

budgeting, tax planning, business consulting (excludes bookkeeping, tax preparation, and audits);

(3) *Financial Assistance*, e.g., identification, preparation and packaging of standard commercial and alternative debt (loans, lines of credit, etc.), equity (venture capital, angel, etc.), and mezzanine (near equity, subordinated debt, etc.) financing and trade credit opportunities;

(4) *Procurement Assistance*, e.g., preparation and planning for the identification of private and public-sector contracting opportunities;

(5) *Operations & Quality Management*, e.g.,

- Manufacturing—plant location and site selection, plant management, materials handling and distribution, total quality management, metrication for world market, and business consulting;

- Construction—estimating, bid preparation, bonding, take-offs, and business consulting;

- International Trade Assistance—exporting, importing, letters of credit, bank draft, dealerships, agencies, distributorship, exporting trading companies, joint ventures, business consulting, and freight forwarding and handling;

- Specialized Certification—ISO 9000 knowledge of program and standards, how to implement standards, how to report and properly apply for ISO 9000 Quality Systems certification;

- Total Quality Management—process engineering, inventory control, purchasing, continuous improvement programs;

- Technology & Systems—automation design, development and integration of technology to support infrastructure, knowledge management, data mining, performance based reporting;

(6) *Organization & Administration*, e.g., human resource management, job evaluation and rating system, employee stock option programs, training, business consulting; and,

(7) *General Management*, e.g., organization and structure, formulating corporate policy, feasibility studies, reports and controls, public relations, staff scheduling, legal services (excludes litigation), business planning, organizational development, bid preparation, and business consulting.

The NABDC shall not perform or engage in the day-to-day operations or make decisions for its clients.

Group training sessions are considered a form of business development services that can be provided to clients. This function may be subject to client fees and directly

contributes to an NABDC's performance goals.

3. *Operational Quality*—Maintains the efficiency and effectiveness of its overall operations as well as the quality of its client services. These duties are the means by which the NABDC manages its overall operations as well as the quality of its client services. The function directly contributes to the NABDC's overall qualitative evaluation and rating as well as the successful completion of all work requirements. Under this function, the NABDC shall:

- (a) Execute signed work plan agreements and engagement letters with clients;
- (b) Formally describe the methodology that will be used in achieving the work plan objectives for each client;
- (c) Input progress/results to the performance database within seventy-two (72) hours from the time of service;
- (d) Establish procedures for collecting and accounting for all fees charged to clients;
- (e) Maintain records/files for all work charged to the program and clients;
- (f) Obtain *written* acceptance and verification (with client signatures) of services provided to its clients and any financings/contracts obtained. For services reported, documentation must be in the NABDC's client files within thirty (30) days after the end of every quarter in which a client receives services;
- (g) Comply with all reporting requirements provided upon award;
- (h) Cooperate with MBDA in maintaining content for the Phoenix/Opportunity system, Resource Locator, and other online tools located at <http://www.mbda.gov>; and,
- (i) Promote and utilize the services and resources of other MBDA programs, sponsored efforts and/or voluntary activities.

(j) The NABDC shall adhere to MBDA's trademark and licensing requirements for all forms of communication including but not limited to signage, stationery and other NABDC-related publications. Such requirements shall be provided at the time of award. These requirements include but are not limited to specific size, location, and font of the MBDA logo.

- Signage—Signs should be highly visible to the NABDC clients and general public. They should be prominently displayed on entrances or doors.

- Printed Materials—These items shall include the name of MBDA on all stationery, letterhead, brochures, etc.

- Telephonic Communication—Identify the NABDC immediately upon answering the telephone. If the recipient also requires that its organization's name be given, it should be provided only *after* the NABDC has been verbally identified to a caller. Refer to MBDA in

all advocacy and outreach efforts such as speaking engagements, news conferences, etc.

The NABDC is *not* authorized to use either the Department of Commerce's (DOC) official seal or the MBDA logo in any of its publications, documents or materials without specific written approval from the Department of Commerce.

The term *Native American Business Development Center (NABDC)* is a trademark of the Federal Government, and the Government reserves exclusive rights in the term. Permission to use the term is granted to the award recipient for the sole purpose of representing the activities of the award recipient in the fulfillment of the terms of the financial assistance award. The Minority Business Development Agency reserves the right to control the quality of the use of the term by the award recipient. Whenever possible, for example in promotional literature and stationery, use the TM designation as in *Native American Business Development CenterTM*.

Computer Requirements

MBDA requires that all award recipients meet certain requirements related to the acquisition, installation, configuration, maintenance and security of information technology (IT) assets in order to ensure seamless and productive interface between and among all grant recipients, Native American and other minority-owned businesses, the MBDA Federal IT system and the public. These required assets and their configuration are hereinafter referred to as the "enterprise." The basic components of the enterprise are the desktop workstations, the server, local area network (LAN) components and a connection to the Internet.

At a minimum, each grantee shall provide one (1) desktop computer for the exclusive use of each employee delivering minority business assistance to the public under an award from MBDA. All desktop computers shall be inter-connected with a Server computer using an Ethernet protocol enabling communication with all workstations on the network. The Server shall have a constant, high-speed Internet connection, active during all business hours, preferably through a DSL or cable modem connection. The recipient shall ensure that each of his/her employees, to include management, administrative personnel, contractors, full-time, part-time, and non-paid (volunteer) staff have a unique electronic mail (email) address available to the public. Each grantee shall design, develop and maintain, in accordance with the