promote its clients locally to entities such as: Chambers of Commerce, business and trade associations, corporations and company trade fairs and meetings, state and local government agency purchasing departments, economic development and planning offices and business events.

The NABDC shall carry out a plan-of-action that will include, but is not limited to the following actions: (1) Develop an NABDC brochure for mail-out and distribution to the public; (2) Develop an NABDC program description for inclusion on the MBDA Portal and the NABDC web site; (3) Adhere to MBDA's communication plan (see Operational Quality, item (j) under this section).

The NABDC shall promote and participate in one regional NEC and one national Minority Enterprise Development (MED) Week activities. MED Week is an annual event, coordinated through MBDA that celebrates the success of minority businesses. Participation is defined as follows:

(1) *NEC MED Week*—This event is held annually in late summer or early fall, in or near the MBDA NEC. It involves full participation and collaboration with the designated MBDA NEC. The NABDC shall participate in MBDA's process of nominating their outstanding clients for various awards. The NABDC may be asked to coordinate/host panel discussions and support its MBDA NEC. At a minimum, travel expenditures for the NABDC's program director and (at least) one staff must be included in the proposal.

(2) *National MED Week*—This event is held annually in the fall in Washington, DC. It shall require at a minimum, travel expenditures for the NABDC's project director and (at least) one staff. During the 2004 National MED Week program, optional training in accounting and finance will be offered

to NABDC staff. There will be no charge for tuition or materials. Successful completion of this program, which involves a competency examination, will result in certification of the staff member by MBDA.

(c) *Resource Development* requires the NABDC to identify and electronically record on the MBDA Portal likely sources of the following:

(1) *Market Opportunities*—e.g., public (Federal, state and local government) and private (domestic and foreign) sector contracting opportunities;

(2) *Capital Resources*—e.g., standard commercial and alternative debt (loans, lines of credit, etc.), equity (venture capital, angel, etc.), and mezzanine (near equity, subordinated debt, etc.) financing, bonds (performance and surety), and trade credit opportunities;

(3) *Business Ownership Opportunities*—e.g., franchises, licensing arrangements, mergers and buy-outs;

(4) *Education and Training Resources*—e.g., educational institution programs and other training resources; and,

(5) *Registration of MBEs*—e.g., register eligible local Native American firms in MBDA's Phoenix system, which is a national electronic inventory of minority firms capable of selling their goods and services to the public and private sector. The identified and recorded resources shall be verified by MBDA prior to publishing on the MBDA Portal.

(d) *Develop and Maintain a Network of Strategic Partners and Intra-Strategic Relationships*—The work requirements for an award recipient under the NABDC Program include the development of key networks. The purpose for establishing strategic partners is to: assist the NABDC to achieve its goals for assisting Native American and minority businesses (as defined in this solicitation, see Performance Measures); synchronize outreach efforts between the NABDC and MBDA; and, foster collaboration among the MBDA funded network as established under the terms of the award. Each Strategic Partnership shall be documented by a written Memorandum of Understanding (MOU) that shall document the terms and conditions of the partnership. The terms and conditions should assist the NABDC in achieving its goals for assisting MBEs.

A minimum of five (5) strategic partners between the NABDC and key local entities selected by the recipient must be established within one hundred-twenty (120) days after receipt of the award. The NABDC is required to