

|   |   |   |   |   |             |                         |  |
|---|---|---|---|---|-------------|-------------------------|--|
| <b>SOLICITATION, OFFER AND AWARD</b>  |   |   | 1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) |   | RATING      | PAGE OF PAGES<br>1   44 |  |
| 2. CONTRACT NO.<br>W9133L-07-D-0015   | 3. SOLICITATION NO.<br>W9133L-07-R-0035 | 4. TYPE OF SOLICITATION<br><input type="checkbox"/> SEALED BID (IFB)<br><input type="checkbox"/> NEGOTIATED (RFP) | 5. DATE ISSUED<br>11 Jun 2007                             | 6. REQUISITION/PURCHASE NO.<br>W81MNB70382000 |             |                         |  |
| 7. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231 |   | CODE<br>W9133L  | 8. ADDRESS OFFER TO<br>(If other than Item 7)             |   | CODE        |                         |  |
| TEL:<br>FAX 703-607-1742  |   | <b>See Item 7</b>   |   |   | TEL:<br>FAX |                         |  |

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

**SOLICITATION**

9. Sealed offers in original and 3 copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository located in Address in Box 7, Suite 8200 until 10:00 AM local time 16 Jul 2007  
(Hour) (Date)

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

|                           |                           |   |                                     |
|---------------------------|---------------------------|---|-------------------------------------|
| 10. FOR INFORMATION CALL: | A. NAME<br><b>(b) (6)</b> | B. TELEPHONE (Include area code) (NO COLLECT CALLS)<br>703 607-1127 | C. E-MAIL ADDRESS<br><b>(b) (6)</b> |
|---------------------------|---------------------------|---|-------------------------------------|

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**OFFER (Must be fully completed by offeror)**

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within \_\_\_\_\_ calendar days (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232-8) Net 30 Days

|  |               |      |               |      |
|--|---------------|------|---------------|------|
| 14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated): | AMENDMENT NO. | DATE | AMENDMENT NO. | DATE |
|  |               |      |               |      |

|  |               |                   |   |
|--|---------------|-------------------|---|
| 15A. NAME AND ADDRESS OF OFFEROR<br>DARE MIGHTY THINGS<br><b>(b) (6)</b><br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801 | CODE<br>1HHM9 | FACILITY<br>1HHM9 | 16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print) |
|--|---------------|-------------------|---|

|   |   |               |                |
|---|---|---------------|----------------|
| 15B. TELEPHONE NO (Include area code)<br>603 431 4331 | <input type="checkbox"/> 15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE. | 17. SIGNATURE | 18. OFFER DATE |
|---|---|---------------|----------------|

**AWARD (To be completed by Government)**

|                                   |                      |                                  |
|-----------------------------------|----------------------|----------------------------------|
| 19. ACCEPTED AS TO ITEMS NUMBERED | 20. AMOUNT<br>\$0.00 | 21. ACCOUNTING AND APPROPRIATION |
|-----------------------------------|----------------------|----------------------------------|

|   |  |
|---|--|
| 22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:<br><input type="checkbox"/> 10 U.S.C. 2304(c) ( ) <input type="checkbox"/> 41 U.S.C. 253(c) ( ) | 23. SUBMIT INVOICES TO ADDRESS SHOWN IN ITEM (4 copies unless otherwise specified) |
|---|--|

|   |      |   |                  |
|---|------|---|------------------|
| 24. ADMINISTERED BY (If other than Item 7)<br><b>See Item 7</b> | CODE | 25. PAYMENT WILL BE MADE BY<br>PAYMENT WILL BE MADE ON INDIV TASK ORDER<br>N/A<br>N/A A A N/A | CODE<br>PAYMENT1 |
|---|------|---|------------------|

|  |  |                               |
|--|--|-------------------------------|
| 26. NAME OF CONTRACTING OFFICER (Type or print)<br><b>(b) (6)</b><br>TEL: 703 607-1127 EMAIL: <b>(b) (6)</b> | 27. UNITED STATES OF AMERICA<br><b>(b) (6)</b><br>(Signature of Contracting Officer) | 28. AWARD DATE<br>17-Aug-2007 |
|--|--|-------------------------------|

**IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.**

Section B - Supplies or Services and Prices

| ITEM NO | SUPPLIES/SERVICES   | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|---|--------------|---------------|------------|------------|
| 0001    |   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
|         | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB70382000 |              |               |            |            |

---

|             |           |
|-------------|-----------|
| MAX NET AMT | UNDEFINED |
|-------------|-----------|

| ITEM NO | SUPPLIES/SERVICES  | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|--|--------------|---------------|------------|------------|
| 0002    |  | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
|         | Travel and Other Direct Costs<br>COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB70382000 |              |               |            |            |

|          |           |
|----------|-----------|
| MAX COST | UNDEFINED |
|----------|-----------|

| ITEM NO | SUPPLIES/SERVICES   | MAX QUANTITY | UNIT          | UNIT PRICE  | MAX AMOUNT |
|---------|---|--------------|---------------|-------------|------------|
| 1001    |   | UNDEFINED    | Dollars, U.S. | UNDEFINED   | UNDEFINED  |
| OPTION  | ChalleNGe Program Training - Labor FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination |              |               |             |            |
|         |   |              |               | MAX NET AMT | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES  | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|--|--------------|---------------|------------|------------|
| 1002    |  | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
| OPTION  | Travel and Other Direct Costs COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination |              |               |            |            |
|         |  |              |               | MAX COST   | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES   | MAX QUANTITY | UNIT          | UNIT PRICE  | MAX AMOUNT |
|---------|---|--------------|---------------|-------------|------------|
| 2001    |   | UNDEFINED    | Dollars, U.S. | UNDEFINED   | UNDEFINED  |
| OPTION  | ChalleNGe Program Training - Labor FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination |              |               |             | UNDEFINED  |
|         |   |              |               | MAX NET AMT | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES  | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|--|--------------|---------------|------------|------------|
| 2002    |  | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
| OPTION  | Travel and Other Direct Costs COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination |              |               |            | UNDEFINED  |
|         |  |              |               | MAX COST   | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 3001    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION ChalleNGe Program Training - Labor FFP  
 Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.  
 FOB: Destination

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MAX NET AMT UNDEFINED

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 3002    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION Travel and Other Direct Costs COST  
 Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.  
 FOB: Destination

MAX COST UNDEFINED

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 4001    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION ChallengeNGe Program Training - Labor FFP  
 Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChallengeNGe Program in accordance with the Performance Work Statement.  
 FOB: Destination

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|             |           |
|-------------|-----------|
| MAX NET AMT | UNDEFINED |
|-------------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 4002    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION Travel and Other Direct Costs COST  
 Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChallengeNGe Program.  
 FOB: Destination

|          |           |
|----------|-----------|
| MAX COST | UNDEFINED |
|----------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 5001    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION ChalleNGe Program Training - Labor FFP  
 Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.  
 FOB: Destination

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|             |           |
|-------------|-----------|
| MAX NET AMT | UNDEFINED |
|-------------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 5002    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION Travel and Other Direct Costs COST  
 Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.  
 FOB: Destination

|          |           |
|----------|-----------|
| MAX COST | UNDEFINED |
|----------|-----------|

| ITEM NO | SUPPLIES/SERVICES  | MAX QUANTITY | UNIT          | UNIT PRICE  | MAX AMOUNT |
|---------|--|--------------|---------------|-------------|------------|
| 6001    |  | UNDEFINED    | Dollars, U.S. | UNDEFINED   | UNDEFINED  |
| OPTION  | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination |              |               |             |            |
|         |  |              |               | MAX NET AMT | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES   | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|---|--------------|---------------|------------|------------|
| 6002    |   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
| OPTION  | Travel and Other Direct Costs<br>COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination |              |               |            |            |
|         |   |              |               | MAX COST   | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 7001    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION ChalleNGe Program Training - Labor  
 FFP  
 Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.  
 FOB: Destination

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|  |  |  |  |             |           |
|--|--|--|--|-------------|-----------|
|  |  |  |  | MAX NET AMT | UNDEFINED |
|--|--|--|--|-------------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 7002    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION Travel and Other Direct Costs  
 COST  
 Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.  
 FOB: Destination

|  |  |  |  |          |           |
|--|--|--|--|----------|-----------|
|  |  |  |  | MAX COST | UNDEFINED |
|--|--|--|--|----------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 8001    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION ChalleNGe Program Training - Labor  
 FFP  
 Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.  
 FOB: Destination

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|  |  |  |  |             |           |
|--|--|--|--|-------------|-----------|
|  |  |  |  | MAX NET AMT | UNDEFINED |
|--|--|--|--|-------------|-----------|

| ITEM NO | SUPPLIES/SERVICES | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|-------------------|--------------|---------------|------------|------------|
| 8002    |                   | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |

OPTION Travel and Other Direct Costs  
 COST  
 Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.  
 FOB: Destination

|  |  |  |  |          |           |
|--|--|--|--|----------|-----------|
|  |  |  |  | MAX COST | UNDEFINED |
|--|--|--|--|----------|-----------|

| ITEM NO | SUPPLIES/SERVICES   | MAX QUANTITY | UNIT          | UNIT PRICE  | MAX AMOUNT |
|---------|---|--------------|---------------|-------------|------------|
| 9001    |   | UNDEFINED    | Dollars, U.S. | UNDEFINED   | UNDEFINED  |
| OPTION  | ChalleNGe Program Training - Labor FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination |              |               |             |            |
|         |   |              |               | MAX NET AMT | UNDEFINED  |

| ITEM NO | SUPPLIES/SERVICES  | MAX QUANTITY | UNIT          | UNIT PRICE | MAX AMOUNT |
|---------|--|--------------|---------------|------------|------------|
| 9002    |  | UNDEFINED    | Dollars, U.S. | UNDEFINED  | UNDEFINED  |
| OPTION  | Travel and Other Direct Costs COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination |              |               |            |            |
|         |  |              |               | MAX COST   | UNDEFINED  |

**CONTRACT MINIMUM/MAXIMUM QUANTITY AND CONTRACT VALUE**

The minimum quantity and contract value for all orders issued against this contract shall not be less than the minimum quantity and contract value stated in the following table. The maximum quantity and contract value for all orders issued against this contract shall not exceed the maximum quantity and contract value stated in the following table.

| MINIMUM QUANTITY | MINIMUM AMOUNT | MAXIMUM QUANTITY | MAXIMUM AMOUNT  |
|------------------|----------------|------------------|-----------------|
| 1.00             | \$4,300,000.00 | 100.00           | \$50,000,000.00 |

DELIVERY/TASK ORDER MINIMUM/MAXIMUM QUANTITY AND ORDER VALUE

The minimum quantity and order value for each Delivery/Task Order issued shall not be less than the minimum quantity and order value stated in the following table. The maximum quantity and order value for each Delivery/Task Order issued shall not exceed the maximum quantity and order value stated in the following table.

| MINIMUM QUANTITY | MINIMUM AMOUNT | MAXIMUM QUANTITY | MAXIMUM AMOUNT |
|------------------|----------------|------------------|----------------|
| 1.00             | \$3,000.00     | 100.00           | \$5,000,000.00 |

CLIN DELIVERY/TASK ORDER MINIMUM/MAXIMUM QUANTITY AND CLIN ORDER VALUE

The minimum quantity and order value for the given Delivery/Task Order issued for this CLIN shall not be less than the minimum quantity and order value stated in the following table. The maximum quantity and order value for the given Delivery/Task Order issued for this CLIN shall not exceed the maximum quantity and order value stated in the following table.

| CLIN | MINIMUM QUANTITY | MINIMUM AMOUNT | MAXIMUM QUANTITY | MAXIMUM AMOUNT |
|------|------------------|----------------|------------------|----------------|
| 0001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 0002 |                  | \$             |                  | \$             |
| 1001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 1002 |                  | \$             |                  | \$             |
| 2001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 2002 |                  | \$             |                  | \$             |
| 3001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 3002 |                  | \$             |                  | \$             |
| 4001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 4002 |                  | \$             |                  | \$             |
| 5001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 5002 |                  | \$             |                  | \$             |
| 6001 |                  | \$3,000.00     |                  | \$5,000,000.00 |
| 6002 |                  | \$             |                  | \$             |

|      |            |                |
|------|------------|----------------|
| 7001 | \$3,000.00 | \$5,000,000.00 |
| 7002 | \$         | \$             |
| 8001 | \$3,000.00 | \$5,000,000.00 |
| 8002 | \$         | \$             |
| 9001 | \$3,000.00 | \$5,000,000.00 |
| 9002 | \$         | \$             |

SECTION BSUPPLIES OR SERVICES AND PRICE

This is an indefinite Delivery, Indefinite Quantity (IDIQ) contract using Firm-Fixed Price CLINS. All labor, travel and other direct costs will be firm-fixed price. Funding shall be obligated under separate task order(s) during the period of performance (consisting of base period and nine (9) one-year option periods).

The following applies:

Note 1 – Minimum Guaranteed funding amount is \$4,300,000.  
Maximum Contract amount is estimated \$50,000,000.

Note 2 – Minimum Task Order amount is \$3,000.  
Maximum Task Order amount is \$5,000,000.

## Section C - Descriptions and Specifications

PERFORMANCE WORK STATEMENT**PERFORMANCE-BASED WORK STATEMENT  
FOR NATIONAL GUARD YOUTH CHALLENGE PROGRAM  
TRAINING & TECHNICAL ASSISTANCE****1.0 INTRODUCTION.**

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a program that provides participating ChalleNGe staff with technical assistance and high quality learning opportunities and experiences from an International Association for Continuing Education and Training (IACET) accredited provider. The program must be student-centric, student-friendly, and appropriate to the distinctive circumstances of the ChalleNGe staff member. Access to high-quality learning shall be classroom-based as well as via the Internet. This program will continue to build skills, knowledge, and networks of ChalleNGe staff utilizing standardized national curriculum, as ChalleNGe programs across the country seek to meet the particular needs of high school age at-risk youth.

**2.0 BACKGROUND.**

Congress initially authorized the NGYCP in Section 1091 of the National Defense Authorization Act for Fiscal Year 1993. The Act provides for the Secretary of Defense acting through the Chief of the National Guard Bureau to conduct a National Guard Civilian Youth Opportunities Program (known as the NGYCP). The Act authorizes the Secretary to use the National Guard to provide military based training, including supervised work experience in community service and conservation projects, to civilian youth who cease to attend secondary school before graduating so as to improve the life skills and employment potential of such youth.

To carry out the ChalleNGe program in a state, the Chief, National Guard Bureau enters into an agreement with the Governor of the State under which the Governor establishes, organizes, and administers the Program in the State. Currently, there are 32 programs in 26 States and Puerto Rico.

The first four years of the ChalleNGe program were 100% federally funded. In Fiscal Year 1998, Congress adopted legislation (*US Code: Title 32, Section 509*) mandating state – federal cost sharing for the ChalleNGe program. Currently the percentage of federal dollars allocated to each state program will not exceed 60% of the cost of operating the state ChalleNGe program site during that year.

The mission of National Guard Youth ChalleNGe Program is to intervene in the lives of at risk youth between the ages of 16 and 18 years and produce program graduates with the values, skills, education and self-discipline to succeed as adults. The program consists of eight core component areas that are used to foster the holistic growth of participants. The component areas are:

academic excellence, service to community, health and hygiene, job skills, leadership/followership, life coping skills, physical fitness, and responsible citizenship.

States agree to select program participants from applicants who meet the following eligibility standards:

- 16 –18 years of age at the time of entry into the program
- A high school dropout
- A volunteer
- A citizen or legal resident of the United States and the State in which the program is operated
- Unemployed
- Not currently on parole or probation for anything other than juvenile status offenses, not awaiting sentencing, and not under indictment, charged, or convicted of a felony.
- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |
|--------------------|-----|-------------------------|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |
| 9. HAWAII          | 200 | 25. PUERTO RICO         | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN           | 220 |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA       | 200 |
| 16. MARYLAND       | 200 | 32. WYOMING             | 200 |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

### **2.1 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

### **2.2 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program.

**2.2.a. Basic Course.** A minimum of fourteen (14) five-day Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite of or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- An onsite Basic Course (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length
- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** A minimum of two CPI instructor training courses shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. Each course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

### **2.3 Functional Area Specific Training**

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators.

**2.3.a. Cadre Course.** Six (6) five-day classroom based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an

opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** One (1) five-day classroom based Counselors Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** One (1) five-day classroom based Educators Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Post-Residential Course.** Two (2) five-day classroom based Post-Residential Course will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Recruiters Course.** One (1) three-day classroom based Recruiters Course will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.f. Website Administrators Workshop.** One (1) two-day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Summer Program Directors Workshop.** The Fall ChalleNGe Program Director's Workshop is a three-day workshop for Program Directors held in the fall each year. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. The fall workshop is held in a hotel or retreat setting selected annually by NGB. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Winter Program Directors Workshop.** The Spring ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the spring workshop require five days of support as it must be coordinated with an annual USO Awards ceremony, NGYF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in early January during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate networking opportunities with program counterparts from other states. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional networking opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs.

- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.
- Awards Banquet designed to be the capstone feature of this event, including a sit-down dinner, complete staging, an emcee with VIP speakers, and awards for high-performing programs and individual contributors.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop.

**2.4.d. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.e. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered twice each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## 2.5 Products

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.
- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, and for mentors and mentees. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance learning modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings.

**2.5.f. Benchmarking Studies.** The TTAP will design and deliver a comprehensive benchmarking program to drive the development of training curriculum. The products developed through the benchmarking program include a minimum of two (2) white papers and description of ten promising practices per year (a minimum of five practices per study). The benchmarking study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## 2.6 Support

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** No fewer than five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

### 2.7 Purpose of NgyCP Training & Technical Assistance Contract

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

### 2.8 Role of the Contractor

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative.

### 3.0 TRAINING PERFORMANCE REQUIREMENTS SUMMARY.

| Performance Objective  | Performance Standard  | Acceptable Quality Level (AQL)   |
|--|---|--|
| Foundation, Functional Area and Specific Leadership Training | <ul style="list-style-type: none"> <li>• Course Content is LAW IACET-accredited curriculum. Course examinations show participant success in gaining the necessary course knowledge.</li> <li>• Instructor Quality</li> </ul>  | <ul style="list-style-type: none"> <li>• Course examinations show participant scores of 80% or better (for 90% of the participants).</li> <li>• Evaluation survey of the course show 90% of the participants rate the instructor as Excellent on a scale from Unacceptable- Marginal- Satisfactory - Excellent.</li> </ul> |
| Products   | <ul style="list-style-type: none"> <li>• Benchmarking program meets performance standards. Web products meet technical and functional performance standards. Catalog, operations and training tools, and distance learning modules meet performance standards. Standards are referenced in paragraph 2.5 of the PWS.</li> </ul> | <ul style="list-style-type: none"> <li>• Evaluation of product quality shows product meets the definition of Excellent 95% of the time. Excellent means product meets technical, functional and performance standards and any weaknesses in the product are insignificant.</li> </ul>                                      |

| Performance Objective | Performance Standard   | Acceptable Quality Level (AQL)   |
|-----------------------|--|--|
| Support Services      | <ul style="list-style-type: none"> <li>Event Registration, Training Facility, IACET Accreditation, Technical Assistance (onsite visits), Technical Assistance (call/email center support), and Contractor briefings meet performance standards. Performance standards are referenced in paragraph 2.6 of the PWS.</li> </ul> | <ul style="list-style-type: none"> <li>Evaluation of the quality of the support services shows that services are categorized as Excellent 95% of the time. Excellent means that support services met performance standards and any weaknesses that were presented were minimal/insignificant.</li> </ul> |

**4.0 Additional Training, Products, and Support Services.** The contractor will provide additional training, products and support services similar to the requirements in paragraph 2 of this PWS. These requirements will be specified on each individual delivery order.

**5.0 PLACE OF PERFORMANCE.** Various state locations.

**6.0 TRAVEL.** The Contractor Employee will be required to travel to locations in support of the tasks described in this statement of work. Prior to incurring any travel expenses, contractor personnel must obtain written authorization from the Project Officer that approves approximate travel, dates, expected duration, origin and destination, purpose, estimated costs and the number and names of personnel traveling. Contractor expense reports shall be prepared and processed in accordance with the Federal Travel Regulation (FTR).

**7.0 PERIOD OF PERFORMANCE.** The period of performance is a base year and nine (9) one year option periods.

Base Year: 1 September 2007 – 31 August 2008  
Option Year 1: 1 September 2008 – 31 August 2009  
Option Year 2: 1 September 2009 – 31 August 2010  
Option Year 3: 1 September 2010 – 31 August 2011  
Option Year 4: 1 September 2011 – 31 August 2012  
Option Year 5: 1 September 2012 – 31 August 2013  
Option Year 6: 1 September 2013 – 31 August 2014  
Option Year 7: 1 September 2014 – 31 August 2015  
Option Year 8: 1 September 2015 – 31 August 2016  
Option Year 9: 1 September 2016 – 31 August 2017

**8.0 AGENCY SUPPORT.**

The Contracting Officer Representative and Contracting Officer Technical Representative(s) will be specified in a separate assignment letter to the Contractor.

**9.0 INSPECTIONS AND ACCEPTANCE.** All reports and invoices must be approved by the COR.

**10.0 SECURITY REQUIREMENTS.** The Contractor Employee is responsible for safeguarding information of a confidential or sensitive nature. Failure to safeguard any classified/privileged 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. Contractor personnel shall be required to obtain and maintain security badges and adhere to the installation security requirements. The performance of this requirement will require the contractor access to classified information. FAR clause 52-204-2, Security Requirements, as required by either FAR Subpart 4.404 (a) or FAR Subpart 4.404(d), whichever is appropriate. At the time that the solicitation is issued, it shall be accompanied by a Contract Security Specification, DD Form 254, in accordance with DoD Directive 5220.22-M, Department of Defense Industrial Security Manual for Safeguarding Classified Information, and any revisions, thereto, as well as Industrial Security Regulation DoD 5220.22-R. Failure to safeguard and classified/privileged information which may involve the contractor or/or the contractor's personnel or to which they may have access may subject the contractor and/or contractor's personnel 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.

**11.0 COMMON ACCESS CARD.** Must meet requirements to obtain card.

**12.0 QUALITY CONTROL.** The Contractor shall develop and maintain an effective quality control program in accordance with their approved Management Oversight Plan (MOP) to ensure services are performed in accordance with the PWS. 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 that the work complies with the requirement of the contract. As a minimum, the contractor shall develop quality control procedures that address the areas identified in the Performance Requirements Summary (PRS) described in Section 7 of the PWS. This shall include a customer satisfaction survey suitable to meet the performance standard requirements of paragraph 7.3 above. The Contractor will provide the Quality Control Plan as a deliverable on the first task order.

**13.0 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 (the Army Requiring Activity is responsible for providing the contractor with its UIC for the purposes of reporting this information); (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.

## 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 |
| 1001 | Destination | Government | Destination | Government |
| 1002 | Destination | Government | Destination | Government |
| 2001 | Destination | Government | Destination | Government |
| 2002 | Destination | Government | Destination | Government |
| 3001 | Destination | Government | Destination | Government |
| 3002 | Destination | Government | Destination | Government |
| 4001 | Destination | Government | Destination | Government |
| 4002 | Destination | Government | Destination | Government |
| 5001 | Destination | Government | Destination | Government |
| 5002 | Destination | Government | Destination | Government |
| 6001 | Destination | Government | Destination | Government |
| 6002 | Destination | Government | Destination | Government |
| 7001 | Destination | Government | Destination | Government |
| 7002 | Destination | Government | Destination | Government |
| 8001 | Destination | Government | Destination | Government |
| 8002 | Destination | Government | Destination | Government |
| 9001 | Destination | Government | Destination | Government |
| 9002 | Destination | Government | Destination | Government |

## Section F - Deliveries or Performance

## DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 0001 | POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |
| 0002 | POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 1001 | POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 1002 | POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 2001 | POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 2002 | POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 3001 | POP 01-SEP-2010 TO<br>31-AUG-2011 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 3002 | POP 01-SEP-2010 TO<br>31-AUG-2011 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 4001 | POP 01-SEP-2011 TO<br>31-AUG-2012 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 4002 | POP 01-SEP-2011 TO<br>31-AUG-2012 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 5001 | POP 01-SEP-2012 TO<br>31-AUG-2013 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 5002 | POP 01-SEP-2012 TO<br>31-AUG-2013 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 6001 | POP 01-SEP-2013 TO<br>31-AUG-2014 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |
| 6002 | POP 01-SEP-2013 TO<br>31-AUG-2014 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |

|      |                                   |     |   |        |
|------|-----------------------------------|-----|---|--------|
| 7001 | POP 01-SEP-2014 TO<br>31-AUG-2015 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |
| 7002 | POP 01-SEP-2014 TO<br>31-AUG-2015 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |
| 8001 | POP 01-SEP-2015 TO<br>31-AUG-2016 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |
| 8002 | POP 01-SEP-2015 TO<br>31-AUG-2016 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |
| 9001 | POP 01-SEP-2016 TO<br>31-AUG-2017 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |
| 9002 | POP 01-SEP-2016 TO<br>31-AUG-2017 | N/A | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination | SCHED1 |

## Section G - Contract Administration Data

SECTION G**G.1. CONTRACT ADMINISTRATION**

- a. In no event will any understanding or agreement, contract modification, change order, or other matter deviating from the terms and conditions of this contract be effective or binding upon the Government unless formalized by a properly executed contractual document from the Contracting Officer.
- b. The Contractor shall provide the following documentation to the Contracting Officer:
  - 1) A copy of any invoice involved in a claim for credit which is challenged by the contractor.
  - 2) A copy of any correspondence received from any of the Government activities involved with this contract and which is related to, or might be related to, a contractual matter.

**G.2. SUBMISSION OF INVOICES AND PAYMENT.** Payment will be made either using Wide Area Workflow-Receipt and Acceptance (WAWF-RA) or through submission of your invoice to the COR and DFAS. Individual task orders will specify how invoices will be processed.

- a. Payment will be made after receipt and acceptance of services.
- b. Invoices shall be submitted once per month, in one of the following methods:
  - 1) The contractor shall submit an original invoice to DFAS and a copy to the Contracting Officer Representative as specified in each task order. The COR shall promptly complete the DD 250 and forward to the appropriate DFAS payment office designated in each task order.
  - 2) Invoices may be submitted and processed through Wide Area Workflow-Receipt and Acceptance (WAWF-RA) in accordance with DFARS 252.232-7003, Electronic Submission of Payment Requests. Information regarding WAWF-RA is available on the internet at <https://wawf.eb.mil>.
- c. Each invoice must contain the full contract number and the task order number and the Contract Line Item Number (CLIN) associated with the supplies or services invoiced.
- d. For Prompt Payment Act purposes, the designated billing office is identified in each task order, however the default billing office will be the DFAS location identified in block 15 of the DD Form 1155 of each task order.

**G.3. CONTRACT ADMINISTRATION INFORMATION.**

In order to expedite administration of this contract, the following delineation of duties is provided. The individual/position designated as having responsibility should be contacted for any questions, clarifications or information regarding the function assigned.

## 1. PROCURING CONTRACT OFFICER (PCO)

Contracting Officer (ATTN: (b) (6) )

National Guard Bureau  
1411 Jefferson Davis Hwy  
NGB-ZC-AQ-JS  
Arlington, Virginia 22202  
(703) 607-1127  
e-mail: (b) (6)

is responsible for:

- a) All pre award information, questions or data
- b) Freedom of Information Inquiries
- c) Changes/Questions/Information regarding the scope, terms, or conditions of the basic contract document
- d) Post Award Conference
- e) Authority to proceed in an Emergency

2. CONTRACT ADMINISTRATION OFFICER

Contracting Officer (ATTN: (b) (6))  
National Guard Bureau  
1411 Jefferson Davis Hwy  
NGB-ZC-AQ-JS  
Arlington, Virginia 22202  
(703) 607-1127  
e-mail: (b) (6)

is responsible for:

- a) Matters specified in FAR 42.302 and DFARS 42.302, except in those areas specifically designated as the responsibility of someone else herein.
- b) Monitoring the performance of Contracting Officer representative.
- c) Maintaining the official contract file, including the backup documentation for all modifications thereto.

3. PAYING OFFICE

TO BE SPECIFIED ON THE INDIVIDUAL TASK ORDER

is responsible for payment of proper invoices following documented acceptance by the Contracting Officer's representative.

4. CONTRACTING OFFICER'S REPRESENTATIVE (COR)

TO BE DETERMINED AT TIME OF AWARD

is responsible for:

- a) Liaison between government and contractor personnel
- b) Technical clarification of the Performance Statement of Work
- c) Authority to proceed in Emergency Circumstances.
- d) Quality Assurance of services performed and acceptance of services rendered.
- e) Certification of invoice for payment.
- f) Monitoring of cost-reimbursement items to ensure ceiling amounts are not exceeded.
- g) Monitoring of security requirements on government installations.
- h) Administrator for any government furnished property.
- i) Performing a contractor Performance Assessment Report (PAR) within 60 days subsequent to completion of the base period and all exercised option periods.

It is emphasized that only the Contracting Officer has the authority to modify the terms of the contract, or task orders issued there under, including changes to price, quantity, quality, place of performance and delivery. Therefore, under no circumstances will any understanding, agreement, modification, change order, or other matter deviating from the awarded terms and conditions, occurring between the contractor and any other person be effective or binding to the government.

When/If, in the opinion of the contractor, an effort outside the existing scope of the contract or task order is requested, the contractor shall promptly notify the PCO in writing. The contractor will take no action unless the PCO or CAO has issued a contractual change.

\*(Complete contract numbers to be assigned upon award.)

## Section H - Special Contract Requirements

SECTION H

**H.1. PURPOSE AND SCOPE.** The purpose of this Indefinite Delivery, Indefinite Quantity (IDIQ) contract is to provide training and technical assistance to the National Guard Bureau, Athletics and Youth Programs Division. This is not a requirements contract as defined at FAR 16.503. The Contractor shall provide services, on a task order basis, that are both national and local in scope in accordance with the specifications in SECTION C and the task order-specific description of the work.

- a. Minimum Guaranteed Funding Amount: The contractor shall receive a minimum of \$4,300,000 over the life of the contract. This is the total amount that will be paid to the contractor in the event that the total sum of all task orders issued under the contract does not equal the minimum amount specified.
- b. Maximum Contract Amount: The total maximum contract amount is an estimated \$50,000,000.00 in task orders over the life of the contract. The contract establishes a total contract maximum capacity, without subdividing the capacity any further.

**H.2. CONTRACT TYPE.** The contract type is firm-fixed price with cost reimbursable line items.

**H.3. COST REIMBURSABLE ITEMS.**

- a. An estimated amount for cost reimbursable items will be set forth in the contract or each individual task order, as applicable. The estimated amount shall not be exceeded unless authorized by the contracting officer.
- b. The contractor shall be reimbursed for actual direct costs incurred, including any allowable mark-up. Costs shall be supported by paid invoices or other such supporting documentation and will be subject to the review and approval of the contracting officer, or authorized representative, prior to reimbursement.

**H.4. COST REIMBURSABLE TRAVEL.**

- a. An estimated amount for cost reimbursable travel will be set forth in the contract or each individual task order, as applicable. The estimated amount shall not be exceeded unless authorized by the contractor officer. Unauthorized travel will be neither allowed nor allocated to this contract.
- b. Per diem and travel rates shall not exceed the amounts authorized by the provisions of the Joint Travel Regulations (<http://www.dtic.mil/perdiem/>). Airfare shall be the prevailing rates for commercial airlines at tourist class unless a deviation is authorized by the Contracting Officer. When required, the most reasonable means of ground transportation (i.e., taxi, bus, car rental) shall be used.

**H.5. PROCEDURES FOR TASK ORDERS.**

- a. Requests for Proposals:
  - 1) When the government requires services under the contract, the Contracting Officer will issue a Request for Proposals (RFP) to the Contractor. The RFP will consist of:

- (a) a description of the work to be performed,
  - (b) the desired performance schedule,
  - (c) a schedule for pricing, and
  - (d) any other information which may be of assistance in preparation of an offer.
- b. Submission of Proposals:
- 1) Upon receipt of an RFP from the Contracting Officer, the Contractor shall furnish a proposal within fourteen calendar days, unless otherwise specified by the Contracting Officer.
  - 2) Proposals shall be submitted as an original and one duplicate.
  - 3) Proposals shall include, but not limited to, the following:
    - (a) Proposed Disciplines and Labor Hours, with a written rationale
    - (b) Estimated cost of material, if applicable
    - (c) Estimated cost of travel, if applicable (including number of trips, destination and length, per diem in accordance with Joint Travel Regulations, transportation costs)
    - (e) Schedule for performance
    - (f) Other direct costs (supported by a detailed breakout)
- c. Acceptance of Proposals:
- 1) Upon receipt of a proposal, the Contracting Officer will analyze the offer and, if acceptable, issue a task order. Task orders will only be issued by the Contracting Officer; the Contractor shall not accept work assignments from any other individual.
  - 2) If the Contracting Officer identifies a need, negotiations will be initiated with the Contractor and culminate with a request for a Final Proposal Revision (FPR). In the event that issues pertaining to the proposed task order are not resolved to the satisfaction of the Contracting Officer, the Contracting Officer reserves the right to withdraw the RFP upon written notification to the Contractor.
  - 3) The Contracting Officer will authorize the Contractor to proceed with the work by issuing a signed task order on a DD Form 1155. At a minimum, the task order will contain the following:
    - (a) Order Number
    - (b) Contract Number
    - (c) Description of the Services
    - (d) Price
    - (e) Period of Performance or Completion Date
  - 4) Task orders may be issued for a single requirement or for a combination of requirements, as required by the government.
  - 5) The Contractor is not authorized to commence task performance prior to issuance of the task order unless otherwise authorized by the Contracting Officer.
    - a). Hourly Rates: The hourly rates that were proposed for the base and each option year will be in effect at the time of the task order issuance shall prevail for the entire period of task order performance, even if performance extends into a subsequent option period.

## H.6 SUBSTITUTION OR ADDITION OF KEY PERSONNEL

- a. The contractor agrees to assign to the the task orders key personnel who can fulfill the requirements of the contract. No substitution or addition of key personnel shall be made except in accordance with this provision.
- b. The contractor agrees to promptly notify the Contracting Officer, during the contract performance period, when key personnel are unavailable for work under the contract for a continuous period exceeding 30 working days or are expected to devote substantially less effort to the work than indicated in the offeror's accepted proposal. The contractor shall propose a substitution for these key personnel in accordance with paragraph c. below.
- c. All proposed substitutions for key personnel shall be submitted, in writing, to the Contracting Officer a minimum of 15 days (preferably 30 days) prior to the proposed substitution. Each request shall provide a detailed explanation of the circumstances necessitating the proposed substitution, a complete resume for the proposed substitute, and any other pertinent information requested by the Contracting Officer. All proposed substitutes (no matter when they are proposed during the contract performance period) shall have qualifications at least equal to the qualifications of the person being replaced.
- d. In the event a task order requires increased key personnel, the contractor shall submit to the Contracting Officer a written request for approval to add personnel for specified discipline(s). The information required for the request is the same as that required in paragraph c. above. The additional key personnel shall have qualifications commensurate with the services to be provided.
- e. The Contracting Officer will evaluate requests for substitutes or additional key personnel and promptly notify the contractor in writing as to approval or disapproval.
- f. If the Contracting Officer determines that suitable and timely replacement of personnel (who have been reassigned, terminated, or otherwise become unavailable to perform) under the contract is not reasonably forthcoming or that the resultant reduction of productive effort would impair the successful completion of a task order, the task order may be terminated by the Contracting Officer.

**H.7. SUCCESSOR CONTRACTING OFFICERS.** The Contracting Officer signing the contract award is the primary Contracting Officer for the contract. Nevertheless, any Contracting Officer assigned to the National Guard Bureau, and acting within her/his authority, may take formal action on this contract when a contract action needs to be taken and the primary Contracting Officer is unavailable.

**H.8. REQUIRED AMOUNTS OF INSURANCE**

- a. In performance under this contract, the Contractor must comply with the requirement of FAR 52.228-5 "Insurance—Work on a Government Installation" concerning providing certification to the Contracting Officer.
- b. The Contract shall acquire, and thereafter maintain, during the entire period of performance for this contract, the following minimum insurance:

| <u>TYPE</u>             | <u>AMOUNT</u>            |
|-------------------------|--------------------------|
| Automobile              | \$200,000 per person     |
| Bodily Injury Liability | \$500,000 per occurrence |

|  |                          |
|--|--------------------------|
| Property Damage Liability                          | \$ 20,000 per occurrence |
| Comprehensive General Liability                    | \$500,000 per occurrence |
| Workmen's Compensation and<br>Employer's Liability | \$100,000 per person*    |

\* Workers' Compensation and Employer's Liability: Contractors are required to comply with applicable Federal and State workers' compensation and occupational disease statutes. They shall be covered under the employer's liability section of the insurance policy, except when contract operations are so co-mingled with a contractor's commercial operations that it would not be practical to require this coverage. Employer's liability coverage of at least \$100,000 shall be required, except in States with exclusive or monopolistic funds that do not permit workers' compensation to be written by private carriers.

- c. The contractor agrees to insert the substance of this requirement in all subcontracts performed under this contract.

## Section I - Contract Clauses

## CLAUSES INCORPORATED BY REFERENCE

|                    |  |          |
|--------------------|--|----------|
| 52.202-1           | Definitions  | JUL 2004 |
| 52.203-3           | Gratuities   | APR 1984 |
| 52.203-12          | Limitation On Payments To Influence Certain Federal Transactions                                   | SEP 2005 |
| 52.204-2           | Security Requirements  | AUG 1996 |
| 52.204-4           | Printed or Copied Double-Sided on Recycled Paper   | AUG 2000 |
| 52.204-7           | Central Contractor Registration  | JUL 2006 |
| 52.212-5           | Contract Terms and Conditions Required to Implement Statutes or Executive Orders--Commercial Items | MAR 2007 |
| 52.216-7           | Allowable Cost And Payment   | DEC 2002 |
| 52.219-9           | Small Business Subcontracting Plan   | SEP 2006 |
| 52.222-1           | Notice To The Government Of Labor Disputes   | FEB 1997 |
| 52.222-3           | Convict Labor  | JUN 2003 |
| 52.222-19          | Child Labor -- Cooperation with Authorities and Remedies   | JAN 2006 |
| 52.222-21          | Prohibition Of Segregated Facilities   | FEB 1999 |
| 52.222-26          | Equal Opportunity  | APR 2002 |
| 52.222-41          | Service Contract Act Of 1965, As Amended   | JUL 2005 |
| 52.225-13          | Restrictions on Certain Foreign Purchases  | FEB 2006 |
| 52.226-1           | Utilization Of Indian Organizations And Indian-Owned Economic Enterprises                          | JUN 2000 |
| 52.227-14          | Rights in Data--General  | JUN 1987 |
| 52.232-17          | Interest   | JUN 1996 |
| 52.232-33          | Payment by Electronic Funds Transfer--Central Contractor Registration                              | OCT 2003 |
| 52.233-1           | Disputes   | JUL 2002 |
| 52.237-3           | Continuity Of Services   | JAN 1991 |
| 52.242-13          | Bankruptcy   | JUL 1995 |
| 52.242-14          | Suspension of Work   | APR 1984 |
| 52.243-1           | Changes--Fixed Price   | AUG 1987 |
| 52.243-4           | Changes  | AUG 1987 |
| 52.243-5           | Changes and Changed Conditions   | APR 1984 |
| 52.245-2           | Government Property (Fixed Price Contracts)  | MAY 2004 |
| 52.245-5           | Government Property (Cost-Reimbursement Time-And-Materials, Or Labor Hour Contracts)               | MAY 2004 |
| 52.245-14          | Use of Government Facilities   | APR 1984 |
| 52.246-1           | Contractor Inspection Requirements   | APR 1984 |
| 52.246-4           | Inspection Of Services--Fixed Price  | AUG 1996 |
| 52.246-5           | Inspection Of Services Cost-Reimbursement  | APR 1984 |
| 52.249-4           | Termination For Convenience Of The Government (Services) (Short Form)                              | APR 1984 |
| 52.249-6           | Termination (Cost Reimbursement)   | MAY 2004 |
| 52.249-8           | Default (Fixed-Price Supply & Service)   | APR 1984 |
| 52.249-13          | Failure To Perform   | APR 1984 |
| 52.249-14          | Excusable Delays   | APR 1984 |
| 252.204-7000       | Disclosure Of Information  | DEC 1991 |
| 252.204-7004 Alt A | Central Contractor Registration (52.204-7) Alternate A   | NOV 2003 |
| 252.204-7005       | Oral Attestation of Security Responsibilities  | NOV 2001 |
| 252.204-7006       | Billing Instructions   | OCT 2005 |

|              |  |          |
|--------------|--|----------|
| 252.209-7004 | Subcontracting With Firms That Are Owned or Controlled By<br>The Government of a Terrorist Country                           | DEC 2006 |
| 252.211-7000 | Acquisition Streamlining   | DEC 1991 |
| 252.217-7003 | Changes  | DEC 1991 |
| 252.219-7011 | Notification to Delay Performance  | JUN 1998 |
| 252.223-7004 | Drug Free Work Force   | SEP 1988 |
| 252.226-7001 | Utilization of Indian Organizations and Indian-Owned<br>Economic Enterprises, and Native Hawaiian Small Business<br>Concerns | SEP 2004 |
| 252.232-7003 | Electronic Submission of Payment Requests  | MAY 2006 |
| 252.236-7006 | Cost Limitation  | JAN 1997 |
| 252.239-7005 | Rates, Charges, And Services   | NOV 2005 |
| 252.239-7007 | Cancellation Or Termination Of Orders  | NOV 2005 |
| 252.241-7001 | Government Access  | DEC 1991 |
| 252.243-7001 | Pricing Of Contract Modifications  | DEC 1991 |
| 252.243-7002 | Requests for Equitable Adjustment  | MAR 1998 |
| 252.246-7000 | Material Inspection And Receiving Report   | MAR 2003 |
| 252.247-7005 | Indefinite Quantities - No Fixed Charges   | DEC 1991 |
| 252.247-7006 | Removal of Contractor's Employees  | DEC 1991 |
| 252.247-7007 | Liability and Insurance  | DEC 1991 |

#### CLAUSES INCORPORATED BY FULL TEXT

##### 52.204-1 APPROVAL OF CONTRACT (DEC 1989)

This contract is subject to the written approval of NGB-ZC-PARC and shall not be binding until so approved.

(End of clause)

##### 52.216-18 ORDERING. (OCT 1995)

(a) Any supplies and services to be furnished under this contract shall be ordered by issuance of delivery orders or task orders by the individuals or activities designated in the Schedule. Such orders may be issued from 1 September 2007 through 31 August 2017.

(b) All delivery orders or task orders are subject to the terms and conditions of this contract. In the event of conflict between a delivery order or task order and this contract, the contract shall control.

(c) If mailed, a delivery order or task order is considered "issued" when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the Schedule.

(End of clause)

##### 52.216-19 ORDER LIMITATIONS. (OCT 1995)

(a) Minimum order. When the Government requires supplies or services covered by this contract in an amount of less than \$3,000.00, the Government is not obligated to purchase, nor is the Contractor obligated to furnish, those

supplies or services under the contract.

(b) Maximum order. The Contractor is not obligated to honor:

(1) Any order for a single item in excess of \$5,000,000;

(2) Any order for a combination of items in excess of \$5,000,000; or

(3) A series of orders from the same ordering office within 7 days that together call for quantities exceeding the limitation in subparagraph (1) or (2) above.

(c) If this is a requirements contract (i.e., includes the Requirements clause at subsection 52.216-21 of the Federal Acquisition Regulation (FAR)), the Government is not required to order a part of any one requirement from the Contractor if that requirement exceeds the maximum-order limitations in paragraph (b) above.

(d) Notwithstanding paragraphs (b) and (c) above, the Contractor shall honor any order exceeding the maximum order limitations in paragraph (b), unless that order (or orders) is returned to the ordering office within 5 days after issuance, with written notice stating the Contractor's intent not to ship the item (or items) called for and the reasons. Upon receiving this notice, the Government may acquire the supplies or services from another source.

(End of clause)

#### 52.216-22 INDEFINITE QUANTITY. (OCT 1995)

(a) This is an indefinite-quantity contract for the supplies or services specified, and effective for the period stated, in the Schedule. The quantities of supplies and services specified in the Schedule are estimates only and are not purchased by this contract.

(b) Delivery or performance shall be made only as authorized by orders issued in accordance with the Ordering clause. The Contractor shall furnish to the Government, when and if ordered, the supplies or services specified in the Schedule up to and including the quantity designated in the Schedule as the "maximum". The Government shall order at least the quantity of supplies or services designated in the Schedule as the "minimum".

(c) Except for any limitations on quantities in the Order Limitations clause or in the Schedule, there is no limit on the number of orders that may be issued. The Government may issue orders requiring delivery to multiple destinations or performance at multiple locations.

(d) Any order issued during the effective period of this contract and not completed within that period shall be completed by the Contractor within the time specified in the order. The contract shall govern the Contractor's and Government's rights and obligations with respect to that order to the same extent as if the order were completed during the contract's effective period; provided, that the Contractor shall not be required to make any deliveries under this contract after 31 August 2017.

(End of clause)

#### 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder

shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 15 days.

(End of clause)

52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 15 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 10 years.

(End of clause)

52.219-14 LIMITATIONS ON SUBCONTRACTING (DEC 1996)

(a) This clause does not apply to the unrestricted portion of a partial set-aside.

(b) By submission of an offer and execution of a contract, the Offeror/Contractor agrees that in performance of the contract in the case of a contract for--

(1) Services (except construction). At least 50 percent of the cost of contract performance incurred for personnel shall be expended for employees of the concern.

(2) Supplies (other than procurement from a nonmanufacturer of such supplies). The concern shall perform work for at least 50 percent of the cost of manufacturing the supplies, not including the cost of materials.

(3) General construction. The concern will perform at least 15 percent of the cost of the contract, not including the cost of materials, with its own employees.

(4) Construction by special trade contractors. The concern will perform at least 25 percent of the cost of the contract, not including the cost of materials, with its own employees.

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

<http://acquisition.gov/comp/far/index.html>

(End of clause)

252.201-7000 CONTRACTING OFFICER'S REPRESENTATIVE (DEC 1991)

(a) "Definition. Contracting officer's representative" means an individual designated in accordance with subsection 201.602-2 of the Defense Federal Acquisition Regulation Supplement and authorized in writing by the contracting officer to perform specific technical or administrative functions.

(b) If the Contracting Officer designates a contracting officer's representative (COR), the Contractor will receive a copy of the written designation. It will specify the extent of the COR's authority to act on behalf of the contracting officer. The COR is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery, or any other term or condition of the contract.

(End of clause)

Section J - List of Documents, Exhibits and Other Attachments

LIST OF ATTACHMENTS

**Attachment 1: Labor Rates, Base and Option Years 1 through 9**

LABOR RATES

| <u>Labor Category</u> | CLIN<br>0001 | CLIN<br>1001 | CLIN<br>2001 | CLIN<br>3001 | CLIN<br>4001 | CLIN<br>5001 | CLIN<br>6001 | CLIN<br>7001 | CLIN<br>8001 | CLIN<br>9001 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Principal             | 235.26       | 243.26       | 251.53       | 260.08       | 268.92       | 278.07       | 287.52       | 297.30       | 307.41       | 317.86       |
| Director              | 137.74       | 142.42       | 147.27       | 152.27       | 157.45       | 162.80       | 168.34       | 174.06       | 179.98       | 186.10       |
| Sr Program Manager    | 119.84       | 123.91       | 128.13       | 132.48       | 136.99       | 141.65       | 146.46       | 151.44       | 156.59       | 161.91       |
| Principal Consultant  | 137.98       | 142.67       | 147.52       | 152.54       | 157.72       | 163.09       | 168.63       | 174.37       | 180.29       | 186.42       |
| Senior Consultant     | 123.66       | 127.86       | 132.21       | 136.71       | 141.36       | 146.16       | 151.13       | 156.27       | 161.58       | 167.08       |
| Consultant            | 96.52        | 99.80        | 103.19       | 106.70       | 110.33       | 114.08       | 117.96       | 121.97       | 126.12       | 130.41       |
| Consultant II         | 86.46        | 89.40        | 92.44        | 95.58        | 98.83        | 102.19       | 105.67       | 109.26       | 112.97       | 116.82       |
| Junior Consultant     | 76.41        | 79.01        | 81.69        | 84.47        | 87.34        | 90.31        | 93.38        | 96.56        | 99.84        | 103.24       |
| Principal Analyst     | 115.04       | 118.95       | 123.00       | 127.18       | 131.50       | 135.97       | 140.60       | 145.38       | 150.32       | 155.43       |
| Senior Analyst        | 96.52        | 99.80        | 103.19       | 106.70       | 110.33       | 114.08       | 117.96       | 121.97       | 126.12       | 130.41       |
| Analyst III           | 81.46        | 84.23        | 87.09        | 90.05        | 93.12        | 96.28        | 99.56        | 102.94       | 106.44       | 110.06       |
| Analyst               | 76.41        | 79.01        | 81.69        | 84.47        | 87.34        | 90.31        | 93.38        | 96.56        | 99.84        | 103.24       |
| Junior Analyst        | 61.33        | 63.42        | 65.57        | 67.80        | 70.11        | 72.49        | 74.95        | 77.50        | 80.14        | 82.86        |
| Sr Mgmt Spec          | 61.98        | 64.09        | 66.27        | 68.52        | 70.85        | 73.26        | 75.75        | 78.32        | 80.99        | 83.74        |
| Management Specialist | 48.35        | 49.99        | 51.69        | 53.45        | 55.27        | 57.15        | 59.09        | 61.10        | 63.18        | 65.33        |

1.034

|                                   | CLIN<br>0001 | CLIN<br>1001 | CLIN<br>2001 | CLIN<br>3001 | CLIN<br>4001 | CLIN<br>5001 | CLIN<br>6001 | CLIN<br>7001 | CLIN<br>8001 | CLIN<br>9001 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Travel, Materials &<br>ODC Burden | (b) (4)      |              |              |              |              |              |              |              |              |              |

ADDITIONAL INFORMATION

**Contact Information for Key Personnel**

**Contractor POC:**

Name: (b) (6)  
Title: Director of Contracts  
Address: 1000 Market Street, Building One, Suite 102, Portsmouth, NH  
03801  
Voice: (703)752-4331  
Fax: (603)431-4332  
Email: (b) (6)  
TIN: 02-0449966  
CAGE: 1HHM9  
DUNS: 78-720-8305

**Contracting Officer's Representative (COR)**

COR(s) will be identified on individual task orders.

**Contracting Contracting Officer (CO)**

The CO for this order is listed below:

Name: (b) (6)  
Title: Contracting Officer, Joint Staff  
Address: 1411 Jefferson Davis Highway, Arlington, VA  
22202-3231  
Voice: (703) 607-1127  
Fax: (703) 607-1742  
Email: (b) (6)

# ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 15

|   |  |                                     |   |  |  |   |            |  |                           |
|---|--|-------------------------------------|---|--|--|---|------------|--|---------------------------|
| 1. CONTRACT/PURCH. ORDER/ AGREEMENT NO.<br>W9133L-07-D-0015   |  | 2. DELIVERY ORDER/ CALL NO.<br>0001 |   | 3. DATE OF ORDER/CALL<br>(YYYYMMDD)<br>2007 Aug 27   |  | 4. REQ / PURCH REQUEST NO.<br>W81MN B70382000   |            | 5. PRIORITY  |                           |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   |  |                                     |   | 7. ADMINISTERED BY (if other than 6)<br><b>SEE ITEM 6</b>  |  | 8. DELIVERY FOB<br><input checked="" type="checkbox"/> DESTINATION<br><input type="checkbox"/> OTHER<br><br>(See Schedule if other) |            |  |                           |
| 9. CONTRACTOR<br>NAME AND ADDRESS<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801  |  | CODE<br>1HHM9                       |   | FACILITY<br>1HHM9  |  | 10. DELIVER TO FOB POINT BY (Date)<br>(YYYYMMDD)<br><b>SEE SCHEDULE</b>   |            | 11. MARK IF BUSINESS IS<br><input checked="" type="checkbox"/> SMALL<br><input type="checkbox"/> SMALL DISADVANTAGED<br><input type="checkbox"/> WOMEN-OWNED |                           |
|   |  |                                     |   |  |  | 12. DISCOUNT TERMS<br>Net 30 Days   |            | 13. MAIL INVOICES TO THE ADDRESS IN BLOCK<br>See Item 15   |                           |
| 14. SHIP TO<br>SEE SCHEDULE<br>N/A<br>N/A AA N/A  |  | CODE<br>SCHED1                      |   | 15. PAYMENT WILL BE MADE BY<br>DFAS/HQ/VENDOR PAY-HQ0105<br>8899 E. 56TH ST.<br>DEPT. 3800<br>INDIANAPOLIS IN 46249-3800 |  | CODE<br>HQ0105  |            | <b>MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.</b>   |                           |
| 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                                     | <input type="checkbox"/>            | Reference your quote dated _____<br>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<br>(YYYYMMDD) |
| <input type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: _____  |  |                                     |   |  |  |   |            |  |                           |
| 17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE<br><br><b>See Schedule</b>   |  |                                     |   |  |  |   |            |  |                           |
| 18. ITEM NO.  | 19. SCHEDULE OF SUPPLIES/ SERVICES           |                                     |   | 20. QUANTITY ORDERED/ ACCEPTED*  | 21. UNIT   | 22. UNIT PRICE  | 23. AMOUNT |  |                           |
|   | <b>SEE SCHEDULE</b>                          |                                     |   |  |  |   |            |  |                           |
| * 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<br>TEL: 703 607-1127<br>EMAIL: (b) (6)<br>BY: (b) (6)                                       |  | <b>(b) (6)</b>  |            | 25. TOTAL  | \$4,190,356.00            |
| 27a. QUANTITY IN COLUMN 20 HAS BEEN   |  |                                     |   |  |  |   |            | 26. DIFFERENCES  |                           |
| <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<br>(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<br><input type="checkbox"/> FINAL | 32. PAID BY   |            | 33. AMOUNT VERIFIED CORRECT FOR  |                           |
| 36. I certify this account is correct and proper for payment.   |  |                                     |   | 31. PAYMENT<br><input type="checkbox"/> COMPLETE<br><input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL   |  |   |            | 34. CHECK NUMBER   |                           |
| a. DATE<br>(YYYYMMDD)   | b. SIGNATURE AND TITLE OF CERTIFYING OFFICER |                                     |   |  |  |   |            | 35. BILL OF LADING NO.   |                           |
| 37. RECEIVED AT   | 38. RECEIVED BY                              | 39. DATE RECEIVED<br>(YYYYMMDD)     |   | 40. TOTAL CONTAINERS   | 41. S/R ACCOUNT NO.  | 42. S/R VOUCHER NO.   |            |  |                           |

Section B - Supplies or Services and Prices

| ITEM NO | SUPPLIES/SERVICES  | QUANTITY | UNIT             | UNIT PRICE     | AMOUNT         |
|---------|--|----------|------------------|----------------|----------------|
| 0001    |  | 1        | Dollars,<br>U.S. | \$2,559,490.00 | \$2,559,490.00 |
|         | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform<br>Training and Technical Assistance for the National Guard ChalleNGe Program in<br>accordance with the attached Performance Work Statement.<br>FOB: Destination<br>MILSTRIP: W81MNB70382000<br>PURCHASE REQUEST NUMBER: W81MNB70382000 |          |                  |                |                |
|         |  |          |                  | NET AMT        | \$2,559,490.00 |
|         | ACRN AA<br>CIN: W81MNB70382000   |          |                  |                | \$2,559,490.00 |

| ITEM NO | SUPPLIES/SERVICES  | QUANTITY | UNIT             | UNIT PRICE     | AMOUNT         |
|---------|--|----------|------------------|----------------|----------------|
| 0002    |  |          | Dollars,<br>U.S. |                |                |
|         | Travel and Other Direct Costs<br>COST<br>Travel and Other Direct Costs in support of the Training and Technical<br>Assistance for the National Guard ChalleNGe Program in accordance with the<br>attached Performance Work Statement.<br>FOB: Destination<br>MILSTRIP: W81MNB70382000<br>PURCHASE REQUEST NUMBER: W81MNB70382000 |          |                  |                |                |
|         |  |          |                  | ESTIMATED COST | \$1,630,866.00 |
|         | ACRN AA<br>CIN: W81MNB703820001  |          |                  |                | \$1,630,866.00 |

PERFORMANCE WORK STATEMENT

**PERFORMANCE-BASED WORK STATEMENT  
FOR NATIONAL GUARD YOUTH CHALLENGE PROGRAM  
TRAINING & TECHNICAL ASSISTANCE  
Delivery Order #0001**

**1.0 INSTRUCTIONS:**

Please provide a firm-fixed price proposal for labor and cost-reimbursable for travel and other direct costs for this order. Please provide complete detail showing labor categories, rates, hours, totals and detail on cost reimbursable items.

**2.0 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

**2.1 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program.

**2.1.a. Basic Course.** A minimum of fourteen (14) five-day Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.1.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be

accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.1.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- An onsite Basic Course (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length
- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.1.d. CPI Instructor Certification Course.** A minimum of two CPI instructor training courses shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. Each course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

## **2.2 Functional Area Specific Training**

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators.

**2.2.a. Cadre Course.** Six (6) five-day classroom based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Counselors Course.** One (1) five-day classroom based Counselors Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. Educators Course.** One (1) five-day classroom based Educators Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.d. Post-Residential Course.** Two (2) five-day classroom based Post-Residential Course will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.e. Recruiters Course.** One (1) three-day classroom based Recruiters Course will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.f. Website Administrators Workshop.** One (1) two-day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.3 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.3.a. Summer Program Directors Workshop.** The Fall ChalleNGe Program Director's Workshop is a three-day workshop for Program Directors held in the fall each year. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. The fall workshop is held in a hotel or retreat setting selected annually by NGB. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.3.b. Winter Program Directors Workshop.** The Spring ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the spring workshop require five days of support as it must be coordinated with an annual USO Awards ceremony, NGYF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.3.c. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in early January during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate networking opportunities with program counterparts from other states. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional networking opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs.

- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.
- Awards Banquet designed to be the capstone feature of this event, including a sit-down dinner, complete staging, an emcee with VIP speakers, and awards for high-performing programs and individual contributors.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop.

**2.3.d. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.3.e. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered twice each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## 2.4 Products

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.4.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.
- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.4.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.4.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.4.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, and for mentors and mentees. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.4.e. Distance learning modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings.

**2.4.f. Benchmarking Studies.** The TTAP will design and deliver a comprehensive benchmarking program to drive the development of training curriculum. The products developed through the benchmarking program include a minimum of two (2) white papers and description of ten promising practices per year (a minimum of five practices per study). The benchmarking study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.5 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.5.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.5.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.5.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.5.d. Technical Assistance – Onsite Visits.** No fewer than five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.5.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.5.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

**3.0 PLACE OF PERFORMANCE.** Various locations.

**4.0 TRAVEL AND OTHER DIRECT COSTS** as outlined in your technical proposal.

**5.0 PERIOD OF PERFORMANCE.**

1 September 2007 – 31 August 2008

ADDITIONAL INFORMATION

**ADDITIONAL INFORMATION**

**Contractor POC:**

Name: (b) (6)  
Title: Director of Contracts  
Address: 1000 Market Street, Building One, Suite 102, Portsmouth, NH  
03801  
Voice: (703)752-4331  
Fax: (603)431-4332  
Email: (b) (6)  
TIN: 02-0449966  
CAGE: 1HHM9  
DUNS: 78-720-8305

**Contracting Officer's Representative (COR)**

(b) (6) – Phone 703-607-2664.

**Contracting Contracting Officer (CO)**

The CO for this order is listed below:

Name: (b) (6)  
Title: Contracting Officer, Joint Staff  
Address: 1411 Jefferson Davis Highway, Arlington, VA  
22202-3231  
Voice: (703) 607-1127  
Fax: (703) 607-1742  
Email: (b) (6)

1. Any questions on allowability of charges are to be directed to the Contracting Officer prior to commitment.

2. Any requirement which would increase the amount of the contract must be accomplished by the Contracting Officer through an issuance of a modification.

3. Invoices will be submitted to: The Air National Guard Payment Office is DFAS-INDIANAPOLIS, Customer Service 1-888-332-7366. Send invoices to address in Block 18A. Send additional invoice to:

NGB-AY

ATTN: (b) (6)

1411 Jefferson Davis Highway

Arlington, VA 22202-3231

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 |

Section F - Deliveries or Performance

DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 0001 | POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |
| 0002 | POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: 97701003601718105504WH059E0002512379NPYW81MNB703820009NPY37044220

AMOUNT: \$4,190,356.00

CIN W81MNB70382000: \$2,559,490.00

CIN W81MNB703820001: \$1,630,866.00

# ORDER FOR SUPPLIES OR SERVICES

|   |                                    |  |   |  |  |   |             |  |                                 |
|---|------------------------------------|--|---|--|--|---|-------------|--|---------------------------------|
| 1. CONTRACT/PURCH. ORDER/ AGREEMENT NO.<br>W9133L-07-D-0015   |                                    | 2. DELIVERY ORDER/ CALL NO.<br>0002          |   | 3. DATE OF ORDER/CALL<br>(YYYYMMDD)<br>2007 Sep 27   |  | 4. REQ / PURCH REQUEST NO.<br>W81MN B72572000   |             | 5. PRIORITY  |                                 |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   |                                    |  |   | 7. ADMINISTERED BY (if other than 6)<br><b>SEE ITEM 6</b>  |  | 8. DELIVERY FOB<br><input checked="" type="checkbox"/> DESTINATION<br><input type="checkbox"/> OTHER<br><br>(See Schedule if other) |             |  |                                 |
| 9. CONTRACTOR<br>DARE MIGHTY THINGS<br>NAME (b) (6)<br>AND 1000 MARKET STREET<br>ADDRESS BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                                    | CODE 1HHM9                                   |   | FACILITY 1HHM9   |  | 10. DELIVER TO FOB POINT BY (Date)<br>(YYYYMMDD)<br><b>SEE SCHEDULE</b>   |             | 11. MARK IF BUSINESS IS<br><input checked="" type="checkbox"/> SMALL<br><input type="checkbox"/> SMALL DISADVANTAGED<br><input type="checkbox"/> WOMEN-OWNED |                                 |
|   |                                    |  |   |  |  | 12. DISCOUNT TERMS<br>Net 30 Days   |             | 13. MAIL INVOICES TO THE ADDRESS IN BLOCK<br>See Item 15   |                                 |
| 14. SHIP TO<br>SEE SCHEDULE<br>N/A<br>N/A AA N/A  |                                    | CODE SCHED1                                  |   | 15. PAYMENT WILL BE MADE BY<br>DFAS-INDIANAPOLIS-HQ0105<br>DFAS INDIANAPOLIS<br>VENDOR PAY DEPT 3800<br>8899 E. 56TH ST.<br>INDIANAPOLIS IN 46249-3800 |  | CODE HQ0105   |             | <b>MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.</b>   |                                 |
| 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                           | <input type="checkbox"/>                     | Reference your quote dated<br>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<br>(YYYYMMDD)       |
| <input checked="" type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: <b>1</b>  |                                    |  |   |  |  |   |             |  |                                 |
| 17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE<br><br><b>See Schedule</b>   |                                    |  |   |  |  |   |             |  |                                 |
| 18. ITEM NO.  | 19. SCHEDULE OF SUPPLIES/ SERVICES |  |   | 20. QUANTITY ORDERED/ ACCEPTED*  | 21. UNIT   | 22. UNIT PRICE  | 23. AMOUNT  |  |                                 |
| <b>SEE SCHEDULE</b>   |                                    |  |   |  |  |   |             |  |                                 |
| * 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<br>TEL: 703 607-1127<br>EMAIL: (b) (6)<br>BY: (b) (6)   |  | (b) (6)   |             | 25. TOTAL  | \$716,037.00                    |
| 27a. QUANTITY IN COLUMN 20 HAS BEEN   |                                    |  |   |  |  | CONTRACTING / ORDERING OFFICER  |             | 26. DIFFERENCES  |                                 |
| <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<br>(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<br><input type="checkbox"/> FINAL |   | 32. PAID BY |  | 33. AMOUNT VERIFIED CORRECT FOR |
| 36. I certify this account is correct and proper for payment.   |                                    |  |   | 31. PAYMENT<br><input type="checkbox"/> COMPLETE<br><input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL                                 |  |   |             | 34. CHECK NUMBER   |                                 |
| a. DATE<br>(YYYYMMDD)   |                                    | b. SIGNATURE AND TITLE OF CERTIFYING OFFICER |   |  |  |   |             |  | 35. BILL OF LADING NO.          |
| 37. RECEIVED AT   |                                    | 38. RECEIVED BY                              |   | 39. DATE RECEIVED<br>(YYYYMMDD)  |  | 40. TOTAL CONTAINERS  |             | 41. S/R ACCOUNT NO.  | 42. S/R VOUCHER NO.             |

Section B - Supplies or Services and Prices

| ITEM NO | SUPPLIES/SERVICES   | QUANTITY | UNIT             | UNIT PRICE | AMOUNT       |
|---------|---|----------|------------------|------------|--------------|
| 0001    |   | 323,472  | Dollars,<br>U.S. | \$1.00     | \$323,472.00 |
|         | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform<br>Training and Technical Assistance for the National Guard ChalleNGe Program in<br>accordance with the Performance Work Statement and the Contractor offer dated<br>26 September 2007.<br>FOB: Destination<br>MILSTRIP: W81MNB72572000<br>PURCHASE REQUEST NUMBER: W81MNB72572000 |          |                  |            |              |
|         |   |          |                  | NET AMT    | \$323,472.00 |
|         | ACRN AA   |          |                  |            | \$323,472.00 |
|         | CIN: W81MNB725720000001   |          |                  |            |              |

| ITEM NO | SUPPLIES/SERVICES   | QUANTITY | UNIT             | UNIT PRICE     | AMOUNT       |
|---------|---|----------|------------------|----------------|--------------|
| 0002    |   |          | Dollars,<br>U.S. |                |              |
|         | Travel and Other Direct Costs<br>COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct<br>Costs for Training and Technical Assistance for the National Guard ChalleNGe<br>Program and the Contractor offer dated 26 September 2007.<br>FOB: Destination<br>MILSTRIP: W81MNB72572000<br>PURCHASE REQUEST NUMBER: W81MNB72572000 |          |                  |                |              |
|         |   |          |                  | ESTIMATED COST | \$392,565.00 |
|         | ACRN AA   |          |                  |                | \$392,565.00 |
|         | CIN: W81MNB725720000002   |          |                  |                |              |

STATEMENT OF WORK

**PERFORMANCE-BASED WORK STATEMENT  
FOR NATIONAL GUARD YOUTH CHALLENGE PROGRAM  
First Aid and Cardio Pulmonary Resuscitation (CPR) TRAINING**

**1.0 INTRODUCTION**

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a training program that provides participating ChalleNGe staff with basic First Aid Training in the areas of Bleed Control, Rescue Breathing, Abdominal Thrust and Cardio Pulmonary Resuscitation (CPR).

**2.0 BACKGROUND**

Congress appropriated the necessary funds in the FY2007 Defense Appropriation Act specifically for CPR training within the National Guard Youth ChalleNGe Program.

**2.1 NGYCP CPR TRAINING PROGRAM**

The objective of the NGYCP CPR Training Program is to train ChalleNGe program staff with the skills, knowledge, and license necessary to provide First Aid Training in the areas of Bleed Control, Rescue Breathing, Abdominal Thrust and Cardio Pulmonary Resuscitation (CPR).

**2.1a TRAIN THE TRAINER COURSE**

A minimum of four (4) CPR instructor certification courses shall be provided during the period of work of one year, to train 3 ChalleNGe staff per program, for a total student load of 100. Each course shall accommodate no less than 25 students and be a two-day, twelve-hour training session that will certify ChalleNGe staff members as instructors to train ChalleNGe cadets in the areas of Bleed Control, Rescue Breathing, Abdominal Thrust and CPR. Contractor will provide Expenses for travel, rental car, hotel, per diem and other related expenses associated with the training of the 100 Instructors.

Course content is national recognized accredited curriculum, such as Red Cross, American Heart Association or Save A Life Foundation. Course examinations show participant success in gaining the necessary course knowledge.

Instructor Quality

Course examinations show participant scores of 80% or better (for 90% of the participants).

Evaluation survey of the course show 90% of the participants rate the instructor as Excellent on a scale from Unacceptable- Marginal- Satisfactory -Excellent.

Report to NGB the names and numbers of certified trainers.

## **2.1b CHALLENGE CADET TRAINING**

Trained Instructor certified ChalleNGe staff members are to train ChalleNGe cadets in the areas of Bleed Control, Rescue Breathing, Abdominal Thrust and Cardio Pulmonary Resuscitation (CPR) with the outcome of full opportunity for approximately 7000 cadets annually qualified in CPR. Supply each of 33 programs with associated government owned instructional materials and supplies, including mannequins sufficient to teach a quantity of cadets up to the ChalleNGe Program Target Graduation number and CPR qualification cards for cadets satisfactorily completing the training.

Report to NGB the names and numbers of trained and certified Youth ChalleNGe cadets.

## **2.2 PURPOSE OF NGYCP CPR CONTRACT**

The purpose of this contract is to equip selected ChalleNGe staff members with the skills, knowledge, and license necessary to provide effective First Aid Training in the areas of Bleed Control, Rescue Breathing, Abdominal Thrust and Cardio Pulmonary Resuscitation (CPR) to ChalleNGe cadets who are at-risk youth and to produce a trained cadet. If the Cadet qualifies, provide them with a CPR Certification. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## **2.3 ROLE OF THE CONTRACTOR**

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality First Aid and CPR classroom-based training will be vital to the success of the training initiative.

## **ADDITIONAL INSTRUCTIONS**

1. The Contractor POC is (b) (6) at 703-752-4331 or (b) (6).
2. The Contracting Officer is (b) (6) at 703-607-1127, (b) (6)
3. The COR is (b) (6) at (b) (6), (703)607-0784.
4. The Contractor shall submit an original copy of all invoices to the address listed in Block 15 of the DD Form 1155 and provide an additional copy to the COR at the address listed below:

NGB-ZC-AY

ATTN: (b) (6)

1411 Jefferson Davis Hwy,  
Arlington, VA 22202

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 |

Section F - Deliveries or Performance

DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 0001 | POP 28-SEP-2007 TO<br>30-JUN-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |
| 0002 | POP 28-SEP-2007 TO<br>30-JUN-2008 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: 97701003607718105504WHO59E0002512379NPYW81MNB725720009NPY37044220

AMOUNT: \$716,037.00

CIN W81MNB725720000001: \$323,472.00

CIN W81MNB725720000002: \$392,565.00

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |   |  | 1. CONTRACT ID CODE   | PAGE OF PAGES  |   |
|--|---|--|---|--|---|
|  |   |  | J   | 1  | 4 |
| 2. AMENDMENT/MODIFICATION NO.<br>01  | 3. EFFECTIVE DATE<br>11-Oct-2007  | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB70382000 |   | 5. PROJECT NO.(If applicable)                            |   |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L  | 7. ADMINISTERED BY (If other than item 6)          |   | CODE   |   |
|  |   | <b>See Item 6</b>                                  |   |  |   |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |   |  | 9A. AMENDMENT OF SOLICITATION NO.   |  |   |
|  |   |  | 9B. DATED (SEE ITEM 11)   |  |   |
|  |   |  | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0001 |   |
|  |   |  | X   | 10B. DATED (SEE ITEM 13)<br>27-Aug-2007                  |   |
| CODE 1H1M9   | FACILITY CODE 1H1M9   |  |   |  |   |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |   |  |   |  |   |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |   |  |   |  |   |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |   |  |   |  |   |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |   |  |   |  |   |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |   |  |   |  |   |
| X  | B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B). |  |   |  |   |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:   |   |  |   |  |   |
| D. OTHER (Specify type of modification and authority)  |   |  |   |  |   |
| E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.   |   |  |   |  |   |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: w ilks900846<br>1. The purpose of this modification is to add the Wide Area Workflow clause (DFARS 252.232-7003) to this contract. Effective 1 October 2007, it is mandated that all receiving reports for contractual payments be input using Wide Area Workflow (WAWF). Use of WAWF should be initiated immediately.<br>2. When inputting invoices into WAWF, ensure that you input the service acceptor DODACC as W81MNB. Also, insure that you input the pay station as HQ0105.<br>3. All other terms and conditions remain the same.  |   |  |   |  |   |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |   |  |   |  |   |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |   |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACTING OFFICER<br>TEL: 703 607-1127 EMAIL: (b) (6) |  |   |
| 15B. CONTRACTOR/OFFEROR  | 15C. DATE SIGNED  | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)        |   | 16C. DATE SIGNED<br>12-Oct-2007                          |   |
| (Signature of person authorized to sign)   |   | (Signature of Contracting Officer)                 |   |  |   |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

SUMMARY OF CHANGES

SECTION C - DESCRIPTIONS AND SPECIFICATIONS

The following have been modified:  
ADDITIONAL INFORMATION

**ADDITIONAL INFORMATION**

**Contractor POC:**

Name: (b) (6)  
Title: Director of Contracts  
Address: 1000 Market Street, Building One, Suite 102, Portsmouth, NH  
03801  
Voice: (703)752-4331  
Fax: (603)431-4332  
Email: (b) (6)  
TIN: 02-0449966  
CAGE: 1HBM9  
DUNS: 78-720-8305

**Contracting Officer's Representative (COR)**

(b) (6), (b) (6) – Phone 703-607-2664.

**Contracting Contracting Officer (CO)**

The CO for this order is listed below:

Name: (b) (6)  
Title: Contracting Officer, Joint Staff  
Address: 1411 Jefferson Davis Highway, Arlington, VA  
22202-3231  
Voice: (703) 607-1127  
Fax: (703) 607-1742  
Email: (b) (6)

1. Any questions on allowability of charges are to be directed to the Contracting Officer prior to commitment.
2. Any requirement which would increase the amount of the contract must be accomplished by the Contracting Officer through an issuance of a modification.

### 3. **Payment Instructions:**

Invoices should be processed in accordance with DFAR 252.232-7003 Electronic Submission of Payment Requests. Information regarding WAWF-RA is available on the Internet at <https://wawf.eb.mil>.

When inputting your invoicing in WAWF, use the following DODACC codes:

INSPECTOR DODACC: W81MNB  
SERVICE ACCEPTOR: W81MNB  
PAY OFFICE: HQ0105

### SECTION I - CONTRACT CLAUSES

The following have been added by full text:

252.232-7003 ELECTRONIC SUBMISSION OF PAYMENT REQUESTS (MAR 2007)

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

(1) Contract financing payment and invoice payment have the meanings given in section 32.001 of the Federal Acquisition Regulation.

(2) Electronic form means any automated system that transmits information electronically from the initiating system to all affected systems. Facsimile, e-mail, and scanned documents are not acceptable electronic forms for submission of payment requests. However, scanned documents are acceptable when they are part of a submission of a payment request made using one of the electronic forms provided for in paragraph (b) of this clause.

(3) Payment request means any request for contract financing payment or invoice payment submitted by the Contractor under this contract.

(b) Except as provided in paragraph (c) of this clause, the Contractor shall submit payment requests using one of the following electronic forms:

(1) Wide Area WorkFlow-Receipt and Acceptance (WAWF-RA). Information regarding WAWF-RA is available on the Internet at <https://wawf.eb.mil>.

(2) Web Invoicing System (WInS). Information regarding WInS is available on the Internet at <https://ecweb.dfas.mil>.

(3) American National Standards Institute (ANSI) X.12 electronic data interchange (EDI) formats.

(i) Information regarding EDI formats is available on the Internet at <http://www.X12.org>.

(ii) EDI implementation guides are available on the Internet at <http://www.dod.mil/dfas/contractorpay/electroniccommerce.html>.

(4) Another electronic form authorized by the Contracting Officer.

(c) The Contractor may submit a payment request in non-electronic form only when--

(1) DoD is unable to receive a payment request in electronic form; or

(2) The Contracting Officer administering the contract for payment has determined, in writing, that electronic submission would be unduly burdensome to the Contractor. In such cases, the Contractor shall include a copy of the Contracting Officer's determination with each request for payment.

(d) The Contractor shall submit any non-electronic payment requests using the method or methods specified in Section G of the contract.

(e) In addition to the requirements of this clause, the Contractor shall meet the requirements of the appropriate payment clauses in this contract when submitting payments requests.

(End of clause)

(End of Summary of Changes)

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |   |  | 1. CONTRACT ID CODE   | PAGE OF PAGES  |                                 |
|--|---|--|---|--|---------------------------------|
|  |   |  | S   | 1  | 4                               |
| 2. AMENDMENT/MODIFICATION NO.<br>01  | 3. EFFECTIVE DATE<br>22-Oct-2007  | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB72572000 |   | 5. PROJECT NO.(If applicable)                            |                                 |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L  | 7. ADMINISTERED BY (If other than item 6)          |   | CODE   |                                 |
|  |   | <b>See Item 6</b>                                  |   |  |                                 |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |   |  | 9A. AMENDMENT OF SOLICITATION NO.   |  |                                 |
|  |   |  | 9B. DATED (SEE ITEM 11)   |  |                                 |
|  |   |  | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0002 |                                 |
|  |   |  | X   | 10B. DATED (SEE ITEM 13)<br>27-Sep-2007                  |                                 |
| CODE 1HM9  | FACILITY CODE 1HM9  |  |   |  |                                 |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |   |  |   |  |                                 |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |   |  |   |  |                                 |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |   |  |   |  |                                 |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |   |  |   |  |                                 |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |   |  |   |  |                                 |
| X  | B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B). |  |   |  |                                 |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:   |   |  |   |  |                                 |
| D. OTHER (Specify type of modification and authority)  |   |  |   |  |                                 |
| E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.   |   |  |   |  |                                 |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: w ilks9008101<br>1. The purpose of this modification is to add the Wide Area Workflow clause (DFARS 252.232-7003) to this contract. Effective 1 October 2007, it is mandated that all receiving reports for contractual payments be input using Wide Area Workflow (WAWF). Use of WAWF should be initiated immediately.<br>2. When inputting invoices into WAWF, ensure that you input the service acceptor DODACC as W81MNB. Also, insure that you input the pay station as HQ0105.<br>3. All other terms and conditions remain the same.   |   |  |   |  |                                 |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |   |  |   |  |                                 |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |   |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACTING OFFICER<br>TEL: 703 607-1127 EMAIL: (b) (6) |  |                                 |
| 15B. CONTRACTOR/OFFEROR<br><br>(Signature of person authorized to sign)  |   | 15C. DATE SIGNED                                   | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)<br>(Signature of Contracting Officer)   |  | 16C. DATE SIGNED<br>22-Oct-2007 |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

SECTION C - DESCRIPTIONS AND SPECIFICATIONS

The following have been added by full text:

252.232-7003 ELECTRONIC SUBMISSION OF PAYMENT REQUESTS (MAR 2007)

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

(1) Contract financing payment and invoice payment have the meanings given in section 32.001 of the Federal Acquisition Regulation.

(2) Electronic form means any automated system that transmits information electronically from the initiating system to all affected systems. Facsimile, e-mail, and scanned documents are not acceptable electronic forms for submission of payment requests. However, scanned documents are acceptable when they are part of a submission of a payment request made using one of the electronic forms provided for in paragraph (b) of this clause.

(3) Payment request means any request for contract financing payment or invoice payment submitted by the Contractor under this contract.

(b) Except as provided in paragraph (c) of this clause, the Contractor shall submit payment requests using one of the following electronic forms:

(1) Wide Area WorkFlow-Receipt and Acceptance (WAWF-RA). Information regarding WAWF-RA is available on the Internet at <https://wawf.eb.mil>.

(2) Web Invoicing System (WInS). Information regarding WInS is available on the Internet at <https://ecweb.dfas.mil>.

(3) American National Standards Institute (ANSI) X.12 electronic data interchange (EDI) formats.

(i) Information regarding EDI formats is available on the Internet at <http://www.X12.org>.

(ii) EDI implementation guides are available on the Internet at <http://www.dod.mil/dfas/contractorpay/electroniccommerce.html>.

(4) Another electronic form authorized by the Contracting Officer.

(c) The Contractor may submit a payment request in non-electronic form only when--

(1) DoD is unable to receive a payment request in electronic form; or

(2) The Contracting Officer administering the contract for payment has determined, in writing, that electronic submission would be unduly burdensome to the Contractor. In such cases, the Contractor shall include a copy of the Contracting Officer's determination with each request for payment.

(d) The Contractor shall submit any non-electronic payment requests using the method or methods specified in Section G of the contract.

(e) In addition to the requirements of this clause, the Contractor shall meet the requirements of the appropriate payment clauses in this contract when submitting payments requests.

(End of clause)

The following have been modified:  
ADDITIONAL INSTRUCTIONS

**Contractor POC:**

Name: (b) (6)  
Title: Director of Contracts  
Address: 1000 Market Street, Building One, Suite 102, Portsmouth, NH  
03801  
Voice: (703)752-4331  
Fax: (603)431-4332  
Email: (b) (6)  
TIN: 02-0449966  
CAGE: 1HBM9  
DUNS: 78-720-8305

**Contracting Officer's Representative (COR)**

(b) (6) at (b) (6), (703)607-0784.

**Contracting Contracting Officer (CO)**

The CO for this order is listed below:

Name: (b) (6)  
Title: Contracting Officer, Joint Staff  
Address: 1411 Jefferson Davis Highway, Arlington, VA  
22202-3231  
Voice: (703) 607-1127  
Fax: (703) 607-1742  
Email: (b) (6)

1. Any questions on allowability of charges are to be directed to the Contracting Officer prior to commitment.
2. Any requirement which would increase the amount of the contract must be accomplished by the Contracting Officer through an issuance of a modification.

### **3. Payment Instructions:**

Invoices should be process in accordance with to DFAR 252.232-7003 Electronic Submission of Payment Requests. Information regarding WAWF-RA is available on the Internet at <https://wawf.eb.mil>.

When inputting your invoicing in WAWF, use the following DODACC codes:

INSPECTOR DODACC: W81MNB

SERVICE ACCEPTOR: W81MNB

PAY OFFICE: HQ0105

(End of Summary of Changes)

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |                                  |  | 1. CONTRACT ID CODE   | PAGE OF PAGES  |                                 |
|--|----------------------------------|--|---|--|---------------------------------|
|  |                                  |  | S   | 1  | 3                               |
| 2. AMENDMENT/MODIFICATION NO.<br>02  | 3. EFFECTIVE DATE<br>30-Oct-2007 | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB72572000 |   | 5. PROJECT NO.(If applicable)                            |                                 |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L                   | 7. ADMINISTERED BY (If other than item 6)          |   | CODE   |                                 |
|  |                                  | <b>See Item 6</b>                                  |   |  |                                 |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                                  |  | 9A. AMENDMENT OF SOLICITATION NO.   |  |                                 |
|  |                                  |  | 9B. DATED (SEE ITEM 11)   |  |                                 |
|  |                                  |  | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0002 |                                 |
|  |                                  |  | X   | 10B. DATED (SEE ITEM 13)<br>27-Sep-2007                  |                                 |
| CODE 1HM9  | FACILITY CODE 1HM9               |  |   |  |                                 |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |                                  |  |   |  |                                 |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |                                  |  |   |  |                                 |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)<br><b>See Schedule</b>   |                                  |  |   |  |                                 |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |                                  |  |   |  |                                 |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |                                  |  |   |  |                                 |
| B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).  |                                  |  |   |  |                                 |
| X C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:<br>Changes, 10 USC 2304   |                                  |  |   |  |                                 |
| D. OTHER (Specify type of modification and authority)  |                                  |  |   |  |                                 |
| E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.  |                                  |  |   |  |                                 |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: smitk9008138<br>1. The purpose of this modification is to adjust the amount on the CLINS to provide for a revised method for providing the services in the Performance Work Statement.<br>2. See Summary of Changes that shows the adjustment in the CLIN amounts.<br>3. This is a no cost modification. All other terms and conditions remains the same.  |                                  |  |   |  |                                 |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |                                  |  |   |  |                                 |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |                                  |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACTING OFFICER<br>TEL: 703 607-1127 EMAIL: (b) (6) |  |                                 |
| 15B. CONTRACTOR/OFFEROR  |                                  | 15C. DATE SIGNED                                   | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)   |  | 16C. DATE SIGNED<br>31-Oct-2007 |
| (Signature of person authorized to sign)   |                                  |  | (Signature of Contracting Officer)  |  |                                 |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

SUMMARY OF CHANGES

SECTION B - SUPPLIES OR SERVICES AND PRICES

CLIN 0001

The pricing detail quantity has decreased by 323,472.00 from 323,472.00 to 0.00.  
The total cost of this line item has decreased by \$323,472.00 from \$323,472.00 to \$0.00.

CLIN 0002

The estimated/max cost has increased by \$323,472.00 from \$392,565.00 to \$716,037.00.  
The total cost of this line item has increased by \$323,472.00 from \$392,565.00 to \$716,037.00.

SECTION F - DELIVERIES OR PERFORMANCE

The following Delivery Schedule item for CLIN 0001 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 28-SEP-2007 TO<br>30-JUN-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 28-SEP-2007 TO<br>30-JUN-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

SECTION G - CONTRACT ADMINISTRATION DATA

Accounting and Appropriation

Summary for the Payment Office

CLIN 0001:

AA: 97701003607718105504WHO59E0002512379NPYW81MNB725720009NPY37044220 (CIN W81MNB725720000001) was decreased by \$323,472.00 from \$323,472.00 to \$0.00

CLIN 0002:

AA: 97701003607718105504WHO59E0002512379NPYW81MNB725720009NPY37044220 (CIN W81MNB725720000002) was increased by \$323,472.00 from \$392,565.00 to \$716,037.00

(End of Summary of Changes)

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT  |   |  | 1. CONTRACT ID CODE   | PAGE OF PAGES  |   |
|---|---|--|---|--|---|
|   |   |  | J   | 1  | 3 |
| 2. AMENDMENT/MODIFICATION NO.<br>02   | 3. EFFECTIVE DATE<br>27-Nov-2007  | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB70382000 |   | 5. PROJECT NO.(If applicable)                            |   |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   | CODE<br>W9133L  | 7. ADMINISTERED BY (If other than item 6)          |   | CODE   |   |
|   |   | <b>See Item 6</b>                                  |   |  |   |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801  |   |  | 9A. AMENDMENT OF SOLICITATION NO.   |  |   |
|   |   |  | 9B. DATED (SEE ITEM 11)   |  |   |
|   |   |  | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0001 |   |
|   |   |  | X   | 10B. DATED (SEE ITEM 13)<br>27-Aug-2007                  |   |
| CODE 1HHM9  | FACILITY CODE 1HHM9   |  |   |  |   |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS   |   |  |   |  |   |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.   |   |  |   |  |   |
| <p>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:</p> <p>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.</p> |   |  |   |  |   |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)<br><b>See Schedule</b>  |   |  |   |  |   |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.  |   |  |   |  |   |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.  |   |  |   |  |   |
| X   | B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B). |  |   |  |   |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:  |   |  |   |  |   |
| D. OTHER (Specify type of modification and authority)   |   |  |   |  |   |
| E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.  |   |  |   |  |   |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: starra9008217<br>A) The purpose of this modification is to reverse the Unit Price and Quantity amounts on the CLIN 0001, so the contract can be billed properly. The existing CLIN 0001 has been zeroed out to create a new CLIN 0003 with this change.<br>B) This is a no cost modification and all other terms and conditions remain the same.<br>See Summary of Changes for details.   |   |  |   |  |   |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.  |   |  |   |  |   |
| 15A. NAME AND TITLE OF SIGNER (Type or print)   |   |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACTING OFFICER<br>TEL: 703 607-1127 EMAIL: (b) (6) |  |   |
| 15B. CONTRACTOR/OFFEROR   | 15C. DATE SIGNED  | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)        |   | 16C. DATE SIGNED<br>28-Nov-2007                          |   |
| (Signature of person authorized to sign)  |   | (Signature of Contracting Officer)                 |   |  |   |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

SECTION B - SUPPLIES OR SERVICES AND PRICES

CLIN 0001

The unit price amount has decreased by \$2,559,490.00 from \$2,559,490.00 to \$0.00.

The total cost of this line item has decreased by \$2,559,490.00 from \$2,559,490.00 to \$0.00.

CLIN 0003 is added as follows:

| ITEM NO | SUPPLIES/SERVICES  | QUANTITY  | UNIT             | UNIT PRICE | AMOUNT         |
|---------|--|-----------|------------------|------------|----------------|
| 0003    |  | 2,559,490 | Dollars,<br>U.S. | \$1.00     | \$2,559,490.00 |
|         | ChalleNGe Program Training - Labor<br>FFP  |           |                  |            |                |
|         | Base Period Labor - This is a FFP CLIN for non-personal services to perform<br>Training and Technical Assistance for the National Guard ChalleNGe Program in<br>accordance with the attached Performance Work Statement. |           |                  |            |                |
|         | FOB: Destination   |           |                  |            |                |
|         | PURCHASE REQUEST NUMBER: W81MNB70382000  |           |                  |            |                |
|         |  |           |                  | NET AMT    | \$2,559,490.00 |
|         | ACRN AA  |           |                  |            | \$2,559,490.00 |
|         | CIN: W81MNB7038200010003   |           |                  |            |                |

SECTION E - INSPECTION AND ACCEPTANCE

The following Acceptance/Inspection Schedule was added for CLIN 0003:

|             |            |             |            |
|-------------|------------|-------------|------------|
| INSPECT AT  | INSPECT BY | ACCEPT AT   | ACCEPT BY  |
| Destination | Government | Destination | Government |

SECTION F - DELIVERIES OR PERFORMANCE

The following Delivery Schedule item has been added to CLIN 0003:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

SECTION G - CONTRACT ADMINISTRATION DATA

Accounting and Appropriation

Summary for the Payment Office

CLIN 0001:

AA: 97701003601718105504WH059E0002512379NPYW81MNB703820009NPY37044220 (CIN W81MNB70382000) was decreased by \$2,559,490.00 from \$2,559,490.00 to \$0.00

CLIN 0003:

Funding on CLIN 0003 is initiated as follows:

ACRN: AA

CIN: W81MNB7038200010003

Acctng Data: 97701003601718105504WH059E0002512379NPYW81MNB703820009NPY37044220

Increase: \$2,559,490.00

Total: \$2,559,490.00

(End of Summary of Changes)

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |                                  |   | 1. CONTRACT ID CODE   | PAGE OF PAGES                                       |                                 |
|--|----------------------------------|---|---|---|---------------------------------|
|  |                                  |   | S   | 1   | 8                               |
| 2. AMENDMENT/MODIFICATION NO.<br>P00001  | 3. EFFECTIVE DATE<br>29-Aug-2008 | 4. REQUISITION/PURCHASE REQ. NO.          |   | 5. PROJECT NO.(If applicable)                       |                                 |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L                   | 7. ADMINISTERED BY (If other than item 6) |   | CODE  |                                 |
|  |                                  | <b>See Item 6</b>                         |   |   |                                 |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                                  |   | 9A. AMENDMENT OF SOLICITATION NO.   |   |                                 |
|  |                                  |   | 9B. DATED (SEE ITEM 11)   |   |                                 |
|  |                                  |   | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015 |                                 |
|  |                                  |   | X   | 10B. DATED (SEE ITEM 13)<br>17-Aug-2007             |                                 |
| CODE 1HM9  | FACILITY CODE 1HM9               |   |   |   |                                 |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |                                  |   |   |   |                                 |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |                                  |   |   |   |                                 |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |                                  |   |   |   |                                 |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |                                  |   |   |   |                                 |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |                                  |   |   |   |                                 |
| B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).  |                                  |   |   |   |                                 |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:   |                                  |   |   |   |                                 |
| X D. OTHER (Specify type of modification and authority)<br>Contract Clause 52.217-9, Option to Extend the Term of the Contract   |                                  |   |   |   |                                 |
| E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.   |                                  |   |   |   |                                 |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: starra90081239<br>A) The purpose of this modification is to exercise Option Year 1. The Period of Performance is extended to 31 August 2009.<br><br>B) The government hereby evokes contract clause 52.217-9, to extend the term of the contract to 31 August 2009. All rates listed in the base contract and revised per this modification are in effect starting 01 September 2008. Upon execution of this supplemental agreement, the contractor does release and forever discharge the government, its officers, agents and employees from all liabilities, obligations and claims, whatsoever, in law and in equity, under and arising out of this modification.<br><br>C) No other changes are made. See Summary of Changes for details.   |                                  |   |   |   |                                 |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |                                  |   |   |   |                                 |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |                                  |   | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACTING OFFICER<br>TEL: 703 607-2089 EMAIL: (b) (6) |   |                                 |
| 15B. CONTRACTOR/OFFEROR  |                                  | 15C. DATE SIGNED                          | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)   |   | 16C. DATE SIGNED<br>29-Aug-2008 |
| (Signature of person authorized to sign)   |                                  |   | (Signature of Contracting Officer)  |   |                                 |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

SECTION B - SUPPLIES OR SERVICES AND PRICES

Global Changes

CLIN 0001 -- CLIN 9002

The CLIN type priced has been deleted.

CLIN 1001

The option status has changed from Option to Option Exercised.

CLIN 1002

The option status has changed from Option to Option Exercised.

SECTION F - DELIVERIES OR PERFORMANCE

The following Delivery Schedule item for CLIN 0002 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS         | UIC |
|-----------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 1001 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS         | UIC |
|-----------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 1002 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS         | UIC |
|-----------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 2001 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS         | UIC |
|-----------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 2002 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE | QUANTITY | SHIP TO ADDRESS | UIC |
|---------------|----------|-----------------|-----|
|               |          |                 |     |

POP 01-SEP-2009 TO 31-AUG-2010      N/A      N/A  
FOB: Destination

The following Delivery Schedule item for CLIN 3001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2010 TO 31-AUG-2011 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2010 TO 31-AUG-2011 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 3002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2010 TO 31-AUG-2011 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2010 TO 31-AUG-2011 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 4001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2011 TO 31-AUG-2012 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE | QUANTITY | SHIP TO ADDRESS | UIC |
|---------------|----------|-----------------|-----|
|---------------|----------|-----------------|-----|

POP 01-SEP-2011 TO 31-AUG-2012      N/A      N/A  
FOB: Destination

The following Delivery Schedule item for CLIN 4002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2011 TO 31-AUG-2012 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2011 TO 31-AUG-2012 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 5001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2012 TO 31-AUG-2013 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2012 TO 31-AUG-2013 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 5002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2012 TO 31-AUG-2013 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE | QUANTITY | SHIP TO ADDRESS | UIC |
|---------------|----------|-----------------|-----|
|---------------|----------|-----------------|-----|

POP 01-SEP-2012 TO 31-AUG-2013      N/A      N/A  
FOB: Destination

The following Delivery Schedule item for CLIN 6001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2013 TO 31-AUG-2014 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2013 TO 31-AUG-2014 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 6002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2013 TO 31-AUG-2014 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2013 TO 31-AUG-2014 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 7001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2014 TO 31-AUG-2015 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE | QUANTITY | SHIP TO ADDRESS | UIC |
|---------------|----------|-----------------|-----|
|---------------|----------|-----------------|-----|

POP 01-SEP-2014 TO 31-AUG-2015      N/A      N/A  
FOB: Destination

The following Delivery Schedule item for CLIN 7002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2014 TO 31-AUG-2015 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2014 TO 31-AUG-2015 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 8001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2015 TO 31-AUG-2016 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2015 TO 31-AUG-2016 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 8002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2015 TO 31-AUG-2016 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE | QUANTITY | SHIP TO ADDRESS | UIC |
|---------------|----------|-----------------|-----|
|---------------|----------|-----------------|-----|

POP 01-SEP-2015 TO 31-AUG-2016      N/A      N/A  
FOB: Destination

The following Delivery Schedule item for CLIN 9001 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2016 TO 31-AUG-2017 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2015 TO 31-AUG-2016 | N/A      | N/A<br>FOB: Destination |     |

The following Delivery Schedule item for CLIN 9002 has been changed from:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|--------------------------------|----------|---|--------|
| POP 01-SEP-2016 TO 31-AUG-2017 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                  | QUANTITY | SHIP TO ADDRESS         | UIC |
|--------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2015 TO 31-AUG-2016 | N/A      | N/A<br>FOB: Destination |     |

(End of Summary of Changes)

# ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 6

|  |                                    |   |  |  |   |   |                                 |                |  |
|--|------------------------------------|---|--|--|---|---|---------------------------------|----------------|--|
| 1. CONTRACT/PURCH. ORDER/ AGREEMENT NO.<br>W9133L-07-D-0015  |                                    | 2. DELIVERY ORDER/ CALL NO.<br>0003                                     |  | 3. DATE OF ORDER/CALL<br>(YYYYMMDD)<br>2008 Aug 29   |   | 4. REQ / PURCH REQUEST NO.<br>W81MN B82412000                               |                                 | 5. PRIORITY    |  |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  |                                    |   | 7. ADMINISTERED BY (if other than 6)<br><b>SEE ITEM 6</b>  |  | 8. DELIVERY FOB<br><input checked="" type="checkbox"/> DESTINATION<br><input type="checkbox"/> OTHER<br><br>(See Schedule if other) |   |                                 |                |  |
| 9. CONTRACTOR<br>DARE MIGHTY THINGS<br>NAME AND ADDRESS (b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801  |                                    | 10. DELIVER TO FOB POINT BY (Date)<br>(YYYYMMDD)<br><b>SEE SCHEDULE</b> |  | 11. MARK IF BUSINESS IS<br><input checked="" type="checkbox"/> SMALL<br><input type="checkbox"/> SMALL DISADVANTAGED<br><input type="checkbox"/> WOMEN-OWNED |   | 12. DISCOUNT TERMS<br>Net 30 Days   |                                 |                |  |
| 13. MAIL INVOICES TO THE ADDRESS IN BLOCK<br>See Item 15   |                                    |   |  |  |   |   |                                 |                |  |
| 14. SHIP TO<br><b>SEE SCHEDULE</b>   |                                    |   | 15. PAYMENT WILL BE MADE BY<br>DFAS-INDIANAPOLIS-HQ0105<br>DFAS INDIANAPOLIS<br>VENDOR PAY DEPT 3800<br>8899 E. 56TH ST.<br>INDIANAPOLIS IN 46249-3800 |  |   | MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2. |                                 |                |  |
| 16. TYPE OF ORDER<br>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.<br>PURCHASE <input type="checkbox"/> Reference your quote dated<br>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 type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies:   |                                    |   |  |  |   |   |                                 |                |  |
| 17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE<br><b>See Schedule</b>  |                                    |   |  |  |   |   |                                 |                |  |
| 18. ITEM NO.   | 19. SCHEDULE OF SUPPLIES/ SERVICES |   |  | 20. QUANTITY ORDERED/ ACCEPTED*  | 21. UNIT  | 22. UNIT PRICE  |                                 | 23. AMOUNT     |  |
| <b>SEE SCHEDULE</b>  |                                    |   |  |  |   |   |                                 |                |  |
| * 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<br>TEL: 703 607-1260<br>EMAIL: (b) (6)<br>BY: (b) (6)   |  | <b>(b) (6)</b>  |   | 25. TOTAL                       | \$4,134,156.00 |  |
| 27a. QUANTITY IN COLUMN 20 HAS BEEN<br><input type="checkbox"/> INSPECTED <input type="checkbox"/> RECEIVED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT EXCEPT AS NOTED  |                                    |   |  |  |   |   | 26. DIFFERENCES                 |                |  |
| b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE   |                                    |   |  | c. DATE (YYYYMMDD)   |   | d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE           |                                 |                |  |
| e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE   |                                    |   |  | 28. SHIP NO.   | 29. DO VOUCHER NO.  | 30. INITIALS  |                                 |                |  |
| f. TELEPHONE NUMBER  |                                    | g. E-MAIL ADDRESS   |  |  | <input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL  | 32. PAID BY   | 33. AMOUNT VERIFIED CORRECT FOR |                |  |
| 36. I certify this account is correct and proper for payment.  |                                    |   |  | 31. PAYMENT<br><input type="checkbox"/> COMPLETE<br><input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL                                       | 34. CHECK NUMBER  | 35. BILL OF LADING NO.  |                                 |                |  |
| 37. RECEIVED AT  | 38. RECEIVED BY                    |   | 39. DATE RECEIVED (YYYYMMDD)   | 40. TOTAL CONTAINERS   | 41. S/R ACCOUNT NO.   | 42. S/R VOUCHER NO.   |                                 |                |  |

Section B - Supplies or Services and Prices

| ITEM NO | SUPPLIES/SERVICES   | QUANTITY  | UNIT             | UNIT PRICE | AMOUNT         |
|---------|---|-----------|------------------|------------|----------------|
| 1001    |   | 2,580,199 | Dollars,<br>U.S. | \$1.00     | \$2,580,199.00 |
|         | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform Training and Technical Assistance for the National Guard ChalleNGe Program in accordance with the Performance Work Statement.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB82412000 |           |                  |            |                |
|         |   |           |                  | NET AMT    | \$2,580,199.00 |
|         | ACRN AB<br>CIN: W81MNB82412000  |           |                  |            | \$2,580,199.00 |

| ITEM NO | SUPPLIES/SERVICES  | QUANTITY | UNIT             | UNIT PRICE     | AMOUNT         |
|---------|--|----------|------------------|----------------|----------------|
| 1002    |  |          | Dollars,<br>U.S. |                | \$1,553,957.00 |
|         | Travel and Other Direct Costs<br>COST<br>Base Period Travel. This is a cost reimbursable CLIN for Travel and Other Direct Costs for Training and Technical Assistance for the National Guard ChalleNGe Program.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB82412000 |          |                  |                |                |
|         |  |          |                  | ESTIMATED COST | \$1,553,957.00 |
|         | ACRN AC<br>CIN: W81MNB824120001002   |          |                  |                | \$1,553,957.00 |

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  |
|------|-------------|------------|-------------|------------|
| 1001 | Destination | Government | Destination | Government |
| 1002 | Destination | Government | Destination | Government |

Section F - Deliveries or Performance

DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 1001 | POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |
| 1002 | POP 01-SEP-2008 TO<br>31-AUG-2009 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AB: 97801003607818105504WHO59E0002512379NPYW81MNB824120009NPY37044220  
AMOUNT: \$2,580,199.00  
CIN W81MNB82412000: \$2,580,199.00

AC: 97801003607818105504WHO59E0002512397NPYW81MNB824120009NPY37044220  
AMOUNT: \$1,553,957.00  
CIN W81MNB824120001002: \$1,553,957.00

CLAUSES INCORPORATED BY FULL TEXT

252.232-7003 ELECTRONIC SUBMISSION OF PAYMENT REQUESTS AND RECEIVING REPORTS  
(MAR 2008)

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

(1) Contract financing payment and invoice payment have the meanings given in section 32.001 of the Federal Acquisition Regulation.

(2) Electronic form means any automated system that transmits information electronically from the initiating system to all affected systems. Facsimile, e-mail, and scanned documents are not acceptable electronic forms for submission of payment requests. However, scanned documents are acceptable when they are part of a submission of a payment request made using Wide Area WorkFlow (WAWF) or another electronic form authorized by the Contracting Officer.

(3) Payment request means any request for contract financing payment or invoice payment submitted by the Contractor under this contract.

(b) Except as provided in paragraph (c) of this clause, the Contractor shall submit payment requests and receiving reports using WAWF, in one of the following electronic formats that WAWF accepts: Electronic Data Interchange, Secure File Transfer Protocol, or World Wide Web input. Information regarding WAWF is available on the Internet at <https://wawf.eb.mil/>.

(c) The Contractor may submit a payment request and receiving report using other than WAWF only when--

(1) The Contracting Officer authorizes use of another electronic form. With such an authorization, the Contractor and the Contracting Officer shall agree to a plan, which shall include a timeline, specifying when the Contractor will transfer to WAWF;

(2) DoD is unable to receive a payment request or provide acceptance in electronic form;

(3) The Contracting Officer administering the contract for payment has determined, in writing, that electronic submission would be unduly burdensome to the Contractor. In such cases, the Contractor shall include a copy of the Contracting Officer's determination with each request for payment; or

(4) DoD makes payment for commercial transportation services provided under a Government rate tender or a contract for transportation services using a DoD-approved electronic third party payment system or other exempted vendor payment/invoicing system (e.g., PowerTrack, Transportation Financial Management System, and Cargo and Billing System).

(d) The Contractor shall submit any non-electronic payment requests using the method or methods specified in Section G of the contract.

(e) In addition to the requirements of this clause, the Contractor shall meet the requirements of the appropriate payment clauses in this contract when submitting payments requests.

(End of clause)

ADDITIONAL INFORMATION

1. The Contractor POC is (b) (6) at 703-752-4331 or (b) (6).
2. The Contracting Officer is (b) (6) at 703-607-1260, (b) (6)
3. The COR is (b) (6) at (b) (6), (703)607-0784.
4. The Contractor shall submit all invoices in Wide Area Work Flow, to the address listed in Block 15 of the DD Form 1155 and may provide an additional copy to the COR at the address listed below:

NGB-ZC-AY  
ATTN: (b) (6)  
1411 Jefferson Davis Hwy,  
Arlington, VA 22202

# ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 19

|   |  |                                     |   |  |  |   |            |  |              |
|---|--|-------------------------------------|---|--|--|---|------------|--|--------------|
| 1. CONTRACT/PURCH. ORDER/ AGREEMENT NO.<br>W9133L-07-D-0015   |  | 2. DELIVERY ORDER/ CALL NO.<br>0004 |   | 3. DATE OF ORDER/CALL<br>(YYYYMMDD)<br>2009 Jan 22   |  | 4. REQ / PURCH REQUEST NO.<br>W81MN B83652000   |            | 5. PRIORITY  |              |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   |  |                                     |   | 7. ADMINISTERED BY (if other than 6)<br><b>SEE ITEM 6</b>  |  | 8. DELIVERY FOB<br><input checked="" type="checkbox"/> DESTINATION<br><input type="checkbox"/> OTHER<br><br>(See Schedule if other) |            |  |              |
| 9. CONTRACTOR<br>NAME AND ADDRESS<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801  |  | CODE<br>1HHM9                       |   | FACILITY<br>1HHM9  |  | 10. DELIVER TO FOB POINT BY (Date)<br>(YYYYMMDD)<br><b>SEE SCHEDULE</b>   |            | 11. MARK IF BUSINESS IS<br><input checked="" type="checkbox"/> SMALL<br><input type="checkbox"/> SMALL DISADVANTAGED<br><input type="checkbox"/> WOMEN-OWNED |              |
|   |  |                                     |   |  |  | 12. DISCOUNT TERMS<br>Net 30 Days   |            | 13. MAIL INVOICES TO THE ADDRESS IN BLOCK<br>See Item 15   |              |
| 14. SHIP TO<br>SEE SCHEDULE<br>N/A<br>N/A AA N/A  |  | CODE<br>SCHED1                      |   | 15. PAYMENT WILL BE MADE BY<br>DFAS/HQ/VENDOR PAY-HQ0105<br>8899 E. 56TH ST.<br>DEPT. 3800<br>INDIANAPOLIS IN 46249-3800 |  | CODE<br>HQ0105  |            | <b>MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.</b>   |              |
| 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                                     | <input type="checkbox"/>            | Reference your quote dated _____<br>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 type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: _____  |  |                                     |   |  |  |   |            |  |              |
| 17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE<br><br><b>See Schedule</b>   |  |                                     |   |  |  |   |            |  |              |
| 18. ITEM NO.  | 19. SCHEDULE OF SUPPLIES/ SERVICES           |                                     |   | 20. QUANTITY ORDERED/ ACCEPTED*  | 21. UNIT   | 22. UNIT PRICE  | 23. AMOUNT |  |              |
|   | <b>SEE SCHEDULE</b>                          |                                     |   |  |  |   |            |  |              |
| * 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<br>TEL: 607-1258<br>EMAIL: (b) (6)<br>BY: (b) (6)   |  | (b) (6)   |            | 25. TOTAL  | \$214,412.00 |
| 27a. QUANTITY IN COLUMN 20 HAS BEEN   |  |                                     |   |  |  |   |            | 26. DIFFERENCES  |              |
| <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<br><input type="checkbox"/> FINAL | 32. PAID BY   |            | 33. AMOUNT VERIFIED CORRECT FOR  |              |
| 36. I certify this account is correct and proper for payment.   |  |                                     |   | 31. PAYMENT<br><input type="checkbox"/> COMPLETE<br><input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL   |  |   |            | 34. CHECK NUMBER   |              |
| a. DATE (YYYYMMDD)  | b. SIGNATURE AND TITLE OF CERTIFYING OFFICER |                                     |   |  |  |   |            | 35. BILL OF LADING NO.   |              |
| 37. RECEIVED AT   | 38. RECEIVED BY                              | 39. DATE RECEIVED (YYYYMMDD)        |   | 40. TOTAL CONTAINERS   | 41. S/R ACCOUNT NO.  | 42. S/R VOUCHER NO.   |            |  |              |

Section B - Supplies or Services and Prices

| ITEM NO             | SUPPLIES/SERVICES   | QUANTITY | UNIT             | UNIT PRICE | AMOUNT       |
|---------------------|---|----------|------------------|------------|--------------|
| 1001                |   | 214,412  | Dollars,<br>U.S. | \$1.00     | \$214,412.00 |
| EXERCISED<br>OPTION | ChalleNGe Program Training - Labor<br>FFP<br>Base Period Labor - This is a FFP CLIN for non-personal services to perform<br>Training and Technical Assistance for the National Guard ChalleNGe Program in<br>accordance with the Performance Work Statement.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB83652000 |          |                  |            |              |
|                     |   |          |                  | NET AMT    | \$214,412.00 |
|                     | ACRN AA<br>CIN: W81MNB836520001001  |          |                  |            | \$214,412.00 |

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  |
|------|-------------|------------|-------------|------------|
| 1001 | Destination | Government | Destination | Government |

Section F - Deliveries or Performance

DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 1001 | POP 22-JAN-2009 TO<br>31-AUG-2009 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: 97901003607918105504WHO59E0002512379NPYW81MNB836520009NPY37044220  
AMOUNT: \$214,412.00  
CIN W81MNB836520001001: \$214,412.00

Section I - Contract Clauses

CLAUSES INCORPORATED BY REFERENCE

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

PERFORMANCE WORK STATEMENT

**PERFORMANCE-BASED WORK STATEMENT  
FOR NATIONAL GUARD YOUTH CHALLENGE PROGRAM  
TRAINING & TECHNICAL ASSISTANCE**

**1.0 INTRODUCTION**

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a program that provides participating ChalleNGe staff with technical assistance and high quality learning opportunities and experiences from an International Association for Continuing Education and Training (IACET) accredited provider. The program must be student-centric, student-friendly, and appropriate to the distinctive circumstances of the ChalleNGe staff member. Access to high-quality learning shall be classroom-based as well as via the Internet. This program will continue to build skills, knowledge, and networks of ChalleNGe staff utilizing standardized national curriculum, as ChalleNGe programs across the country seek to meet the particular needs of high school age at-risk youth.

**2.0 BACKGROUND**

Congress initially authorized the NGYCP in Section 1091 of the National Defense Authorization Act for Fiscal Year 1993. The Act provides for the Secretary of Defense acting through the Chief of the National Guard Bureau to conduct a National Guard Civilian Youth Opportunities Program (known as the NGYCP). The Act authorizes the Secretary to use the National Guard to provide military based training, including supervised work experience in community service and conservation projects, to civilian youth who cease to attend secondary school before graduating so as to improve the life skills and employment potential of such youth.

To carry out the ChalleNGe program in a state, the Chief, National Guard Bureau enters into an agreement with the Governor of the State under which the Governor establishes, organizes, and administers the Program in the State. Currently, there are 32 programs in 26 States and Puerto Rico.

The first four years of the ChalleNGe program were 100% federally funded. In Fiscal Year 1998, Congress adopted legislation (*US Code: Title 32, Section 509*) mandating state – federal cost sharing for the ChalleNGe program. Currently the percentage of federal dollars allocated to each state program will not exceed 60% of the cost of operating the state ChalleNGe program site during that year.

The mission of National Guard Youth ChalleNGe Program is to intervene in the lives of at risk youth between the ages of 16 and 18 years and produce program graduates with the values, skills, education and self-discipline to succeed as adults. The program consists of eight core component areas that are used to foster the holistic growth of

participants. The component areas are: academic excellence, service to community, health and hygiene, job skills, leadership/followership, life coping skills, physical fitness, and responsible citizenship.

States agree to select program participants from applicants who meet the following eligibility standards:

- 16 –18 years of age at the time of entry into the program
- A high school dropout
- A volunteer
- A citizen or legal resident of the United States and the State in which the program is operated
- Unemployed.
- Not currently on parole or probation for anything other than juvenile status offenses, not awaiting sentencing, and not under indictment, charged, or convicted of a felony.
- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |
|--------------------|-----|-------------------------|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |
| 9. HAWAII          | 200 | 25. PUERTO RICO         | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |

|                    |     |                   |     |
|--------------------|-----|-------------------|-----|
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN     | 220 |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA | 200 |
| 16. MARYLAND       | 200 | 32. WYOMING       | 200 |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

## 2.1 NGYCP Training & Technical Assistance

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

## 2.2 Foundations

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program.

**2.2.a. Basic Course.** A minimum of fourteen (14) five-day Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite of or within proximity of a ChalleNGe

Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- An onsite Basic Course (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length
- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** A minimum of two CPI instructor training courses shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. Each course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

## 2.3 Functional Area Specific Training

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators.

**2.3.a. Cadre Course.** Six (6) five-day classroom based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** One (1) five-day classroom based Counselors Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** One (1) five-day classroom based Educators Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Post-Residential Course.** Two (2) five-day classroom based Post-Residential Course will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Recruiters Course.** One (1) three-day classroom based Recruiters Course will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Website Administrators Workshop.** One (1) two-day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Summer Program Directors Workshop.** The Fall ChalleNGe Program Director's Workshop is a three-day workshop for Program Directors held in the fall each year. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. The fall workshop is held in a hotel or retreat setting selected annually by NGB. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Winter Program Directors Workshop.** The Spring ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the spring workshop require five days of support as it must be coordinated with an annual USO Awards ceremony, NGSF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in early January during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate networking opportunities with program counterparts from other states. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional planning opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs. Food will be provided.
- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.
- Awards Banquet designed to be the capstone feature of this event, including a sit-down dinner, complete staging, an emcee with VIP speakers, and awards for high-performing programs and individual contributors.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.d. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.e. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered twice each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## **2.5 Products**

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.
- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all

templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, and for mentors and mentees. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance learning modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings.

**2.5.f. Benchmarking Studies.** The TTAP will design and deliver a comprehensive benchmarking program to drive the development of training curriculum. The products developed through the benchmarking program include a minimum of two (2) white papers and description of ten promising practices per year (a minimum of five practices per study). The benchmarking study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.6 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** No fewer than five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA

opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

## 2.7 Purpose of NGYCP Training & Technical Assistance Contract

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## 2.8 Role of the Contractor

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative.

### ADDITIONAL INFORMATION

1. The Contractor POC is (b) (6) at 703-752-4331, and at (b) (6)
2. The Contracting Officer is (b) (6) at 703-607-1258, and at (b) (6)
3. The COR is (b) (6) at (703) 607-0784, and at (b) (6)
4. Any questions on allow ability of charges are to be directed to the Contracting Officer prior to commitment. Any requirement which would increase the amount of the contract must be accomplished by the Contracting Officer through an issuance of a modification.
5. Invoices will be submitted and processed through Wide Area Workflow-Receipt and Acceptance (WAWF-RA) in accordance with DFARS 252.232-7003, Electronic Submission of Payment Requests. Information regarding WAWF-RA is available on the internet at <https://wawf.eb.mil>.

### **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

**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 at 888-332-7366. 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/contractorpav.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) or Supply
- Invoice as 2-in-1 (Services Only) Service
- Performance Based Payment (Government Only)
- Progress Payment (Government Only)
- Cost Voucher (Government Only)
- Receiving Report (Government Only)

ISSUE BY DODAAC: **W9133L**

ADMIN BY DODAAC: **W9133L**

**ACCEPT BY DODAAC: W8IMNB**

SHIP TO DODAAC: **W9133L**

*LOCAL PROCESSING OFFICE DODDAC: N/A*

*PAYMENT OFFICE FISCAL STATION CODE: **HQ0105***

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT  |   |  | 1. CONTRACT ID CODE   | PAGE OF PAGES  |    |
|---|---|--|---|--|----|
|   |   |  | J   | 1  | 10 |
| 2. AMENDMENT/MODIFICATION NO.<br>01   | 3. EFFECTIVE DATE<br>23-Jan-2009  | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB83652000 |   | 5. PROJECT NO.(If applicable)                            |    |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   | CODE<br>W9133L  | 7. ADMINISTERED BY (If other than item 6)          |   | CODE   |    |
|   |   | <b>See Item 6</b>                                  |   |  |    |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801  |   |  | 9A. AMENDMENT OF SOLICITATION NO.   |  |    |
|   |   |  | 9B. DATED (SEE ITEM 11)   |  |    |
|   |   |  | X   | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0004 |    |
|   |   |  | X   | 10B. DATED (SEE ITEM 13)<br>22-Jan-2009                  |    |
| CODE 1HM9   | FACILITY CODE 1HM9  |  |   |  |    |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS   |   |  |   |  |    |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.   |   |  |   |  |    |
| <p>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:</p> <p>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.</p> |   |  |   |  |    |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)   |   |  |   |  |    |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.  |   |  |   |  |    |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.  |   |  |   |  |    |
| X   | B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B). |  |   |  |    |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:  |   |  |   |  |    |
| D. OTHER (Specify type of modification and authority)   |   |  |   |  |    |
| E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.   |   |  |   |  |    |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: senios9009385<br>A. The purpose of this modification is to correct the PWS. Section 2.2.a should read that a minimum of ten (10) five-day Basic courses be provided. Section 2.4.c will now state that food will be provided.<br>B. All other terms and conditions remain unchanged. See Summary of Changes.  |   |  |   |  |    |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.  |   |  |   |  |    |
| 15A. NAME AND TITLE OF SIGNER (Type or print)   |   |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACT SPECIALIST<br>TEL: 607-1258 EMAIL: (b) (6) |  |    |
| 15B. CONTRACTOR/OFFEROR   | 15C. DATE SIGNED  | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)        |   | 16C. DATE SIGNED<br>23-Jan-2009                          |    |
| (Signature of person authorized to sign)  |   | (Signature of Contracting Officer)                 |   |  |    |

**SUMMARY OF CHANGES**

SECTION J - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

The following have been modified:

PERFORMANCE WORK STATEMENT

**PERFORMANCE-BASED WORK STATEMENT  
FOR NATIONAL GUARD YOUTH CHALLENGE PROGRAM  
TRAINING & TECHNICAL ASSISTANCE**

**1.0 INTRODUCTION**

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a program that provides participating ChalleNGe staff with technical assistance and high quality learning opportunities and experiences from an International Association for Continuing Education and Training (IACET) accredited provider. The program must be student-centric, student-friendly, and appropriate to the distinctive circumstances of the ChalleNGe staff member. Access to high-quality learning shall be classroom-based as well as via the Internet. This program will continue to build skills, knowledge, and networks of ChalleNGe staff utilizing standardized national curriculum, as ChalleNGe programs across the country seek to meet the particular needs of high school age at-risk youth.

**2.0 BACKGROUND**

Congress initially authorized the NGYCP in Section 1091 of the National Defense Authorization Act for Fiscal Year 1993. The Act provides for the Secretary of Defense acting through the Chief of the National Guard Bureau to conduct a National Guard Civilian Youth Opportunities Program (known as the NGYCP). The Act authorizes the Secretary to use the National Guard to provide military based training, including supervised work experience in community service and conservation projects, to civilian youth who cease to attend secondary school before graduating so as to improve the life skills and employment potential of such youth.

To carry out the ChalleNGe program in a state, the Chief, National Guard Bureau enters into an agreement with the Governor of the State under which the Governor establishes, organizes, and administers the Program in the State. Currently, there are 32 programs in 26 States and Puerto Rico.

The first four years of the ChalleNGe program were 100% federally funded. In Fiscal Year 1998, Congress adopted legislation (*US Code: Title 32, Section 509*) mandating state – federal cost sharing for the ChalleNGe program. Currently the percentage of federal dollars allocated to each state program will not exceed 60% of the cost of operating the state ChalleNGe program site during that year.

The mission of National Guard Youth ChalleNGe Program is to intervene in the lives of at risk youth between the ages of 16 and 18 years and produce program graduates with the values, skills, education and self-discipline to succeed as adults. The program consists of eight core component areas that are used to foster the holistic growth of participants. The component areas are: academic excellence, service to community,

health and hygiene, job skills, leadership/followership, life coping skills, physical fitness, and responsible citizenship.

States agree to select program participants from applicants who meet the following eligibility standards:

- 16 –18 years of age at the time of entry into the program
- A high school dropout
- A volunteer
- A citizen or legal resident of the United States and the State in which the program is operated
- Unemployed.
- Not currently on parole or probation for anything other than juvenile status offenses, not awaiting sentencing, and not under indictment, charged, or convicted of a felony.
- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |     |
|--------------------|-----|-------------------------|-----|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |     |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         |     | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |     |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |     |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |     |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |     |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            |     | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |     |
| 9. HAWAII          | 200 | 25. PUERTO RICO         |     | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |     |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |     |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |     |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |     |
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN           | 220 |     |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA       | 200 |     |
| 16. MARYLAND       | 200 | 32. WYOMING             | 200 |     |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential

Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

## **2.1 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

## **2.2 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program.

**2.2.a. Basic Course.** A minimum of fourteen (14) five-day Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- An onsite Basic Course (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length

- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** A minimum of two CPI instructor training courses shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. Each course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

### 2.3 Functional Area Specific Training

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators.

**2.3.a. Cadre Course.** Six (6) 3 day/2 day mix of in class and eLearning based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** One (1) five-day classroom based Counselors Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** One (1) five-day classroom based Educators Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Post-Residential Course.** Two (2) five-day classroom based Post-Residential Course will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Recruiters Course.** One (1) three-day classroom based Recruiters Course will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Website Administrators Workshop.** One (1) two-day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Summer Program Directors Workshop.** The Fall ChalleNGe Program Director's Workshop is a three-day workshop for Program Directors held in the fall each year. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. The fall workshop is held in a hotel or retreat setting selected annually by NGB. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Winter Program Directors Workshop.** The Spring ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the spring workshop require five days of support as it must be coordinated with an annual USO Awards ceremony, NGYF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in early January during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate networking opportunities with program counterparts from other states. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional planning opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs. Food will be provided.

- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.
- Awards Banquet designed to be the capstone feature of this event, including a sit-down dinner, complete staging, an emcee with VIP speakers, and awards for high-performing programs and individual contributors.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.d. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.e. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered twice each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## 2.5 Products

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.

- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, and for mentors and mentees. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance learning modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings.

**2.5.f. Benchmarking Studies.** The TTAP will design and deliver a comprehensive benchmarking program to drive the development of training curriculum. The products developed through the benchmarking program include a minimum of two (2) white papers and description of ten promising practices per year (a minimum of five practices per study). The benchmarking study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.6 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** No fewer than five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

## **2.7 Purpose of NGYCP Training & Technical Assistance Contract**

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## **2.8 Role of the Contractor**

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative.

(End of Summary of Changes)



| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |  |                                  |  | 1. CONTRACT ID CODE   | PAGE OF PAGES                   |    |
|--|--|----------------------------------|--|---|---------------------------------|----|
|  |  |                                  |  | J   | 1                               | 10 |
| 2. AMENDMENT/MODIFICATION NO.<br>02  |  | 3. EFFECTIVE DATE<br>02-Feb-2009 | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB83652000                 |   | 5. PROJECT NO.(If applicable)   |    |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  |  | CODE<br>W9133L                   | 7. ADMINISTERED BY (If other than item 6)<br><br><b>See Item 6</b> |   |                                 |    |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |  |                                  |  | 9A. AMENDMENT OF SOLICITATION NO.   |                                 |    |
|  |  |                                  |  | 9B. DATED (SEE ITEM 11)   |                                 |    |
|  |  |                                  |  | X 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0004  |                                 |    |
|  |  |                                  |  | X 10B. DATED (SEE ITEM 13)<br>22-Jan-2009   |                                 |    |
| CODE 1HM9  |  | FACILITY CODE 1HM9               |  |   |                                 |    |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |  |                                  |  |   |                                 |    |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |  |                                  |  |   |                                 |    |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |  |                                  |  |   |                                 |    |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |  |                                  |  |   |                                 |    |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |  |                                  |  |   |                                 |    |
| X B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).  |  |                                  |  |   |                                 |    |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:   |  |                                  |  |   |                                 |    |
| D. OTHER (Specify type of modification and authority)  |  |                                  |  |   |                                 |    |
| E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.  |  |                                  |  |   |                                 |    |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: senios9009421<br>A. The purpose of this no cost modification is to make administrative corrections to the PWS.<br>B. No other changes are made. See Summary of Changes.  |  |                                  |  |   |                                 |    |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |  |                                  |  |   |                                 |    |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |  |                                  |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) CONTRACT SPECIALIST<br>TEL: 607-1258 EMAIL: (b) (6) |                                 |    |
| 15B. CONTRACTOR/OFFEROR  |  | 15C. DATE SIGNED                 | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)                        |   | 16C. DATE SIGNED<br>02-Feb-2009 |    |
| (Signature of person authorized to sign)   |  |                                  |  | (Signature of Contracting Officer)  |                                 |    |

**SUMMARY OF CHANGES**

SECTION J - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

The following have been modified:

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- Unemployed.
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- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |     |
|--------------------|-----|-------------------------|-----|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |     |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         |     | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |     |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |     |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |     |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |     |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            |     | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |     |
| 9. HAWAII          | 200 | 25. PUERTO RICO         |     | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |     |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |     |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |     |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |     |
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN           | 220 |     |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA       | 200 |     |
| 16. MARYLAND       | 200 | 32. WYOMING             | 200 |     |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential

Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

## **2.1 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

## **2.2 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program. Training will be redesigned periodically to meet needs of NGB.

**2.2.a. Basic Course.** A minimum of ten (10) five-day classroom Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- An onsite Basic Course (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length

- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** A minimum of two CPI instructor training courses shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. Each course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

### 2.3 Functional Area Specific Training

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators. Training will be redesigned periodically to meet needs of NGB.

**2.3.a. Cadre Course.** Six (6) 3 day/2 day mix of in class and eLearning based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** One (1) five-day classroom based Counselors Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** One (1) five-day classroom based Educators Course will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Post-Residential Course.** Two (2) five-day classroom based Post-Residential Course will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Recruiters Course.** One (1) three-day classroom based Recruiters Course will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Website Administrators Workshop.** One (1) two-day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Summer Program Directors Workshop.** The Fall ChalleNGe Program Director's Workshop is a three-day workshop for Program Directors held in the fall each year. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. The fall workshop is held in a hotel or retreat setting selected annually by NGB. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Winter Program Directors Workshop.** The Spring ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the spring workshop require five days of support as it must be coordinated with an annual USO Awards ceremony, NGYF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in early January during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate networking opportunities with program counterparts from other states. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional planning opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs. Food will be provided.

- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.
- Awards Banquet designed to be the capstone feature of this event, including a sit-down dinner, complete staging, an emcee with VIP speakers, and awards for high-performing programs and individual contributors.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.d. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.e. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered twice each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## 2.5 Products

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.

- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, and for mentors and mentees. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance learning modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings.

**2.5.f. Benchmarking Studies.** The TTAP will design and deliver a comprehensive benchmarking program to drive the development of training curriculum. The products developed through the benchmarking program include a minimum of two (2) white papers and description of ten promising practices per year (a minimum of five practices per study). The benchmarking study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.6 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** No fewer than five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

## **2.7 Purpose of NGYCP Training & Technical Assistance Contract**

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## **2.8 Role of the Contractor**

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative.

(End of Summary of Changes)



|  |                                  |  |                                 |                               |
|--|----------------------------------|--|---------------------------------|-------------------------------|
| <b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>  |                                  |  | 1. CONTRACT ID CODE<br>S        | PAGE OF PAGES<br>1   4        |
| 2. AMENDMENT/MODIFICATION NO.<br>P00002  | 3. EFFECTIVE DATE<br>31-Aug-2009 | 4. REQUISITION/PURCHASE REQ. NO.   |                                 | 5. PROJECT NO.(If applicable) |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L                   | 7. ADMINISTERED BY (If other than item 6)<br><b>See Item 6</b>   |                                 |                               |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                                  | 9A. AMENDMENT OF SOLICITATION NO.  |                                 |                               |
|  |                                  | 9B. DATED (SEE ITEM 11)  |                                 |                               |
|  |                                  | X 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015  |                                 |                               |
|  |                                  | X 10B. DATED (SEE ITEM 13)<br>17-Aug-2007  |                                 |                               |
| CODE 1H1M9   | FACILITY CODE 1H1M9              |  |                                 |                               |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |                                  |  |                                 |                               |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |                                  |  |                                 |                               |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |                                  |  |                                 |                               |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |                                  |  |                                 |                               |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |                                  |  |                                 |                               |
| B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).  |                                  |  |                                 |                               |
| X C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:<br>52.217-9 Option to Extend the Term of the Contract   |                                  |  |                                 |                               |
| D. OTHER (Specify type of modification and authority)  |                                  |  |                                 |                               |
| E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.   |                                  |  |                                 |                               |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: senios90091457<br><br>A. Pursuant to FAR 52.217-9 Option to Extend the Term of the Contract, the purpose of this modification is to exercise Option Period 2.<br><br>B. Performance period is extended to 31 August, 2010. All rates listed in the base contract for Option Period 2 and revised per this modification are in effect starting 1 September, 2009. See Section B for rates.<br><br>C. No other changes are made. See Summary of Changes.   |                                  |  |                                 |                               |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |                                  |  |                                 |                               |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |                                  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACT OFFICER<br>TEL: 703-607-1127 EMAIL: (b) (6) |                                 |                               |
| 15B. CONTRACTOR/OFFEROR<br><br>(Signature of person authorized to sign)  | 15C. DATE SIGNED                 | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)<br>(Signature of Contracting Officer)  | 16C. DATE SIGNED<br>31-Aug-2009 |                               |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

SECTION B - SUPPLIES OR SERVICES AND PRICES

CLIN 2001

The option status has changed from Option to Option Exercised.

CLIN 2002

The option status has changed from Option to Option Exercised.

The following have been added by full text:

RATES

**Table 1**  
**Dare Mighty Things**  
**Proposed Labor Rates, Base and Option Years 1 through 9**  
**Solicitation W9133L-07-R-0035**

| Labor Category        | Base |        | Option 1 |        | Option 2 |        | Option 3 |        | Option 4 |        | Option 5 |        | Option 6 |        | Option 7 |        | Option 8 |        | Option 9 |        |
|-----------------------|------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|
|                       | CLIN | 0001   | CLIN     | 1001   | CLIN     | 2001   | CLIN     | 3001   | CLIN     | 4001   | CLIN     | 5001   | CLIN     | 6001   | CLIN     | 7001   | CLIN     | 8001   | CLIN     | 9001   |
| Principal             | \$   | 235.26 | \$       | 243.26 | \$       | 251.53 | \$       | 260.08 | \$       | 268.92 | \$       | 278.07 | \$       | 287.52 | \$       | 297.30 | \$       | 307.41 | \$       | 317.86 |
| Director              | \$   | 137.74 | \$       | 142.42 | \$       | 147.27 | \$       | 152.27 | \$       | 157.45 | \$       | 162.80 | \$       | 168.34 | \$       | 174.06 | \$       | 179.98 | \$       | 186.10 |
| Program Manager II    | \$   | 119.84 | \$       | 123.91 | \$       | 128.13 | \$       | 132.48 | \$       | 136.99 | \$       | 141.65 | \$       | 146.46 | \$       | 151.44 | \$       | 156.59 | \$       | 161.91 |
| Principal Consultant  | \$   | 137.98 | \$       | 142.67 | \$       | 147.52 | \$       | 152.54 | \$       | 157.72 | \$       | 163.09 | \$       | 168.63 | \$       | 174.37 | \$       | 180.29 | \$       | 186.42 |
| Senior Consultant     | \$   | 123.66 | \$       | 127.86 | \$       | 132.21 | \$       | 136.71 | \$       | 141.36 | \$       | 146.16 | \$       | 151.13 | \$       | 156.27 | \$       | 161.58 | \$       | 167.08 |
| Consultant            | \$   | 96.52  | \$       | 99.80  | \$       | 103.19 | \$       | 106.70 | \$       | 110.33 | \$       | 114.08 | \$       | 117.96 | \$       | 121.97 | \$       | 126.12 | \$       | 130.41 |
| Consultant II         | \$   | 86.46  | \$       | 89.40  | \$       | 92.44  | \$       | 95.58  | \$       | 98.83  | \$       | 102.19 | \$       | 105.67 | \$       | 109.26 | \$       | 112.97 | \$       | 116.82 |
| Junior Consultant     | \$   | 76.41  | \$       | 79.01  | \$       | 81.69  | \$       | 84.47  | \$       | 87.34  | \$       | 90.31  | \$       | 93.38  | \$       | 96.56  | \$       | 99.84  | \$       | 103.24 |
| Principal Analyst     | \$   | 115.04 | \$       | 118.95 | \$       | 123.00 | \$       | 127.18 | \$       | 131.50 | \$       | 135.97 | \$       | 140.60 | \$       | 145.38 | \$       | 150.32 | \$       | 155.43 |
| Senior Analyst        | \$   | 96.52  | \$       | 99.80  | \$       | 103.19 | \$       | 106.70 | \$       | 110.33 | \$       | 114.08 | \$       | 117.96 | \$       | 121.97 | \$       | 126.12 | \$       | 130.41 |
| Analyst III           | \$   | 81.46  | \$       | 84.23  | \$       | 87.09  | \$       | 90.05  | \$       | 93.12  | \$       | 96.28  | \$       | 99.56  | \$       | 102.94 | \$       | 106.44 | \$       | 110.06 |
| Analyst               | \$   | 76.41  | \$       | 79.01  | \$       | 81.69  | \$       | 84.47  | \$       | 87.34  | \$       | 90.31  | \$       | 93.38  | \$       | 96.56  | \$       | 99.84  | \$       | 103.24 |
| Junior Analyst        | \$   | 61.33  | \$       | 63.42  | \$       | 65.57  | \$       | 67.80  | \$       | 70.11  | \$       | 72.49  | \$       | 74.95  | \$       | 77.50  | \$       | 80.14  | \$       | 82.86  |
| Sr Mgmt Spec          | \$   | 61.98  | \$       | 64.09  | \$       | 66.27  | \$       | 68.52  | \$       | 70.85  | \$       | 73.26  | \$       | 75.75  | \$       | 78.32  | \$       | 80.99  | \$       | 83.74  |
| Management Specialist | \$   | 48.35  | \$       | 49.99  | \$       | 51.69  | \$       | 53.45  | \$       | 55.27  | \$       | 57.15  | \$       | 59.09  | \$       | 61.10  | \$       | 63.18  | \$       | 65.33  |

Additional information regarding DMT's GSA MOBIS schedule may be viewed at <http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome> under schedule number GS-10F-0057M.

SECTION F - DELIVERIES OR PERFORMANCE

The following Delivery Schedule item for CLIN 0001 has been changed from:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|-----------------------------------|----------|---|--------|
| POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |

To:

| DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS         | UIC |
|-----------------------------------|----------|-------------------------|-----|
| POP 01-SEP-2007 TO<br>31-AUG-2008 | N/A      | N/A<br>FOB: Destination |     |

(End of Summary of Changes)

# ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 15

|   |                |  |   |  |  |   |   |  |                                 |
|---|----------------|--|---|--|--|---|---|--|---------------------------------|
| 1. CONTRACT/PURCH. ORDER/ AGREEMENT NO.<br>W9133L-07-D-0015   |                | 2. DELIVERY ORDER/ CALL NO.<br>0005  |   | 3. DATE OF ORDER/CALL<br>(YYYYMMDD)<br>2009 Sep 01   |  | 4. REQ / PURCH REQUEST NO.<br>W81MN B92102002   |   | 5. PRIORITY  |                                 |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231   |                |  |   | 7. ADMINISTERED BY (if other than 6)<br><b>SEE ITEM 6</b>  |  | 8. DELIVERY FOB<br><input checked="" type="checkbox"/> DESTINATION<br><input type="checkbox"/> OTHER<br><br>(See Schedule if other) |   |  |                                 |
| 9. CONTRACTOR<br>DARE MIGHTY THINGS<br>NAME (b) (6)<br>AND 1000 MARKET STREET<br>ADDRESS BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                | CODE 1HHM9   |   | FACILITY 1HHM9   |  | 10. DELIVER TO FOB POINT BY (Date)<br>(YYYYMMDD)<br><b>SEE SCHEDULE</b>   |   | 11. MARK IF BUSINESS IS<br><input checked="" type="checkbox"/> SMALL<br><input type="checkbox"/> SMALL DISADVANTAGED<br><input type="checkbox"/> WOMEN-OWNED |                                 |
|   |                |  |   |  |  | 12. DISCOUNT TERMS<br>Net 30 Days   |   | 13. MAIL INVOICES TO THE ADDRESS IN BLOCK<br>See Item 15   |                                 |
| 14. SHIP TO<br>SEE SCHEDULE<br>N/A<br>N/A AA N/A  |                | CODE SCHED1  |   | 15. PAYMENT WILL BE MADE BY<br>DFAS/HQ/VENDOR PAY-HQ0105<br>8899 E. 56TH ST.<br>DEPT. 3800<br>INDIANAPOLIS IN 46249-3800 |  | CODE HQ0105   |   | <b>MARK ALL PACKAGES AND PAPERS WITH IDENTIFICATION NUMBERS IN BLOCKS 1 AND 2.</b>   |                                 |
| 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       | <input type="checkbox"/>   | Reference your quote dated _____<br>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<br>(YYYYMMDD)       |
| <input checked="" type="checkbox"/> If this box is marked, supplier must sign Acceptance and return the following number of copies: <b>1</b>  |                |  |   |  |  |   |   |  |                                 |
| 17. ACCOUNTING AND APPROPRIATION DATA/ LOCAL USE<br><br><b>See Schedule</b>   |                |  |   |  |  |   |   |  |                                 |
| 18. ITEM NO.  |                | 19. SCHEDULE OF SUPPLIES/ SERVICES   |   |  | 20. QUANTITY ORDERED/ ACCEPTED*  |   | 21. UNIT  | 22. UNIT PRICE   | 23. AMOUNT                      |
|   |                | <b>SEE SCHEDULE</b>  |   |  |  |   |   |  |                                 |
| * 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<br>TEL: 703-607-1127<br>EMAIL: (b) (6)<br>BY: (b) (6) |   |  | <b>(b) (6)</b>   |   | 25. TOTAL   | \$4,211,581.97   | 26. DIFFERENCES                 |
| 27a. QUANTITY IN COLUMN 20 HAS BEEN<br><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<br>(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<br><input type="checkbox"/> FINAL   |   | 32. PAID BY   |  | 33. AMOUNT VERIFIED CORRECT FOR |
| 36. I certify this account is correct and proper for payment.   |                |  |   |  | 31. PAYMENT<br><input type="checkbox"/> COMPLETE<br><input type="checkbox"/> PARTIAL<br><input type="checkbox"/> FINAL |   | 34. CHECK NUMBER  |  | 35. BILL OF LADING NO.          |
| a. DATE<br>(YYYYMMDD)   |                | b. SIGNATURE AND TITLE OF CERTIFYING OFFICER                                       |   |  |  |   |   |  |                                 |
| 37. RECEIVED AT   |                | 38. RECEIVED BY  |   | 39. DATE RECEIVED<br>(YYYYMMDD)  |  | 40. TOTAL CONTAINERS  |   | 41. S/R ACCOUNT NO.  | 42. S/R VOUCHER NO.             |

Section B - Supplies or Services and Prices

| ITEM NO             | SUPPLIES/SERVICES  | QUANTITY  | UNIT             | UNIT PRICE                         | AMOUNT         |
|---------------------|--|-----------|------------------|------------------------------------|----------------|
| 2001                |  | 2,883,723 | Dollars,<br>U.S. | \$1.00                             | \$2,883,723.00 |
| EXERCISED<br>OPTION | Labor - ChalleNGe Program Training<br>FFP<br>Contractor shall provide non-personal services, training and technical assistance in support of the National Guard ChalleNGe Program in accordance with the enclosed Performance Work Statement.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB92102002 |           |                  |                                    |                |
|                     |  |           |                  | NET AMT                            | \$2,883,723.00 |
|                     |  |           |                  | ACRN AA<br>CIN: W81MNB921020022001 | \$2,883,723.00 |

| ITEM NO             | SUPPLIES/SERVICES   | QUANTITY | UNIT             | UNIT PRICE                         | AMOUNT         |
|---------------------|---|----------|------------------|------------------------------------|----------------|
| 2002                |   |          | Dollars,<br>U.S. |                                    | \$1,327,838.97 |
| EXERCISED<br>OPTION | Travel and Other Direct Costs<br>COST<br>This is a not to exceed, cost reimbursable line item for travel and other direct costs to perform the discrete elements of the PWS tasks. Travel shall be conducted in accordance with the Joint Travel Regulation.<br>FOB: Destination<br>PURCHASE REQUEST NUMBER: W81MNB92102002 |          |                  |                                    |                |
|                     |   |          |                  | ESTIMATED COST                     | \$1,327,838.97 |
|                     |   |          |                  | ACRN AB<br>CIN: W81MNB921020022002 | \$1,327,838.97 |

## INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

| CLIN | INSPECT AT  | INSPECT BY | ACCEPT AT   | ACCEPT BY  |
|------|-------------|------------|-------------|------------|
| 2001 | Destination | Government | Destination | Government |
| 2002 | Destination | Government | Destination | Government |

## DELIVERY INFORMATION

| CLIN | DELIVERY DATE                     | QUANTITY | SHIP TO ADDRESS                                       | UIC    |
|------|-----------------------------------|----------|---|--------|
| 2001 | POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | SEE SCHEDULE<br>N/A<br>N/A AA N/A<br>FOB: Destination | SCHED1 |
| 2002 | POP 01-SEP-2009 TO<br>31-AUG-2010 | N/A      | (SAME AS PREVIOUS LOCATION)<br>FOB: Destination       | SCHED1 |

## ACCOUNTING AND APPROPRIATION DATA

AA: 97901003601018105504WH05000002512379NPYW81MNB921020029NPY37044220  
AMOUNT: \$2,883,723.00  
CIN W81MNB921020022001: \$2,883,723.00

AB: 97901003601018105504WH050000021T2379NPYW81MNB921020029NPY37044220  
AMOUNT: \$1,327,838.97  
CIN W81MNB921020022002: \$1,327,838.97

## PERFORMANCE WORK STATEMENT

### 1.0 INTRODUCTION

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a program that provides participating ChalleNGe staff with technical assistance and high quality learning opportunities and experiences from an International Association for Continuing Education and Training (IACET) accredited provider. The program must be student-centric, student-friendly, and appropriate to the distinctive circumstances of the ChalleNGe staff member. Access to high-quality learning shall be classroom-based as well as via the Internet. This program will continue to build skills, knowledge, and networks of ChalleNGe staff utilizing standardized national curriculum, as ChalleNGe programs across the country seek to meet the particular needs of high school age at-risk youth.

## 2.0 BACKGROUND

Congress initially authorized the NGYCP in Section 1091 of the National Defense Authorization Act for Fiscal Year 1993. The Act provides for the Secretary of Defense acting through the Chief of the National Guard Bureau to conduct a National Guard Civilian Youth Opportunities Program (known as the NGYCP). The Act authorizes the Secretary to use the National Guard to provide military based training, including supervised work experience in community service and conservation projects, to civilian youth who cease to attend secondary school before graduating so as to improve the life skills and employment potential of such youth.

To carry out the ChalleNGe program in a state, the Chief, National Guard Bureau enters into an agreement with the Governor of the State under which the Governor establishes, organizes, and administers the Program in the State. Currently, there are 32 programs in 26 States and Puerto Rico.

The first four years of the ChalleNGe program were 100% federally funded. In Fiscal Year 1998, Congress adopted legislation (*US Code: Title 32, Section 509*) mandating state – federal cost sharing for the ChalleNGe program. Currently the percentage of federal dollars allocated to each state program will not exceed 60% of the cost of operating the state ChalleNGe program site during that year.

The mission of National Guard Youth ChalleNGe Program is to intervene in the lives of at risk youth between the ages of 16 and 18 years and produce program graduates with the values, skills, education and self-discipline to succeed as adults. The program consists of eight core component areas that are used to foster the holistic growth of participants. The component areas are: academic excellence, service to community, health and hygiene, job skills, leadership/followership, life coping skills, physical fitness, and responsible citizenship.

States agree to select program participants from applicants who meet the following eligibility standards:

- 16 –18 years of age at the time of entry into the program
- A high school dropout
- A volunteer
- A citizen or legal resident of the United States and the State in which the program is operated
- Unemployed.
- Not currently on parole or probation for anything other than juvenile status offenses, not awaiting sentencing, and not under indictment, charged, or convicted of a felony.
- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |
|--------------------|-----|-------------------------|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |
| 9. HAWAII          | 200 | 25. PUERTO RICO         | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN           | 220 |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA       | 200 |
| 16. MARYLAND       | 200 | 32. WYOMING             | 200 |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

## **2.1 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

## **2.2 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program. Training will be redesigned periodically to meet needs of NGB.

**2.2.a. Basic Course.** A minimum of ten (10) five-day classroom Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the

national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- Two onsite Basic Courses (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length
- Six (6) program site visits, two days each
- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** One CPI instructor training course shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. The course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

### **2.3 Functional Area Specific Training**

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators. Training will be redesigned periodically to meet needs of NGB.

**2.3.a. Cadre Course.** Ten (10) 3 day/2 day mix of in class and eLearning based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** Two (2) five-day classroom based Counselors Courses will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment)

evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** Two (2) five-day classroom based Educators Courses will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.d. Post-Residential Course.** Three (3) five-day classroom based Post-Residential Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Recruiters Course.** Two (2) three-day classroom based Recruiters Courses will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.f. Website Administrators Workshop.** One (1) four -day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Winter Program Directors Workshop.** The Winter ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the Winter workshop require five days of support as it must be coordinated with a NGYF banquet, and other events of interest to the ChalleNGe program. This workshop must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in June during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate planning opportunities with program counterparts from other states. It is also designed to address important policy matters and highlight innovative practices of particular interest to Directors. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional planning opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs. Food will be provided.
- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.d. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered three times each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## **2.5 Products**

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.

- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, mentors and mentees, and for orientation efforts. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the

ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance Learning Modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training needs assessment findings and be incorporated in Post-Residential and Supervisors Redesign..

**2.5.f. Doctrine Studies.** The TTAP will design and deliver a comprehensive doctrine program to drive the development of training curriculum. The products developed through the doctrine program will include at a minimum three (3) doctrinal manuals. The doctrine study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.6 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** Five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-

group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

## **2.7 Purpose of NGYCP Training & Technical Assistance Contract**

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## **2.8 Role of the Contractor**

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative. One Senior Analyst or Consultant from the Dare Mighty Things full time staff will be working on-site and full time at the National Guard Bureau, JP1, Arlington, VA. This individual will be working solely on Youth Challenge issues.

## **Additional Information**

Key personnel are those employees considered to be full time staff.

Section I - Contract Clauses

CLAUSES INCORPORATED BY REFERENCE

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

ADDITIONAL INFORMATION

1. The Contractor POC is (b) (6) at ( 703) 752-4331, & at (b) (6)
2. The Contracting Officer is (b) (6) at (703) 607-1127 & at (b) (6)
3. The COR is (b) (6) at (703) 607-2754, & at (b) (6)

Any questions on allow ability of charges are to be directed to the Contracting Officer prior to commitment. Any requirement which would increase the amount of the contract must be accomplished by the Contracting Officer through an issuance of a modification.

Invoices will be submitted and processed through Wide Area Workflow-Receipt and Acceptance (WAWF-RA) in accordance with DFARS 252.232-7003, Electronic Submission of Payment Requests. Information regarding WAWF-RA is available on the internet at <https://wawf.eb.mil>.

**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*

**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 at 888-332-7366. 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/contractorpav.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) or Supply*
- Invoice as 2-in-1 (Services Only) Service*
- Performance Based Payment (Government Only)*
- Progress Payment (Government Only)*
- Cost Voucher (Government Only)*
- Receiving Report (Government Only)*

*ISSUE BY DODAAC: W9133L*

*ADMIN BY DODAAC: W9133L*

**ACCEPT BY DODAAC: W81MNB**

*SHIP TO DODAAC: W9133L*

*LOCAL PROCESSING OFFICE DODDAC: N/A*

**PAYMENT OFFICE FISCAL STATION CODE: HQ0105**

| AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT   |                                  |  | 1. CONTRACT ID CODE  | PAGE OF PAGES  |    |
|--|----------------------------------|--|--|--|----|
|  |                                  |  | J  | 1  | 12 |
| 2. AMENDMENT/MODIFICATION NO.<br>01  | 3. EFFECTIVE DATE<br>12-Nov-2009 | 4. REQUISITION/PURCHASE REQ. NO.<br>W81MNB92102002 |  | 5. PROJECT NO.(If applicable)                            |    |
| 6. ISSUED BY<br>NGB-ZC-AQ - W9133L<br>1411 JEFFERSON DAVIS HWY<br>ARLINGTON VA 22202-3231  | CODE<br>W9133L                   | 7. ADMINISTERED BY (If other than item 6)          |  | CODE   |    |
|  |                                  | <b>See Item 6</b>                                  |  |  |    |
| 8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)<br>DARE MIGHTY THINGS<br>(b) (6)<br>1000 MARKET STREET<br>BLDG 1, SUITE 102<br>PORTSMOUTH NH 03801   |                                  |  | 9A. AMENDMENT OF SOLICITATION NO.  |  |    |
|  |                                  |  | 9B. DATED (SEE ITEM 11)  |  |    |
|  |                                  |  | X  | 10A. MOD. OF CONTRACT/ORDER NO.<br>W9133L-07-D-0015-0005 |    |
|  |                                  |  | X  | 10B. DATED (SEE ITEM 13)<br>01-Sep-2009                  |    |
| CODE 1HHM9   | FACILITY CODE 1HHM9              |  |  |  |    |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS  |                                  |  |  |  |    |
| <input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended.<br>Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:<br>(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;<br>or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. |                                  |  |  |  |    |
| 12. ACCOUNTING AND APPROPRIATION DATA (If required)  |                                  |  |  |  |    |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS.<br>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.   |                                  |  |  |  |    |
| A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.   |                                  |  |  |  |    |
| B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).  |                                  |  |  |  |    |
| C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:   |                                  |  |  |  |    |
| X D. OTHER (Specify type of modification and authority)<br>10 USC 2304 C Mutual Agreement Between Both Parties   |                                  |  |  |  |    |
| E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.   |                                  |  |  |  |    |
| 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)<br>Modification Control Number: senios9010171<br><br>A. The purpose of this no cost modification is to make within scope changes to section 2.3.c. of the PWS.<br><br>B. All other terms and conditions remain the same. See Summary of Changes.   |                                  |  |  |  |    |
| Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.   |                                  |  |  |  |    |
| 15A. NAME AND TITLE OF SIGNER (Type or print)  |                                  |  | 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)<br>(b) (6) / CONTRACT OFFICER<br>TEL: 703-607-1127 EMAIL: (b) (6) |  |    |
| 15B. CONTRACTOR/OFFEROR  | 15C. DATE SIGNED                 | 16B. UNITED STATES OF AMERICA<br>BY (b) (6)        |  | 16C. DATE SIGNED<br>13-Nov-2009                          |    |
| (Signature of person authorized to sign)   |                                  | (Signature of Contracting Officer)                 |  |  |    |

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

SECTION A - SOLICITATION/CONTRACT FORM

The 'Payment will be made by' organization has changed from  
DFAS/HQ/VENDOR PAY-HQ0105  
8899 E. 56TH ST.  
DEPT. 3800  
INDIANAPOLIS IN 46249-3800  
to  
DFAS-INDIANAPOLIS-HQ0105  
DFAS INDIANAPOLIS  
VENDOR PAY DEPT 3800  
8899 E. 56TH ST.  
INDIANAPOLIS IN 46249-3800

SECTION F - DELIVERIES OR PERFORMANCE

The following have been modified:

PERFORMANCE WORK STATEMENT

**1.0 INTRODUCTION**

The National Guard Youth ChalleNGe Program (NGYCP) has a need for a program that provides participating ChalleNGe staff with technical assistance and high quality learning opportunities and experiences from an International Association for Continuing Education and Training (IACET) accredited provider. The program must be student-centric, student-friendly, and appropriate to the distinctive circumstances of the ChalleNGe staff member. Access to high-quality learning shall be classroom-based as well as via the Internet. This program will continue to build skills, knowledge, and networks of ChalleNGe staff utilizing standardized national curriculum, as ChalleNGe programs across the country seek to meet the particular needs of high school age at-risk youth.

**2.0 BACKGROUND**

Congress initially authorized the NGYCP in Section 1091 of the National Defense Authorization Act for Fiscal Year 1993. The Act provides for the Secretary of Defense acting through the Chief of the National Guard Bureau to conduct a National Guard Civilian Youth Opportunities Program (known as the NGYCP). The Act authorizes the Secretary to use the National Guard to provide military based training, including supervised work experience in community service and conservation projects, to civilian youth who cease to attend secondary school before graduating so as to improve the life skills and employment potential of such youth.

To carry out the ChalleNGe program in a state, the Chief, National Guard Bureau enters into an agreement with the Governor of the State under which the Governor establishes, organizes, and administers the Program in the State. Currently, there are 32 programs in 26 States and Puerto Rico.

The first four years of the ChalleNGe program were 100% federally funded. In Fiscal Year 1998, Congress adopted legislation (*US Code: Title 32, Section 509*) mandating state – federal cost sharing for the ChalleNGe program. Currently the percentage of federal dollars allocated to each state program will not exceed 60% of the cost of operating the state ChalleNGe program site during that year.

The mission of National Guard Youth ChalleNGe Program is to intervene in the lives of at risk youth between the ages of 16 and 18 years and produce program graduates with the values, skills, education and self-discipline to succeed as adults. The program consists of eight core component areas that are used to foster the holistic growth of participants. The component areas are: academic excellence, service to community, health and hygiene, job skills, leadership/followership, life coping skills, physical fitness, and responsible citizenship.

States agree to select program participants from applicants who meet the following eligibility standards:

- 16 –18 years of age at the time of entry into the program
- A high school dropout
- A volunteer
- A citizen or legal resident of the United States and the State in which the program is operated
- Unemployed.
- Not currently on parole or probation for anything other than juvenile status offenses, not awaiting sentencing, and not under indictment, charged, or convicted of a felony.
- Free from use of illegal drugs or substances.
- Physically and mentally capable to participate in the program with reasonable accommodation for physical and other disabilities

The ChalleNGe program is co-educational and consists of a five-month Residential Phase and a one-year Post –Residential Phase. The Residential Phase, which includes a two week Pre-ChalleNGe Phase, is conducted in a quasi-military structured and disciplined environment. During this phase, the participants focus on the rigorous formal education and training program embodied in the eight core components with emphasis on development of the mind, body and personal values. Career opportunities are explored and personal goals and objectives are developed in action plans.

Each ChalleNGe program annually identifies the maximum number of participants targeted for graduation. Federal and State resources are then allocated to the program

based on that number. Current ChalleNGe program states are listed below along with class graduation target numbers.

|                    |     |                         |     |
|--------------------|-----|-------------------------|-----|
| 1. ALABAMA         | 200 | 17. MICHIGAN            | 200 |
| 2. ALASKA          | 250 | 18. MISSISSIPPI         | 400 |
| 3. ARIZONA         | 224 | 19. MONTANA             | 200 |
| 4. ARKANSAS        | 132 | 20. NEW JERSEY          | 200 |
| 5. CALIFORNIA      | 300 | 21. NEW MEXICO          | 200 |
| 6. FLORIDA         | 250 | 22. NORTH CAROLINA      | 220 |
| 7. GEORGIA (FG)    | 211 | 23. OKLAHOMA            | 250 |
| 8. GEORGIA (FS)    | 400 | 24. OREGON              | 200 |
| 9. HAWAII          | 200 | 25. PUERTO RICO         | 200 |
| 10. INDIANA        | 200 | 26. SOUTH CAROLINA (CO) | 250 |
| 11. ILLINOIS       | 800 | 27. SOUTH CAROLINA (CL) | 200 |
| 12. KENTUCKY       | 220 | 28. TEXAS               | 200 |
| 13. LOUISIANA (CB) | 400 | 29. VIRGINIA            | 258 |
| 14. LOUISIANA (GL) | 400 | 30. WISCONSIN           | 220 |
| 15. LOUISIANA (CM) | 250 | 31. WEST VIRGINIA       | 200 |
| 16. MARYLAND       | 200 | 32. WYOMING             | 200 |

The Post-Residential Phase is designed to provide graduates of the Residential Phase with on-going support from a mentor during the succeeding 12 months. The mentoring process actually begins during the Residential phase when cadets and prospective mentors undergo mentor training. Following the required training, each cadet is matched with a caring, responsible adult by the middle of the Residential Phase. The mentoring relationship begins at that point and continues for a period of one year following graduation.

During the Post-Residential Phase, cadets are required to become involved in placement activities that support achievement of their goals. These activities are identified as being placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement complimenting the cadets' attributes and goals.

### **2.1 NGYCP Training & Technical Assistance**

The objective of the NGYCP Training and Technical Assistance Program (TTAP) is to equip ChalleNGe program staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth to produce program graduates with the values, skills, education and self-discipline necessary to succeed as adults.

(Note: Participant's travel to and from training events is not the responsibility of the TTAP contractor.)

### **2.2 Foundations**

The foundations of the TTAP are those learning opportunities that provide a basis for and/or support all other trainings. The skills and knowledge transferred in these settings are foundational to the mission of the program. Training will be redesigned periodically to meet needs of NGB.

**2.2.a. Basic Course.** A minimum of ten (10) five-day classroom Basic Courses shall be provided for all staff members that work directly with youth. Each course shall accommodate up to 50 participants. All new staff members shall have the opportunity to attend a Basic Course within twelve months of hire. The course objectives are to execute strategies to enhance staff integration and demonstrate an increased understanding of the NGYCP and at-risk youth in general. Course content is IACET accredited and designed to positively impact overall program outcomes by providing skills, knowledge, and networks that staff may use to improve the cadet experience and enhance the organizational climate. Participants successfully completing the thirty-hour course shall earn 3 CEUs. The Basic Course will be delivered onsite of or within proximity of a ChalleNGe Program during scheduled program cycle breaks. Level 1 (reaction) and level 2 (testing) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.b. Instructor Training Course.** The Instructor Training Course (ITC) will provide a minimum of twenty-four (24) hours of training for a select group of ChalleNGe staff leaders to work effectively as adjunct instructors for the TTAP. This will be accomplished through and a minimum of four (4) one-hour distance learning modules as well as practical application and observation. ChalleNGe staff leaders who are selected to serve as adjunct faculty shall complete the ITC at least one month prior to assisting in a course. Participants successfully completing the ITC shall earn 2.4 CEUs. Participant to instructor ratio for each course will not exceed 25:1.

**2.2.c. New Program Task Force.** The ChalleNGe New Program Task Force supports new ChalleNGe programs with targeted training and technical assistance that facilitates successful program launch and integration in the national ChalleNGe community. The New Program Task Force shall be able to accommodate up to two new programs a year. It shall consist of:

- A two-day program start up workshop for up to 26 participants at a national training center, providing operational guidance for lead staff of programs preparing to start their first class within the following 6 months;
- Two onsite Basic Courses (see 2.2.a);
- A two-day post-graduation staff debrief summit;
- Four (4) distance learning components of one hour in length
- Six (6) program site visits, two days each

- A peer mentoring handbook providing guidance to senior directors assigned as mentors to new directors

This eighteen-month task force seeks to accelerate the maturation of programs through a cost-effective front-loaded investment.

**2.2.d. CPI Instructor Certification Course.** One CPI instructor training course shall be provided in the first year of the contract and one each year thereafter for instructor certification in Nonviolent Crisis Intervention. The course shall be a four-day, twenty-four-hour training experience with a certified Crisis Prevention Institute (CPI) instructor and accommodate up to thirty participants in a facility meeting CPI requirements. Contractor will be expected to coordinate with CPI on the marketing and logistics of this training opportunity.

### **2.3 Functional Area Specific Training**

Functional-specific courses are those learning opportunities designed for specific functional areas of expertise within ChalleNGe, including Cadre, Counselors, Instructors, Post-Residential Staff, Recruiters, and Website Administrators. Training will be redesigned periodically to meet needs of NGB.

**2.3.a. Cadre Course.** Ten (10) 3 day/2 day mix of in class and eLearning based Cadre Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.b. Counselors Course.** Two (2) five-day classroom based Counselors Courses will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.c. Educators Course.** Two (2) five-day classroom based Educators Courses will be conducted annually, providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1. The subtask for the redesign of the Educator's course will be eliminated in exchange for providing NGB-AY with an

on-site data analyst at no additional cost. Individual shall begin work on-site no later than 11 December 2009.

**2.3.d. Post-Residential Course.** Three (3) five-day classroom based Post-Residential Courses will be conducted annually, each providing thirty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.e. Recruiters Course.** Two (2) three-day classroom based Recruiters Courses will be conducted annually, providing twenty hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 2 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

**2.3.f. Website Administrators Workshop.** One (1) four -day classroom based workshop will be provided for Website Administrators annually, providing fifteen hours of training in IACET-accredited curriculum and an opportunity for participants to obtain 1.5 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 25:1.

Each functional specific training opportunity shall feature speakers, cutting edge research, and best practices unearthed through internal benchmarking studies. Participants successfully completing each course or workshop shall receive 1 CEU for every 10 hours of training. All functional-specific courses will be held in a traditional classroom setting within a state of the art training center and be limited to 26 participants per course to ensure an optimal learning experience.

## **2.4 Leadership Training**

Leadership Training provides opportunities for Directors, Supervisors, and other lead staff members to develop policy and strategy, network, enhance leadership skills, and share innovations to improve the performance of all programs.

**2.4.a. Winter Program Directors Workshop.** The Winter ChalleNGe Program Director's Workshop is a two-day workshop held annually in a hotel in the Washington, DC area for Program Directors. Event logistics for the Winter workshop require five days of support as it must be coordinated with a NGYF banquet, and other events of interest to the ChalleNGe program. This workshop

must accommodate up to 50 ChalleNGe Program Directors as well as other representatives from within the federal government. Hotel accommodations need to be available for up to 50 cadets and chaperones participating in the events of the week. This workshop is designed to address important policy matters and highlight innovative practices of particular interest to Directors. In addition, the contractor shall secure a nationally known master trainer for each workshop. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.b. Annual Workshop.** The ChalleNGe Annual Workshop is a four-day event for senior ChalleNGe program staff, and must accommodate up to 400 participants. This event is held each year in June during the program cycle break. The purpose of the workshop is to convene key ChalleNGe staff from around the country, expose participants to new ideas and facilitate planning opportunities with program counterparts from other states. It is also designed to address important policy matters and highlight innovative practices of particular interest to Directors. The contractor shall design, develop, and execute an event that will include no fewer than:

- Thirty-six (36) discrete 90-minute seminars (6 concurrent sessions, 6 training tracks) led by qualified subject matter experts selected by the contractor and approved by NGB,
- A minimum of two (2) functional planning opportunities of at least one (1) hour in length, providing a venue for participants to share innovative ideas and practices, learn from each other, and become inspired and equipped to make improvements to their programs. Food will be provided.
- A minimum of two (2) general/plenary sessions of at least one hour in length with at least 2 nationally recognized keynote speakers selected based on their ability to inspire conference participants in areas that align with the conference theme.

The location for this event will be in a region designated by the COR. The venue will be suitable to support the workshop design, including state of the art A/V and training technology. All event planning, management, and logistics shall be provided by the contractor. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop

**2.4.c. New Directors Leadership Workshop.** The New Directors Leadership Workshop is a two-day workshop providing twelve hours of training designed to impact overall program outcomes by providing new ChalleNGe Program Directors with the fundamental skills, knowledge, and networks to ensure program leadership success. Each workshop shall incorporate peer-to-peer learning in the instructional design and accommodate up to 26 participants. This

workshop will be offered once a year and held in a classroom setting at a state of the art national training center. A level 1 (reaction) evaluation will be conducted after each occurrence of this workshop. Participant to instructor ratio for each course will not exceed 2:1.

**2.4.d. Supervisors Course.** The Supervisors Course is a five-day course for ChalleNGe staff members who hold or may move into supervisory roles. The course is designed to equip supervisors to effectively manage teams and programs while creating an environment that fosters staff development and operational success. This course shall be offered three times each year and held in a classroom setting at a state of the art national training center. Each course shall accommodate 25 participants. Participants successfully completing the course shall earn 3 CEUs. Level 1 (reaction), level 2 (testing), and level 3 (behavioral assessment) evaluations will be conducted for each occurrence of this course. Participant to instructor ratio for each course will not exceed 25:1.

## **2.5 Products**

The TTAP will be required to develop and maintain stand-alone deliverables that serve to expand the skills, knowledge, and/or networks of ChalleNGe staff.

**2.5.a. Web-based Clearinghouse.** The NGYCP website provides a gateway for applicants, parents, mentors, staff, stake-holders and the public to begin accessing information about ChalleNGe. The contractor is required to maintain a public and private website for the ChalleNGe program that includes:

- **Public site.** The top level of the website will include the national program description, photo galleries illustrating the components and phases of the program, news about the program, and statistics about results of the program, accessible to the public. A minimum of 5 news stories posted monthly and statistics updated annually.
- **State websites.** The contractors shall host all 32 ChalleNGe program websites, including online applications, photo galleries, bulletin boards, and contact information. State websites must be launched a minimum of three months prior to the start of a new program.
- **Staff only portal.** A staff-only portal for event registration, photo galleries, news stories, resources, and bulletin boards to support nationwide communities of practice. A minimum of five news stories, one event-related photo gallery, and one resource knowledge object added each month. A monthly e-newsletter to all portal users serves as a digest of all monthly additions.

The contractor shall ensure that sufficient resources are provided to build and manage a website capable of handling 500,000 visits per month with a 99.5% uptime. Contractor shall maintain domain registration as well as all templates, architecture, and design of website. The website must be operational within sixty (60) days of contract award.

The website must be hosted on a server located in a physically secure environment and secured by restricted access and must be redundant in power and Internet access, ensuring uptime across major power outages and periods of heavy Internet congestion.

**2.5.b. Training Needs Assessment.** The TTAP shall conduct an annual analysis to identify organizational training needs and publish findings and recommendations in a four-color document that is a minimum of twenty pages. Four briefings will be conducted for directors and COR each year to seek input, inform directors and NGB regarding findings and trends, and finally to distribute the document.

**2.5.c. Course Catalog.** A course catalog will be published annually within 3 months of the start of the new training year, no later than 1 June, detailing training opportunities available to all ChalleNGe staff. This four-color document shall be a minimum of thirty-five pages. The production timeline for this product will include NGB review. It will include sufficient information for potential students to determine the suitability of a course for them; at minimum descriptions, dates, and locations for all training opportunities for ChalleNGe staff from September through August of the training year. A minimum of six copies of the catalog will be distributed to each program, with additional copies available for stakeholders. It will also be made available online through the ChalleNGe website staff only portal.

**2.5.d. Operational and Training Tools.** The TTAP will develop, produce, and maintain an inventory of operational and training tools for ChalleNGe staff, including manuals and training kits for residential and post-residential ChalleNGe staff, mentors and mentees, and for orientation efforts. One new print product of at least twenty pages in length shall be produced each year. All operational and training tools in print form shall also be made available online through the ChalleNGe website staff only portal. Production timelines for any operational and training tools will include NGB review.

**2.5.e. Distance Learning Modules.** Four (4) distance learning modules, one-hour in length, per year shall be created and made available through the ChalleNGe website staff only portal to further extend the learning available to staff. Distance learning modules will be capable of supporting synchronous and asynchronous learning, and self-directed or instructor-led training opportunities. They will be launched to meet market demands based on the annual training

needs assessment findings and be incorporated in Post-Residential and Supervisors Redesign..

**2.5.f. Doctrine Studies.** The TTAP will design and deliver a comprehensive doctrine program to drive the development of training curriculum. The products developed through the doctrine program will include at a minimum three (3) doctrinal manuals. The doctrine study process includes two (2) summits per study, a two-day Summit Part I for subject matter experts and a half-day Summit Part II for program directors.

## **2.6 Support**

The TTAP support includes back-office logistical services that ensure successful delivery of foundations, courses, seminars, and products.

**2.6.a. Event Registration System.** An online registration system accessible through the ChalleNGe website staff only portal will be maintained for ChalleNGe staff to register for courses. The registration system must be capable of producing CEU transcripts as well as participation reports as needed, including but not limited to: participant name, program, email address, courses attended, dates of attendance, CEUs acquired. must be operational within thirty (30) days of contract award.

**2.6.b. Training Facility.** The TTAP will maintain a fully-equipped state of the art national training facility within 1 hour drive of a major airport. The training facility will have multimedia capabilities, including DVD, overhead projector, internet connection, and videoconferencing, and the capacity to train up to 30 students per class. Capacity to cater in hot meals required.

**2.6.c. IACET accreditation.** Contractor shall maintain status as an IACET-authorized provider of CEUs, with the ability to comply with all audit requests.

**2.6.d. Technical Assistance – Onsite Visits.** Five (5) ChalleNGe programs will receive an onsite visit of two days each year for customized one-on-one or small-group coaching on specific programmatic or technical issues. Post-trip reports shall provide details of onsite TA diagnosis and after action plans.

**2.6.e. Technical Assistance – Call/Email Center.** Technical assistance shall be provided via phone and email. All requests for information shall receive a response within one business day, with a capacity to respond to up to fifty issues per week. Asynchronous support shall be provided through the ChalleNGe website staff only portal. A ninety-minute web-facilitated conference call for Website Administrators will be provided monthly as a proactive group TA

opportunity. All issues will be recorded in a TA database, which must be operational within thirty (30) days of contract award.

**2.6.f. Contractor Briefings.** Contractor shall prepare and deliver monthly written reports of performance toward contract requirements to the COR no later than the 6<sup>th</sup> business day of the month. Face-to-face briefings will occur quarterly.

## **2.7 Purpose of NGYCP Training & Technical Assistance Contract**

The purpose of this contract is to equip ChalleNGe leaders and staff with the skills, knowledge, and networks necessary to intervene effectively in the lives of at-risk youth and to produce responsible and productive citizens. This contract shall be awarded to a single prime contractor that shall be responsible for ensuring that all requirements of this Performance-Based Work Statement (PBWS) are satisfied.

## **2.8 Role of the Contractor**

The Contractor shall serve as the overall provider and integrator of training and technical assistance opportunities and resources. The ability of the Contractor to assess, design, develop, deliver and evaluate high-quality training, whether classroom-based or online, will be vital to the success of the TTAP initiative. One Senior Analyst or Consultant from the Dare Mighty Things full time staff will be working on-site and full time at the National Guard Bureau, JP1, Arlington, VA. This individual will be working solely on Youth Challenge issues.

## **Additional Information**

Key personnel are those employees considered to be full time staff.

(End of Summary of Changes)