

ORDER FOR SUPPLIES OR SERVICES

PAGE OF PAGES

1

35

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER 06/28/2019		2. CONTRACT NO. (If any) 31310019D0003		6. SHIP TO: a. NAME OF CONSIGNEE NUCLEAR REGULATORY COMMISSION	
3. ORDER NO. 31310019F0074		4. REQUISITION/REFERENCE NO. OCHCO-19-0100		b. STREET ADDRESS NUCLEAR REGULATORY COMMISSION	
5. ISSUING OFFICE (Address correspondence to) US NRC - HQ ACQUISITION MANAGEMENT DIVISION MAIL STOP TWFN-07B20M WASHINGTON DC 20555-0001				c. CITY WASHINGTON	e. ZIP CODE 20555-0001
7. TO: JASMINE GOULD				f. SHIP VIA	
a. NAME OF CONTRACTOR JAMA ENTERPRISES INC				8. TYPE OF ORDER	
b. COMPANY NAME				<input type="checkbox"/> a. PURCHASE REFERENCE YOUR: <input checked="" type="checkbox"/> b. DELIVERY Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.	
c. STREET ADDRESS 836 TAMANINI WAY				Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.	
d. CITY MECHANICSBURG		e. STATE PA	f. ZIP CODE 170557500		
9. ACCOUNTING AND APPROPRIATION DATA See Schedule				10. REQUISITIONING OFFICE OFFICE OF THE CHIEF OF HUMAN	

11. BUSINESS CLASSIFICATION (Check appropriate box(es)) <input checked="" type="checkbox"/> a. SMALL <input type="checkbox"/> b. OTHER THAN SMALL <input type="checkbox"/> c. DISADVANTAGED <input checked="" type="checkbox"/> d. WOMEN-OWNED <input type="checkbox"/> e. HUBZone <input type="checkbox"/> f. SERVICE-DISABLED VETERAN-OWNED <input checked="" type="checkbox"/> g. WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM <input checked="" type="checkbox"/> h. EDWOSB				12. F.O.B. POINT	
13. PLACE OF a. INSPECTION Destination		14. GOVERNMENT B/L NO.		15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) 06/30/2020	
b. ACCEPTANCE Destination				16. DISCOUNT TERMS 30	

17. SCHEDULE (See reverse for Rejections)

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	SBA Requirement No. 0303-19-042619-01 The contractor shall provide services in accordance with the Statement of Work entitled, "Organizational Development (OD) Interventions and Executive Coaching." Continued ...					

SEE BILLING INSTRUCTIONS ON REVERSE	18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.		17(h) TOTAL (Cont. pages)
	21. MAIL INVOICE TO:						
	a. NAME FISCAL ACCOUNTING PROGRAM						\$0.00
	b. STREET ADDRESS (or P.O. Box) ADMIN TRAINING GROUP AVERY STREET A3-G BUREAU OF THE FISCAL SERVICE PO BOX 1328						
c. CITY PARKERSBURG				d. STATE WV	e. ZIP CODE 26106-1328	\$2,289,287.48	17(i) GRAND TOTAL

22. UNITED STATES OF AMERICA BY (Signature)

06/28/2019

23. NAME (Typed)
JENNIFER A. DUDEK
TITLE: CONTRACTING/ORDERING OFFICER

ORDER FOR SUPPLIES OR SERVICES
SCHEDULE - CONTINUATION

PAGE NO

2

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER

CONTRACT NO.

ORDER NO.

06/28/2019

31310019D0003

31310019F0074

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>Task Order Base and All Options: \$2,289,287.48 Task Order Exercised Amount: XXXXXXXXXX Task Order Obligation Amount: \$250,000.00</p> <p>Accounting and Appropriation Data: 2019-X0200-FEEBASED-84-84D003-1297-11-N-216- 251F-11-N-216-1297 Funded: \$139,804.00 2019-X0200-FEEBASED-84-84D003-1297-17-N-216- 251F-17-N-216-1297 Funded: \$30,000.00 2019-X0200-FEEBASED-84-84D003-1297-51-N-216- 251F-51-N-216-1297 Funded: \$80,196.00 Period of Performance: 07/01/2019 to 06/30/2020</p>					

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$0.00

CONTRACTOR ACCEPTANCE OF TASK ORDER 31310019F0074

Acceptance of Task Order No. 31310019F0074 under contract No. 31310019D0003 should be made by having an official, authorized to bind your organization, execute two copies of this document in the space provided and return one copy to the Contracting Officer. You should retain the other copy for your records.

Accepted Task Order No. 31310019F0074 under Contract No. 31310019D0003:

Name

Title

Date

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SECTION B - Supplies or Services/Prices

B.1 BRIEF DESCRIPTION OF WORK

(a) The title of this project is:

Organizational Development (OD) Interventions and Executive Coaching

(b) Summary work description:

The specific objective of this task order is to provide OD services that supplement OCHCO's resources, through executive coaching and OD interventions.

B.2 CONSIDERATION AND OBLIGATION— TASK ORDERS (AUG 2011)

(a) The ceiling of this order for services is [REDACTED]. The amount will increase upon exercise of Option Periods as shown in Section B.3.

(b) This order is subject to the minimum and maximum ordering requirements set forth in the contract.

(c) The amount presently obligated with respect to this order is **\$250,000.00**. The obligated amount shall, at no time, exceed the order ceiling as specified in paragraph (a) above. When and if the amount(s) paid and payable to the Contractor hereunder shall equal the obligated amount, the Contractor shall not be obligated to continue performance of the work unless and until the Contracting Officer shall increase the amount obligated with respect to this order, in accordance with FAR Part 43 - Modifications. Any work undertaken by the Contractor in excess of the obligated amount specified above is done so at the Contractor's sole risk and may not be reimbursed by the Government.

(d) The Contractor shall comply with the provisions of FAR 52.232-22 - Limitation of Funds, for incrementally-funded delivery orders or task orders.

(End of clause)

B.3 PRICE/COST SCHEDULE

[illegible][illegible]

SECTION C – Descriptions/Specifications/Statement of Work

Organizational Development Interventions and Executive Coaching

Contents

- C.1 Background
- C.2 Objective
- C.3 Scope of Work
- C.4 Reporting Requirements
 - C.4.1 Monthly Letter Status Report (MLSR)
 - C.4.2 Consultant Roster
 - C.4.3 Final Report
- C.5 Deliverables and Delivery Schedule
- C.6 Applicable Documents and Standards
- C.7 Section 508– Electronic and Information Technology Standards
- C.8 Incremental Development for Software
- C.9 Place of Performance
- C.10 Contractor Travel
- C.11 Applicable Publications (Current Editions)
- C.12 Security Requirements

C.1 Background

The U.S. Nuclear Regulatory Commission (NRC) is an independent agency created by Congress. The mission of the NRC includes licensing and regulation of commercial nuclear power plants; research, testing, and training reactors; nuclear fuel cycle materials; and the transport, storage, and disposal of radioactive materials and waste to protect public health and safety, promote the common defense and security, and protect the environment. In addition, the NRC licenses the import and export of radioactive materials and works to enhance nuclear safety and security throughout the world.

Organizational Development (OD) is a planned effort to increase an organization's health and overall effectiveness through interventions. Interventions use several tools based on behavioral science knowledge that are designed to improve interpersonal and intra-agency dynamics. For over 20 years, the NRC has contracted for OD consultants to support the agency's mission and to improve its effectiveness through services such as coaching Senior Executive Service (SES) and non-SES managers, change management support, and working with specific units or groups to improve the work environment and performance.

The NRC, Office of Chief Human Capital Officer (OCHCO), Human Resources and Training Division (HRTD), anticipates that requests for OD services will continue to increase during the next five years while the agency continues to change as the nuclear industry landscape evolves. Actively disengaged employees limit job performance, undermine the organization, and can severely impact agency morale. Continued third-party, contractor support is critical during interventions to maintain an engaged and productive workforce. OD services shall be provided either at Headquarters, an NRC Regional Office, or at the Technical Training Center (TTC).

C.2 Objective

The overall objective of this acquisition is to improve the effectiveness of the NRC's personnel in accomplishing the agency's mission. Specifically, the program objective is to enhance NRC's organizational culture by using contract services provided by skilled contractors who are experienced in the field of OD and change management.

The specific objective of this task order is to provide OD services that supplement OCHCO's resources, through executive coaching and OD interventions.

The purpose of this work is to:

- support the agency's efforts to create and sustain a work environment that produces positive work outcomes and collaboratively engages its internal and external stakeholders;
- build the agency's internal capacity to sustain a diverse and inclusive, open and collaborative, high-performing workforce;
- maintain and enhance the professionalism of its employees;
- enhance communications, interpersonal skills, and cognitive self-awareness to improve behaviors that support NRC values through the coaching of SES and non-SES managers;
- continue development of a positive organizational culture through proactive OD interventions and executive coaching;
- enable the professional staff to meet new challenges confronting them in their positions;
- support employees who are preparing for management and supervisory responsibilities;

- enhance individual and group performance by addressing cultural and environmental issues during all stages of OD interventions; and
- develop, track, and provide for measurable outcomes as a result of OD efforts.

C.3 Scope of Work

The contractor shall provide support to improve operations of the agency through continuous development of the organizational culture. The contractor shall perform OD interventions and executive coaching.

C.3.1 Task 1: Organizational Development Interventions

C.3.1.A. OD Interventions Scope & Delivery Order Procedures

OD Intervention describes a specific activity or event that supports change and learning in an organization. OD interventions will vary depending on individual circumstances/request although each intervention will begin with an internal client in-take meeting conducted by the agency OD specialists, resulting in the internal OD specialist developing a draft written subtask that will outline the scope of work requested for a delivery order. The draft subtask will then be shared with the contractor for review and provide a cost estimate and proposal. The NRC Contracting Officer's Representative (COR) will then issue a delivery order (see Attachment 3 to the base IDIQ contract) to complete the work.

OD interventions shall be targeted to the individual and immediate challenges of a specific work unit as identified by the requesting work unit in consultation with its leadership. Contractor support of OD interventions may deal with issues of a sensitive nature that are best handled by external contractors. Implicit in each OD intervention is the goal of becoming and sustaining a high-performing organization with a strong safety culture.

The contractor shall deliver a sufficient number of any assessment tool that is used in connection with an OD service. The contractor shall utilize the most effective tools, not limited to, but including the following industry standard assessments:

- Myers-Briggs Type Indicator (MBTI) - An introspective self-report questionnaire designed to indicate psychological preferences in how people perceive the world and make decisions.
- Strength Development Inventory (SDI) - This self-assessment tool helps people understand themselves by helping them understand the motives that drive their behaviors. It also helps them understand the motives that drive the behaviors of others.
- Everything DiSC (Dominance, Influence, Steadiness and Conscientiousness) – A tool to better understand your work style and how to build more effective relationships.
- Gallup Strengths Finder – The CliftonStrengths assessment identifies individual strengths to help people excel, and find solutions to be more engaged, more productive individually and in teams.
- Emotional Quotient Inventory (EQi) - Emotional Intelligence is recognized as essential to successful leadership, team, and individual performance. The EQi details fifteen elements or scales that deal with self-concept, interpersonal relationships and general emotional well-being, and then compares a respondent's

results with those of a norm group so that respondents can see how their responses relate to those of others

The contractor shall utilize current and best practiced OD theories, concepts, and activities not limited to, but including the following industry standard assessments:

- Adult Learning Theory
- Human Development Theory
- Business process re-engineering
- Change management
- Conflict resolution
- Culture Change
- Dialogue
- Double-loop learning
- Emotional Intelligence
- Executive and Leadership Coaching
- High Performing Organization
- Interpersonal communication
- Leadership
- Mental Models
- Organizational Culture
- Organizational Effectiveness
- Organizational Learning
- Strategic Management
- Systems Thinking
- Team development and life-cycle
- After action reviews
- Assessment Instruments
- Executive and Leadership Coaching
- Education and training
- Create and Conduct Employee Surveys
- Experiential Problem-solving activities
- Focus Group Development and Facilitation
- Future Search
- Group Facilitation
- Informational Interviewing
- Needs Assessments
- Process consultation
- Program Evaluation
- Personality and behavior profile assessment
- Scenario planning
- Seminars
- Retreat Planning and Off-site (within the context of an OD effort)
- Teambuilding
- Job Task Analysis
- Workshops

The following intervention characteristics illustrate the philosophy and approach behind any OD services the contractor will provide.

- **Whole system.** An intervention may include an office, a division, a branch, or a combination of other work units, including task forces and ad hoc work groups.
- **Goal-oriented.** Interventions are intended to improve present or future organization effectiveness.
- **Systems approach.** Planned, long-range approach to change, emphasizing a lasting change. This approach attempts to influence go beyond the culture and norms by changing values, attitudes, knowledge, behavior, processes, and structures.
- **Change intervention.** Gains top management's and any other person or group's commitment and involvement to influence a favorable and lasting outcome of the change.
- **Collaborative effort.** Includes those affected by the process and recognize the importance of involvement in developing commitment.
- **Behavioral approach.** An intervention should draw from the fields of organizational behavior, management, public administration, psychology, sociology, anthropology, education, and counseling.
- **Data-based.** Uses real-life data through the process of action learning, rather than making assumptions from inferences only.
- **Education-based.** Develops attitude and recommends practices for managers to have a more effective organization that rewards individual and group behavior leading to effectiveness and efficiency.
- **Guided.** Focuses primarily on organizational and group change and secondarily on individual change.
- **Process and structures.** Works with individuals and groups, and the organization as a whole, for improvements within the context of work performance requirements. Also works within the current organizational processes, structures and hierarchies. This aspect requires great skill.
- **Follow-up.** Planned follow-up. This is a necessary component to maintain the desired change.

The NRC provides OD services covering a variety of situations to supervisors, managers, and executives. The result of an OD intervention, at a minimum, includes one or many people in the line organization learning something new or making positive behavior changes. OD interventions should have the following six stages.

- Stage 1. Intervention Begins: Entry and Contracting—A preliminary needs assessment is for identifying the scope of the project, the negotiation, and commitment building.
- Stage 2. Diagnosis of the organization is required to determine organizational strengths, weaknesses and needs. (This is one of the most important stages of the process because it brings issues to the surface and starts the organization on the road to change.)
- Stage 3. To plan for change, OD interventions are used to make improvements and needed changes required in the organization. Several activities are included in this stage, such as, but not limited to:
 - Program design
 - Problem solving
 - Training
 - Team building

- Inter group team building
 - Intra group team building
 - Strategic planning
- Stage 4. The stabilization stage is necessary for reinforcing, maintaining, and normalizing the values, skills, and changes learned in the OD intervention.
- Stage 5. The evaluation stage is also necessary to OD interventions and must not be skipped. This stage may include the following:
 - Making another diagnosis and comparing the results with the original diagnosis;
 - Looking at changes in performance and other important aspects, when appropriate, to assess the overall effectiveness of the intervention to encourage members of an organization to improve or maintain their performance;
 - Asking key employees for verbal or written comments on the value of the intervention.
- Stage 6. The follow-up evaluation plan is used by top management, the internal NRC person charged with implementing the change agent (the OD facilitator) to learn more about the value of the intervention.

C.3.1.B. Specific Requirements for Organization Development Interventions

The contractor shall be required to provide OD services that enhance a work unit's performance and support a humanistic, healthy, and effective NRC work culture.

- When requested in writing by the COR, by issuance of a delivery order, the contractor shall perform any, or all, of the following activities as identified for the intervention:
 - Upon request, hold client entry meetings to identify intervention scope.
 - Prepare an intervention letter and high-level project plan for proposed work.
 - Conduct data gathering from the client system, including leaders and staff.
 - Present concise, aggregated data to the client in the form of survey feedback.
 - Conduct and lead OD interventions that reflect the client data gathered, address the key drivers and goals as identified by the client.
 - Provide client coaching within the context of an OD intervention as outlined in the initial client intervention subtask order.
 - Administer and interpret individual developmental assessment tools such as the Myers-Briggs Type Indicator (MBTI), Strength Deployment Inventory (SDI), and 360 degree assessment.
 - Design and provide training as a part of an OD intervention or as part of interpreting developmental assessments.

Develop Participant Materials

The contractor shall develop participant materials that address the client's need when providing an OD intervention, including training, coaching, off-sites and assessments.

- When requested in writing by the NRC COR, by issuance of a delivery order, the contractor shall perform any or all of the following activities and provide appropriate deliverables:

- Develop training materials and job aids, such as manuals or hand-outs or other media (e.g. slides).
- Develop and conduct group presentations. Assessment Instruments (online or paper and pencil).
- Analyze and prepare written reports summarizing the results of the participant materials used.

Evaluation Tools

The contractor shall develop and implement a clearly defined, cyclical and measurable evaluation process that includes a generic assessment tool for each client OD intervention.

- When requested in writing by the NRC COR, by issuance of a delivery order, the contractor shall perform any or all of the following activities and provide appropriate deliverables:
 - Get consensus from the client on key drivers and expected and observable outcomes. “What does success look like?”
 - Develop metrics and evaluations for the pre-and post-client intervention.
 - Develop a participant evaluation for trainings, retreats or any other specific and significant group activity within the larger OD intervention.
 - Prepare a Level 3 Kirkpatrick Assessment¹ of all OD client interventions conducted at the end of each calendar year.

C.3.2 Task 2: Executive Coaching

Executive coaching is a facilitative one-to-one, mutually designed relationship between a professional coach and a key contributor with some positional authority within the organization. The client is accountable for decision making with a wide scope of impact on the organization and potentially the industry. The focus of the coaching is usually on organizational performance or development but may also serve a personal component as well.

The projected outcomes of this task order are:

- Improved leadership skills for individual managers;
- Improved rapport between managers and their staff; and
- Improved organizational effectiveness.

The contractor shall adhere to the standard process and procedures when conducting an executive coaching assignment:

- Conduct coaching client intake assessment, upon request by the COR, by issuance of a delivery order.
 - All coaching interventions must be initiated by the COR, in writing (email is acceptable). Below is a sample of a coaching intervention request:
 - “Please provide “X” number of coaching sessions, at 1 hour each, for (client name). “X” number of preparatory hours are approved, to enable the coach to support the client effectively. The manager wants to improve their [e.g., communication techniques, leadership presence, organization skills, etc.]”
- Assign a coach.

¹ Level 3 measures behavior - capability to perform the learned skills while on the job.

- After completing the intake process, the contractor's program manager (PM) shall recommend a coach, and/or provide resumes of several recommended coaches when requested in writing by the COR. The COR will notify the contractor's PM of the coaching client's selection.
- Provide coaching to NRC managers (coaching client)
 - No later than 5 days after selecting a coach, the contractor shall arrange for an initial coaching session between the coach and coaching client.
 - Contractor coaches shall develop coaching goals that can be completed within the timeframe designated in the original request for coaching intervention. If necessary, an increase in hours can only be authorized through a written modification to the delivery order.
 - All subsequent coaching sessions will be arranged by the coach and coaching client.
 - The coaching intervention (all sessions allotted to a coaching client) shall be completed within the timeframe specified in the original request for coaching intervention.
 - If the coaching client determines at any time during the intervention that the coach is not a good fit for their needs, they will notify the COR to have a new coach assigned.
 - Interventions that have been reassigned to a new coach during the intervention process will be considered for an extension, if additional time is necessary.
- Coaching Reports
 - Upon the conclusion of the coaching intervention (all sessions allotted for a particular coaching client), the contractor shall provide a summary of the intervention that includes, at a minimum: the date the coaching intervention was completed and the general outcome (i.e., was it successful, was the client given a path forward).
 - This report may be submitted via email.
- Coaching Monitoring Reports
 - The contractor shall maintain a current chart of all scheduled coaching sessions and attendance for active coaching interventions, to be provided to the COR on a monthly basis.
 - The contractor shall track the coaching schedule and attendance of all active coaching interventions and notify the COR of any scheduling challenges that may prohibit the completion of any intervention within one month of assigning a coach.

C.4 Reporting Requirements

C.4.1 Monthly Letter Status Report (MLSR)

The contractor shall provide a Monthly Letter Status Report which consists of a technical progress report and financial status report (see Attachment 1 for template). This report will be used by the Government to assess the adequacy of the resources proposed by the contractor to accomplish the work contained in this SOW and provide status of contractor progress in achieving activities and producing deliverables. The report shall include order summary information, work completed during the specified period, milestone schedule information, problem resolution, travel plans, and staff hour summary.

C.4.2 Consultant Roster

The Contractor shall provide a list of consultants and their resumes is to the COR within 20 days after contract award and will be updated regularly as new consultants join or others no longer work for the contractor. Consultant updates will be submitted to the COR prior to being assigned to work at the NRC.

C.4.3 Final Report

The contractor shall provide a final report summarizing the work performed and the results and conclusions under this order.

C.5 Deliverables and Delivery Schedule

C.5.1 General Deliverables

The contractor shall provide any of the following deliverables to the NRC COR, as appropriate for each delivery order issued for an intervention, workshop, or coaching assignment.

Deliverables related to Organization Development Services

- Client Entry meeting minutes.
- OD Project Plan for each intervention.
- Final data gathering questions.
- Survey feedback of data gathered.
- Draft and final agenda for proposed client interventions and workshops.
- Process agenda for large interventions (as agreed upon by contractor and COR).
- OD intervention report and assessment of the results that outlines the outcomes achieved, interventions conducted and provides overriding group themes that support or hinder achievement of the outcomes.

Deliverables related to Participant Materials

- Written reports.
- Training material and aids, slides, or Web-based materials (e.g. for surveys).
- Materials for proposed OD interventions including self-assessment tools and surveys.
- Assessments of the results from the evaluation materials and surveys used during the intervention.

Deliverables related to Evaluation Tools

- Using the standard evaluation process of assessment tools, pre-and post-client intervention evaluation in connection with an OD service, such as the MBTI indicator, a 360 degree survey instrument, or other appropriate tools and materials.
- Surveys (online or other).
- Assessment reports.

C.5.2 Deliverables Schedule

Section #	Deliverable	Due Date	Format	Submit to
C.3.1	OD Intervention Deliverables	To be specified in issued delivery orders	To be specified in issued delivery orders	COR
	Executive	To be specified in	To be specified	COR

C.3.2	Coaching Deliverables	issued delivery orders	in issued delivery orders	
C.4.1	MLSR	20 th calendar day of the following month	Word Document	Contracting Officer/COR
C.4.2	Final Report	30 calendar days prior to contract expiration	Word Document	COR
C.4.3	Consultant Roster	20 days after contract award and updated as required	Word Document	COR

C.6 Applicable Documents and Standards

N/A

C.7 Section 508 – Electronic and Information Technology Standards

N/A

C.8 Incremental Development for Software

N/A

C.9 Place of Performance

The contractor is permitted full access to the Government's facilities as required. The work to be performed under this contract will be primarily performed at:

The NRC Headquarters White Flint Complex
11555 Rockville Pike
Rockville, MD 20852

OD service may be offered at Headquarters (Rockville, MD), Region I (King of Prussia, PA), Region II (Atlanta, GA), Region III (Lisle, IL), Region IV (Arlington, TX) and the TTC (Chattanooga, TN) and other locations specified by the NRC COR.

Work at other facilities will be specified in each individual client task order.

For each of the NRC's four regions and the Technical Training Center, the following addresses shall be used until further notice:

REGION I OFFICE: U.S. NRC, Region I
2100 Renaissance Blvd., Suite 100
King of Prussia, PA 19406-2713

REGION II OFFICE: U.S. NRC, Region II
Marquis One Tower
245 Peachtree Center Avenue N.E., Suite 1200
Atlanta, GA 30303

REGION III OFFICE: U.S. NRC, RIII
2443 Warrenville Road, Suite 210
Lisle, IL 60532-4352

REGION IV OFFICE: U.S. NRC, RIV
1600 East Lamar Boulevard
Arlington, Texas 76011-4511

NRC TTC
U.S. NRC, TTC
Osborne Office Center
5746 Marlin Road, Suite 2000
Chattanooga, TN 37411-5677

C.10 Contractor Travel

Contractor will be authorized travel expenses consistent with the Federal Travel Regulation (FTR) and the limitation of funds specified in the travel line item of this contract/order. The NRC will not reimburse for travel to and from NRC Headquarters White Flint Complex. As specified in section C.9 of this SOW, consultants may be authorized travel to regional offices or the TTC. Work at these locations will be specified in each individual client task order. All travel submitted by the contractor for reimbursement shall be included in the monthly invoice detailed receipts of all expenses. All travel requires prior written Government approval from the CO, unless otherwise delegated to the COR.

C.11 Applicable Publications (Current Editions)

N/A

C.12 Security Requirements

The contractor shall be required to return NRC issued facilitates access badges to the COR at the end of the contract period of performance. If a contractor voluntarily leaves the company, the badge must be returned on the employee's final day of employment. Once the badge is returned to the NRC, the contractor will no longer have access to NRC buildings.

SECTION D - Packaging and Marking

D.1 BRANDING

The Contractor is required to use the statement below in any publications, presentations, articles, products, or materials funded under this contract/order, to the extent practical, in order to provide NRC with recognition for its involvement in and contribution to the project. If the work performed is funded entirely with NRC funds, then the contractor must acknowledge that information in its documentation/presentation.

Work Supported by the U.S. Nuclear Regulatory Commission (NRC), Office of Nuclear Material Safety and Safeguards, under Contract number 31310019D0003/31310019F0074.

(End of Clause)

D.2 PACKAGING AND MARKING

(a) The Contractor shall package material for shipment to the NRC in such a manner that will ensure acceptance by common carrier and safe delivery at destination. Containers and closures shall comply with the Surface Transportation Board, Uniform Freight Classification Rules, or regulations of other carriers as applicable to the mode of transportation.

(b) On the front of the package, the Contractor shall clearly identify the contract number under which the product is being provided.

(c) Additional packaging and/or marking requirements are as follows: Not Applicable.

(End of Clause)

SECTION E - Inspection and Acceptance

E.1 INSPECTION AND ACCEPTANCE BY THE NRC (SEP 2013)

Inspection and acceptance of the deliverable items to be furnished hereunder shall be made by the NRC Contracting Officer's Representative (COR) at the destination, in accordance with FAR 52.247-34 - F.o.b. Destination.

(End of Clause)

SECTION F - Deliveries or Performance

F.1 TASK/DELIVERY ORDER PERIOD OF PERFORMANCE (SEP 2013)

This task order shall commence on July 01, 2019 and will expire on June 30, 2020. The term of this task order may be extended at the option of the Government for additional Option Periods. If exercised, Section I.9 Clause 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT. (MAR 2000) is applicable.

Base Period: July 01, 2019 – June 30, 2020

Option Period(s):

Option Year 1:	July 01, 2020 – June 30, 2021
Option Year 2:	July 01, 2021 – June 30, 2022
Option Year 3:	July 01, 2022 – June 30, 2023
Option Year 4:	July 01, 2023 – June 30, 2024

(End of Clause)

F.2 PLACE OF DELIVERY-REPORTS

The items to be furnished hereunder shall be delivered, with all charges paid by the Contractor, to:

- a. Contracting Officer's Representative (COR):
Jason Lising
U.S. Nuclear Regulatory Commission
11545 Rockville Pike; M/S: T-3B3A
Rockville, MD 20852
- b. Contracting Officer (CO):
Jennifer A. Dudek
U.S. Nuclear Regulatory Commission
11545 Rockville Pike; M/S: T-7B20
Rockville, MD 20852

(End of Clause)

SECTION G - Contract Administration Data

G.1 CONTRACTING OFFICER'S REPRESENTATIVE AUTHORITY

(a) The contracting officer's authorized representative (hereinafter referred to as the COR) for this task order is:

Name: Jason Lising

Address: U.S. Nuclear Regulatory Commission
Office of the Chief Human Capital Officer
M/S: T-3B3A
Washington, DC 20555

Telephone Number: 301-287-0569

Email: Jason.Lising@nrc.gov

(b) The COR shall:

(1) Place delivery orders for items required under this task order up to the amount obligated on the task order award document.

(2) Monitor contractor performance and recommend changes in requirements to the contracting officer.

(3) Inspect and accept products/services provided under the task order.

(4) Review all contractor invoices/vouchers requesting payment for products/services provided under the contract/task order and make recommendations for approval, disapproval, or suspension.

(c) The COR may not make changes to the express terms and conditions of this contract/task order.

(End of Clause)

SECTION H - Special Contract Requirements

H.1 2052.209-72 CONTRACTOR ORGANIZATIONAL CONFLICTS OF INTEREST. (JAN 1993)

(a) Purpose. The primary purpose of this clause is to aid in ensuring that the contractor:

(1) Is not placed in a conflicting role because of current or planned interests (financial, contractual, organizational, or otherwise) which relate to the work under this contract; and

(2) Does not obtain an unfair competitive advantage over other parties by virtue of its performance of this contract.

(b) Scope. The restrictions described apply to performance or participation by the contractor, as defined in 48 CFR 2009.570-2 in the activities covered by this clause.

(c) Work for others.

(1) Notwithstanding any other provision of this contract, during the term of this contract, the contractor agrees to forego entering into consulting or other contractual arrangements with any firm or organization the result of which may give rise to a conflict of interest with respect to the work being performed under this contract. The contractor shall ensure that all employees under this contract abide by the provision of this clause. If the contractor has reason to believe, with respect to itself or any employee, that any proposed consultant or other contractual arrangement with any firm or organization may involve a potential conflict of interest, the contractor shall obtain the written approval of the contracting officer before the execution of such contractual arrangement.

(2) The contractor may not represent, assist, or otherwise support an NRC licensee or applicant undergoing an NRC audit, inspection, or review where the activities that are the subject of the audit, inspection, or review are the same as or substantially similar to the services within the scope of this contract (or task order as appropriate) except where the NRC licensee or applicant requires the contractor's support to explain or defend the contractor's prior work for the utility or other entity which NRC questions.

(3) When the contractor performs work for the NRC under this contract at any NRC licensee or applicant site, the contractor shall neither solicit nor perform work in the same or similar technical area for that licensee or applicant organization for a period commencing with the award of the task order or beginning of work on the site (if not a task order contract) and ending one year after completion of all work under the associated task order, or last time at the site (if not a task order contract).

(4) When the contractor performs work for the NRC under this contract at any NRC licensee or applicant site,

(i) The contractor may not solicit work at that site for that licensee or applicant during the period of performance of the task order or the contract, as appropriate.

(ii) The contractor may not perform work at that site for that licensee or applicant during the period of performance of the task order or the contract, as appropriate, and for one year thereafter.

(iii) Notwithstanding the foregoing, the contracting officer may authorize the contractor to solicit or perform this type of work (except work in the same or similar technical area) if the contracting

officer determines that the situation will not pose a potential for technical bias or unfair competitive advantage.

(d) Disclosure after award.

(1) The contractor warrants that to the best of its knowledge and belief, and except as otherwise set forth in this contract, that it does not have any organizational conflicts of interest as defined in 48 CFR 2009.570-2.

(2) The contractor agrees that if, after award, it discovers organizational conflicts of interest with respect to this contract, it shall make an immediate and full disclosure in writing to the contracting officer. This statement must include a description of the action which the contractor has taken or proposes to take to avoid or mitigate such conflicts. The NRC may, however, terminate the contract if termination is in the best interest of the Government.

(3) It is recognized that the scope of work of a task-order-type contract necessarily encompasses a broad spectrum of activities. Consequently, if this is a task-order-type contract, the contractor agrees that it will disclose all proposed new work involving NRC licensees or applicants which comes within the scope of work of the underlying contract. Further, if this contract involves work at a licensee or applicant site, the contractor agrees to exercise diligence to discover and disclose any new work at that licensee or applicant site. This disclosure must be made before the submission of a bid or proposal to the utility or other regulated entity and must be received by the NRC at least 15 days before the proposed award date in any event, unless a written justification demonstrating urgency and due diligence to discover and disclose is provided by the contractor and approved by the contracting officer. The disclosure must include the statement of work, the dollar value of the proposed contract, and any other documents that are needed to fully describe the proposed work for the regulated utility or other regulated entity. NRC may deny approval of the disclosed work only when the NRC has issued a task order which includes the technical area and, if site-specific, the site, or has plans to issue a task order which includes the technical area and, if site-specific, the site, or when the work violates paragraphs (c)(2), (c)(3) or (c)(4) of this section.

(e) Access to and use of information.

(1) If, in the performance of this contract, the contractor obtains access to information, such as NRC plans, policies, reports, studies, financial plans, internal data protected by the Privacy Act of 1974 (5 U.S.C. Section 552a (1988)), or the Freedom of Information Act (5 U.S.C. Section 552 (1986)), the contractor agrees not to:

(i) Use this information for any private purpose until the information has been released to the public;

(ii) Compete for work for the Commission based on the information for a period of six months after either the completion of this contract or the release of the information to the public, whichever is first;

(iii) Submit an unsolicited proposal to the Government based on the information until one year after the release of the information to the public; or

(iv) Release the information without prior written approval by the contracting officer unless the information has previously been released to the public by the NRC.

(2) In addition, the contractor agrees that, to the extent it receives or is given access to proprietary data, data protected by the Privacy Act of 1974 (5 U.S.C. Section 552a (1988)), or the Freedom of Information Act (5 U.S.C. Section 552 (1986)), or other confidential or privileged technical, business, or financial information under this contract, the contractor shall treat the information in accordance with restrictions placed on use of the information.

(3) Subject to patent and security provisions of this contract, the contractor shall have the right to use technical data it produces under this contract for private purposes provided that all requirements of this contract have been met.

(f) Subcontracts. Except as provided in 48 CFR 2009.570-2, the contractor shall include this clause, including this paragraph, in subcontracts of any tier. The terms contract, contractor, and contracting officer, must be appropriately modified to preserve the Government's rights.

(g) Remedies. For breach of any of the above restrictions, or for intentional nondisclosure or misrepresentation of any relevant interest required to be disclosed concerning this contract or for such erroneous representations that necessarily imply bad faith, the Government may terminate the contract for default, disqualify the contractor from subsequent contractual efforts, and pursue other remedies permitted by law or this contract.

(h) Waiver. A request for waiver under this clause must be directed in writing to the contracting officer in accordance with the procedures outlined in 48 CFR 2009.570-9.

(i) Follow-on effort. The contractor shall be ineligible to participate in NRC contracts, subcontracts, or proposals therefor (solicited or unsolicited) which stem directly from the contractor's performance of work under this contract. Furthermore, unless so directed in writing by the contracting officer, the contractor may not perform any technical consulting or management support services work or evaluation activities under this contract on any of its products or services or the products or services of another firm if the contractor has been substantially involved in the development or marketing of the products or services.

(1) If the contractor under this contract, prepares a complete or essentially complete statement of work or specifications, the contractor is not eligible to perform or participate in the initial contractual effort which is based on the statement of work or specifications. The contractor may not incorporate its products or services in the statement of work or specifications unless so directed in writing by the contracting officer, in which case the restrictions in this paragraph do not apply.

(2) Nothing in this paragraph precludes the contractor from offering or selling its standard commercial items to the Government.

(End of Clause)

H.2 2052.215-70 KEY PERSONNEL. (JAN 1993)

(a) The following individuals are considered to be essential to the successful performance of the work hereunder:

Senior OD Consultant/Executive Coach:

Ms. Faith Schneider

Junior OD Consultant:

[REDACTED]

Project Manager (PM):

[REDACTED]

The contractor agrees that personnel may not be removed from the contract work or replaced without compliance with paragraphs (b) and (c) of this section.

(b) If one or more of the key personnel, for whatever reason, becomes, or is expected to become, unavailable for work under this contract for a continuous period exceeding 30 work days, or is expected to devote substantially less effort to the work than indicated in the proposal or initially anticipated, the contractor shall immediately notify the contracting officer and shall, subject to the concurrence of the contracting officer, promptly replace the personnel with personnel of at least substantially equal ability and qualifications.

(c) Each request for approval of substitutions must be in writing and contain a detailed explanation of the circumstances necessitating the proposed substitutions. The request must also contain a complete resume for the proposed substitute and other information requested or needed by the contracting officer to evaluate the proposed substitution. The contracting officer and the project officer shall evaluate the contractor's request and the contracting officer shall promptly notify the contractor of his or her decision in writing.

(d) If the contracting officer determines that suitable and timely replacement of key personnel who have been reassigned, terminated, or have otherwise become unavailable for the contract work is not reasonably forthcoming, or that the resultant reduction of productive effort would be so substantial as to impair the successful completion of the contract or the service order, the contract may be terminated by the contracting officer for default or for the convenience of the Government, as appropriate. If the contracting officer finds the contractor at fault for the condition, the contract price or fixed fee may be equitably adjusted downward to compensate the Government for any resultant delay, loss, or damage.

(End of Clause)

H.3 52.232-22 – LIMITATION OF FUNDS. (APR 1984)

(a) The parties estimate that performance of this contract will not cost the Government more than (1) the estimated cost specified in the Schedule or, (2) if this is a cost-sharing contract, the Government's share of the estimated cost specified in the Schedule. The Contractor agrees to use its best efforts to perform the work specified in the Schedule and all obligations under this contract within the estimated cost, which, if this is a cost-sharing contract, includes both the Government's and the Contractor's share of the cost.

(b) The Schedule specifies the amount presently available for payment by the Government and allotted to this contract, the items covered, the Government's share of the cost if this is a cost-sharing contract, and the period of performance it is estimated the allotted amount will cover. The parties contemplate that the Government will allot additional funds incrementally to the contract up to the full estimated cost to the Government specified in the Schedule, exclusive of any fee. The Contractor agrees to perform, or have performed, work on the contract up to the point at which the total amount paid and payable by the Government under the contract approximates but does not exceed the total amount actually allotted by the Government to the contract.

(c) The Contractor shall notify the Contracting Officer in writing whenever it has reason to believe that the costs it expects to incur under this contract in the next 60 days, when added to all costs previously incurred, will exceed 75 percent of (1) the total amount so far allotted to the contract by the Government or, (2) if this is a cost-sharing contract, the amount then allotted to the contract by the Government plus the Contractor's corresponding share. The notice shall state the estimated amount of additional funds required to continue performance for the period specified in the Schedule.

(d) Sixty days before the end of the period specified in the Schedule, the Contractor shall notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract or for any further period specified in the Schedule or otherwise agreed upon, and when the funds will be required.

(e) If, after notification, additional funds are not allotted by the end of the period specified in the Schedule or another agreed-upon date, upon the Contractor's written request the Contracting Officer will terminate this contract on that date in accordance with the provisions of the Termination clause of this contract. If the Contractor estimates that the funds available will allow it to continue to discharge its obligations beyond that date, it may specify a later date in its request, and the Contracting Officer may terminate this contract on that later date.

(f) Except as required by other provisions of this contract, specifically citing and stated to be an exception to this clause (1) the Government is not obligated to reimburse the Contractor for costs incurred in excess of the total amount allotted by the Government to this contract and (2) the Contractor is not obligated to continue performance under this contract (including actions under the Termination clause of this contract) or otherwise incur costs in excess of (i) the amount then allotted to the contract by the Government or (ii) if this is a cost-sharing contract, the amount then allotted by the Government to the contract plus the Contractor's corresponding share, until the Contracting Officer notifies the Contractor in writing that the amount allotted by the Government has been increased and specifies an increased amount, which shall then constitute the total amount allotted by the Government to this contract.

(g) The estimated cost shall be increased to the extent that (1) the amount allotted by the Government or, (2) if this is a cost-sharing contract, the amount then allotted by the Government to the contract plus the Contractor's corresponding share, exceeds the estimated cost specified in the Schedule. If this is a cost-sharing contract, the increase shall be allocated in accordance with the formula specified in the Schedule.

(h) No notice, communication, or representation in any form other than that specified in subparagraph (f)(2) above, or from any person other than the Contracting Officer, shall affect the amount allotted by the Government to this contract. In the absence of the specified notice, the Government is not obligated to reimburse the Contractor for any costs in excess of the total amount allotted by the Government to this contract, whether incurred during the course of the contract or as a result of termination.

(i) When and to the extent that the amount allotted by the Government to the contract is increased, any costs the Contractor incurs before the increase that are in excess of (1) The amount previously allotted by the Government or (2) if this is a cost-sharing contract, the amount previously allotted by the Government to the contract plus the Contractor's

corresponding share, shall be allowable to the same extent as if incurred afterward, unless the Contracting Officer issues a termination or other notice and directs that the increase is solely to cover termination or other specified expenses.

(j) Change orders shall not be considered an authorization to exceed the amount allotted by the Government specified in the Schedule, unless they contain a statement increasing the amount allotted.

(k) Nothing in this clause shall affect the right of the Government to terminate this contract. If this contract is terminated, the Government and the Contractor shall negotiate an equitable distribution of all property produced or purchased under the contract, based upon the share of costs incurred by each.

(l) If the Government does not allot sufficient funds to allow completion of the work, the Contractor is entitled to a percentage of the fee specified in the Schedule equaling the percentage of completion of the work contemplated by this contract.

(End of clause)

H.4 ANNUAL AND FINAL CONTRACTOR PERFORMANCE EVALUATIONS

Annual and final evaluations of contractor performance for this task order under this contract will be prepared in accordance with FAR Subpart 42.15, "Contractor Performance Information," normally at or near the time the contractor is notified of the NRC's intent to exercise the contract option. If the multi-year contract does not have option years, then an annual evaluation will be prepared. Final evaluations of contractor performance will be prepared at the expiration of the contract during the contract closeout process.

The Contracting Officer will transmit the NRC Contracting Officer's Representative's (COR) annual and final contractor performance evaluations to the contractor's Project Manager, unless otherwise instructed by the contractor. The contractor will be permitted thirty days to review the document and submit comments, rebutting statements, or additional information.

Where a contractor concurs with, or takes no exception to an annual performance evaluation, the Contracting Officer will consider such evaluation final and releasable for source selection purposes. Disagreements between the parties regarding a performance evaluation will be referred to an individual one level above the Contracting Officer, whose decision will be final.

The Contracting Officer will send a copy of the completed evaluation report, marked "Source Selection Information", to the contractor's Project Manager for their records as soon as practicable after it has been finalized. The completed evaluation report also will be used as a tool to improve communications between the NRC and the contractor and to improve contract performance.

The completed annual performance evaluation will be used to support future award decisions in accordance with FAR 42.1502 and 42.1503. During the period the information is being used to provide source selection information, the completed annual performance evaluation will be released to only two parties - the Federal government personnel performing the source selection evaluation and the contractor under evaluation if the contractor does not have a copy of the report already.

(End of Clause)

OTHER SECTION H CONTRACT CLAUSES INCORPORATED BY REFERENCE

The following clauses which are part of the basic IDIQ award are hereby referenced:

- 1) H.1 2052.204-70 SECURITY. (OCT 1999)
- 2) H.2 2052.204-71 SITE ACCESS BADGE REQUIREMENTS. (JAN 1993)
- 3) H.11 DRUG FREE WORKPLACE TESTING: UNESCORTED ACCESS TO NUCLEAR FACILITIES, ACCESS TO CLASSIFIED INFORMATION OR SAFEGUARDS INFORMATION, OR PERFORMING IN SPECIALLY SENSITIVE POSITIONS (OCT 2014)
- 4) H. 15 SECURITY REQUIREMENTS FOR BUILDING ACCESS APPROVAL (SEP 2013)

SECTION J – List of Documents, Exhibits and Other Attachments

Task Order Attachment:

MONTHLY LETTER STATUS REPORT TEMPLATE

The following attachments were provided under the Base Contract and are applicable to this task order:

- NRC Form 187 – CONTRACT SECURITY AND/OR CLASSIFICATION REQUIREMENTS
- BILLING INSTRUCTIONS FOR TIME-AND-MATERIALS/LABOR-HOUR TYPE CONTRACTS
- DELIVERY ORDER FORM

ATTACHMENT 1 – MONTHLY LETTER STATUS REPORT TEMPLATE

MONTHLY LETTER STATUS REPORT-TEMPLATE

Reporting Period Start Date		Reporting Period End Date	
NRC Contract Number		Order Number (if applicable)	
Contract/Order Title			
Period of Performance Start Date:		Period of Performance End Date:	
Contracting Officer's Representative (COR)	COR Telephone	COR E-mail	
Contractor Name			
Contractor Complete Address (Street, City , State, and Zip Code)			
Contract Project Manager(s)/Contractor Lead Reviewer	Telephone	E-mail	

Provide the information requested in each of the following sections if applicable. (Please insert N/A beside items that are not applicable)

FINANCIAL STATUS

A. Overall Funding:

1.	Total Ceiling Amount	\$
2.	Total Amount of Funds Obligated to Date	\$
3.	Total Amount Invoiced - This Period	\$
4.	Total Amount Invoiced - Cumulative Amount to Date	\$
5.	Total Amount of Funds Expended to Date (Based on Obligated Funds)	\$
6.	Percentage of Funds Expended to Date (Based on Obligated Funds)	____%
7.	Balance of Obligated Funds Remaining (Based on Invoiced Amounts)	\$
8.	Total Amount/Costs Incurred (Invoiced amounts & amounts not yet invoiced—e.g. pending; outstanding to subcontractor)	\$
9.	Balance of Obligated Funds Remaining after Deducting Total Incurred Amounts/Costs	\$
10.	Balance of Funds Required for Completion	\$

ATTACHMENT 1 – MONTHLY LETTER STATUS REPORT TEMPLATE

B. Contractor Acquired Property:

Item*	Description	Manufacturer	Model Number	Serial Number	Acquisition Cost (\$)	Receipt Date	Property Identification Number

*Asterisk represents sensitive item

C. NRC-Funded Software:

Name*	Function	Development Cost (\$)	Computer Language Used	Operating System	Location of System	Date Software Completed	Date of Scheduled Replacement/ Useful Life

*Asterisk represents sensitive software

TECHNICAL STATUS**A. Deliverables/Milestones Schedule:**

(Any variance in schedule shall be identified and discussed in detail. Discussion shall include the cause for the variance, together with any proposed solution to bring the dates within the original planned dates.)

Task/Subtask	Description	Planned Completion Date	Revised Completion Date (if applicable)	Actual Completion Date

B. Progress during Reporting Period: _____**C. Travel for this Period:**

Staff	Purpose of Travel	NRC Authorization Required/ Obtained*	Start Date	End Date	Destination/Activity

*Include name of NRC authorizing official and date authorization was obtained.

D. Anticipated and Encountered Problem Areas: _____

ATTACHMENT 1 – MONTHLY LETTER STATUS REPORT TEMPLATE

E. Plans for the Next Reporting Period: _____

F. Staff Hours Summary:

Task/Subtask/Phase	Staff Assigned	Hours Budgeted	Hours Expended This Reporting Period	Total Cumulative Hours Expended	Notes

TRAINING

(Complete if contract/order includes the clause, NRC INFORMATION TECHNOLOGY SECURITY TRAINING)

Completed Training:

Name of Individual Completing the Course During This Period	Course Title	Course Completion Date

Training To Be Completed:

Name of Individual Who has NOT, To Date, Completed the Required Training	Course Title	Anticipated Course Completion Date

LICENSE FEE RECOVERY COST STATUS

Reporting Period Start Date	Reporting Period End Date
Contract Number	Order Number
Project Title	

ATTACHMENT 1 – MONTHLY LETTER STATUS REPORT TEMPLATE

Licensee	Task Order No.	Facility Name/Unit Number	Docket Number	CAC Number	Period Costs	Fiscal Year Costs to Date	Cumulative Costs to Date

Important Note - Individual administrative costs (e.g. costs associated with overall project management/coordination, administrative setup/monitoring of the task order/agreement, preparation of the MLSR, etc.) must be included in the current period costs (i.e. these costs should not be noted as separate costs/items). Administrative costs must be proportionately allocated to each line item listed in the summary table above. Any/all non-fee-recoverable costs must be accounted for in the above table with the appropriate non-billable Cost Activity Code (CAC) as provided by the COR. The total Period Costs in the above table shall equal the total amount charged to NRC for this period.

SPENDING PLAN - Fiscal Year (FY) _____

***Required for Cost Reimbursement, Labor-Hour and Time-and-Materials Contracts/Orders
(Complete as applicable for other contract types)***

FY_____	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	TOTAL
Planned (\$)													
Revised (\$)													
Actual (\$)													
Variance (%)													

FY_____	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	TOTAL
Planned (\$)													
Revised (\$)													
Actual (\$)													
Variance (%)													