

ORDER FOR SUPPLIES OR SERVICES

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

BPA NO.

1. DATE OF ORDER 09-18-2006	2. CONTRACT NO. (if any) GS10F0019J	6. SHIP TO:	
3. ORDER NO. NRC-38-06-404	MODIFICATION NO.	4. REQUISITION/REFERENCE NO. HR-05-374-7/27/2006	

5. ISSUING OFFICE (Address correspondence to) U.S. Nuclear Regulatory Commission Div. of Contracts Attn: Contract Management Branch No. 1 Mail Stop T-7-I-2 Washington, DC 20555		b. STREET ADDRESS 11545 Rockville Pike Mail stop T-3-D-45	
		c. CITY Washington	d. STATE DC
		e. ZIP CODE 20555	

7. TO:	f. SHIP VIA
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a. NAME OF CONTRACTOR VANTAGE HUMAN RESOURCE SERVICES, INC.	8. TYPE OF ORDER	
b. COMPANY NAME	<input type="checkbox"/> a. PURCHASE <input checked="" type="checkbox"/> b. DELIVERY	

c. STREET ADDRESS 1725 DESALES ST NW STE 806			Reference your 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.	
			Except for billing instructions on the reverse, this delivery/task 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.	
d. CITY WASHINGTON	e. STATE DC	f. ZIP CODE 200364424		

9. ACCOUNTING AND APPROPRIATION DATA See CONTINUATION Page 6-8415-5C-116 T-8449 252A 31X0200	\$200,000.00	10. REQUISITIONING OFFICE HR Office of Human Resources
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11. BUSINESS CLASSIFICATION (Check appropriate box(es))				12. F.O.B. POINT N/A
<input checked="" type="checkbox"/> a. SMALL	<input type="checkbox"/> b. OTHER THAN SMALL	<input type="checkbox"/> c. DISADVANTAGED	<input type="checkbox"/> g. SERVICE-DISABLED VETERAN-OWNED	
<input checked="" type="checkbox"/> d. WOMEN-OWNED	<input type="checkbox"/> e. HUBZone	<input type="checkbox"/> f. EMERGING SMALL BUSINESS		

13. PLACE OF		14. GOVERNMENT B/L NO.	15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) September 24, 2007	16. DISCOUNT TERMS Net 30 days
a. INSPECTION	b. ACCEPTANCE			

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)
	The contractor shall provide the instructors, curriculum and course designers and developers, and management necessary to provide the training services outlined in the statement of work (see Section C) at the rates and prices specified in the schedule of items and prices (Section B).			See CONTINUATION Page		

SEE BILLING INSTRUCTIONS ON REVERSE	18. SHIPPING POINT	19. GROSS SHIPPING WEIGHT	20. INVOICE NO.	\$200,000.00	
	21. MAIL INVOICE TO:				17(h) TOTAL (Cont. pages)
	a. NAME U.S. Nuclear Regulatory Commission Payment Team, Mail Stop T-9-H-4				
	b. STREET ADDRESS (or P.O. Box) Attn: (NRC-38-06-404)				
	c. CITY Washington	d. STATE DC	e. ZIP CODE 20555	\$200,000.00	17(i) GRAND TOTAL

22. UNITED STATES OF AMERICA BY (Signature) 	23. NAME (Typed) Carolyn A. Cooper Contracting Officer TITLE: CONTRACTING/ORDERING OFFICER
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A.1 CONSIDERATION AND OBLIGATION--DELIVERY ORDERS (JUN 1988)

(a) The total estimated amount of this contract (ceiling) for the products/services ordered, delivered, and accepted under this contract is \$731,381.24. The Contracting Officer may unilaterally increase this amount as necessary for orders to be placed with the contractor during the contract period provided such orders are within any maximum ordering limitation prescribed under this contract.

(b) The amount presently obligated with respect to this contract is \$200,000.00. The Contracting Officer may issue orders for work up to the amount presently obligated. This obligated amount may be unilaterally increased from time to time by the Contracting Officer by written modification to this contract. The obligated amount shall, at no time, exceed the contract 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 contract. Any work undertaken by the Contractor in excess of the obligated amount specified above is done so at the Contractor's sole risk.

A.2 DURATION OF CONTRACT PERIOD (MAR 1987) ALTERNATE 4 (JUN 1988)

The ordering period for this contract shall commence on September 25, 2006 and will expire on September 24, 2007. Any orders issued during this period shall be completed within the time specified in the order, unless otherwise specified herein. (See 52.216-18 - Ordering.) The term of this contract may be extended at the option of the Government for an additional four years.

A.3 SECURITY REQUIREMENTS FOR BUILDING ACCESS APPROVAL (MAR 2006)

The contractor shall ensure that all its employees, including any subcontractor employees and any subsequent new employees who are assigned to perform the work herein, are approved by the Government for building access. Timely receipt of properly completed security applications is a contract requirement. Failure of the contractor to comply with this condition within the ten work day period may be a basis to void the notice of selection. In that event, the Government may select another firm for award.

A contractor employee shall not have access to NRC facilities until he/she is approved by the Security Branch, Division of Facilities and Security (SB/DFS). Temporary access may be approved based on a favorable adjudication of their security forms. Final access will be approved based on favorably adjudicated background checks by the General Services Administration in accordance with the procedures found in NRC Management Directive 12.3, Part I. However, temporary access authorization approval will be revoked and the employee may subsequently be removed from the contract in the event the employee's investigation cannot be favorably adjudicated. Such employee will not be authorized to work under any NRC contract without the approval of SB/DFS. When an individual receives final access, the individual will be subject to a reinvestigation every five years.

The Government shall have and exercise full and complete control over granting, denying, withholding, or terminating building access approvals for individuals performing work under this contract. Individuals performing work under this contract for a period of 180 days or more shall be required to complete and submit to the contractor representative an acceptable OPM Form 85P (Questionnaire for Public Trust Positions), and two FD 258 (Fingerprint Charts). Non-U.S. citizens must provide official documentation to the DFS/SB, as proof of their legal residency. This documentation can be a Permanent Resident Card, Temporary Work Visa, Employment Authorization Card, or other official documentation issued by the U.S. Citizenship and Immigration Services. Any applicant with less than two years residency in the U.S. will not be approved for building access. The contractor representative will submit the documents to the Project Officer who will give them to the SB/DFS. SB/DFS may, among other things, grant or deny temporary unescorted building access approval to

an individual based upon its review of the information contained in the OPM Form 85P. Also, in the exercise of its authority, GSA may, among other things, grant or deny permanent building access approval based on the results of its investigation and adjudication guidelines. This submittal requirement also applies to the officers of the firm who, for any reason, may visit the work sites for an extended period of time during the term of the contract. In the event that SB/DFS and GSA are unable to grant a temporary or permanent building access approval, to any individual performing work under this contract, the contractor is responsible for assigning another individual to perform the necessary function without any delay in the contract's performance schedule, or without adverse impact to any other terms or conditions of the contract. The contractor is responsible for informing those affected by this procedure of the required building access approval process (i.e., temporary and permanent determinations), and the possibility that individuals may be required to wait until permanent building access approvals are granted before beginning work in NRC's buildings.

The contractor will immediately notify the Project Officer when a contractor employee terminates. The Project Officer will immediately notify SB/DFS (via e-mail) when a contractor employee no longer requires building access and return any NRC issued badges to the SB/DFS within three days after their termination.

A.4 GOVERNMENT FURNISHED EQUIPMENT/PROPERTY (JANUARY 2001)

(a) The NRC will provide the contractor with the following items for use under this contract:

1. See Statement of Work for list of Government Property
- 2.
- 3.

(b) The above listed equipment/property is hereby transferred from contract/agreement N/A.

(c) Only the equipment/property listed above in the quantities shown will be provided by the Government. The contractor shall be responsible and accountable for all Government property provided under this contract and shall comply with the provisions of the FAR Government Property Clause under this contract and FAR Subpart 45.5, as in effect on the date of this contract. The contractor shall investigate and provide written notification to the NRC Contracting Officer (CO) and the NRC Division of Facilities and Security, Physical Security Branch of all cases of loss, damage, or destruction of Government property in its possession or control not later than 24 hours after discovery. The contractor must report stolen Government property to the local police and a copy of the police report must be provided to the CO and to the Division of Facilities and Security, Physical Security Branch.

(d) All other equipment/property required in performance of the contract shall be furnished by the Contractor.

A.5 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 the effective date of this contract through the expiration date of the contract.

(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.

A.6 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 \$300.00, 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 \$731,381.24;

(2) Any order for a combination of items in excess of \$731,381.24;

(3) A series of orders from the same ordering office within 365 days that together call for quantities exceeding the limitation in subparagraph (b)(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 five (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.

A.7 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 the expiration date of this contract.

A.8 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 30 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 five years.

A.9 52.224-1 PRIVACY ACT NOTIFICATION (APR 1984)

The Contractor will be required to design, develop, or operate a system of records on individuals, to accomplish an agency function subject to the Privacy Act of 1974, Public Law 93-579, December 31, 1974 (5 U.S.C. 552a) and applicable agency regulations. Violation of the Act may involve the imposition of criminal penalties.

A.10 52.224-2 PRIVACY ACT (APR 1984)

(a) The Contractor agrees to--

(1) Comply with the Privacy Act of 1974 (the Act) and the agency rules and regulations issued under the Act in the design, development, or operation of any system of records on individuals to accomplish an agency function when the contract specifically identifies--

(i) The systems of records; and

(ii) The design, development, or operation work that the contractor is to perform;

(2) Include the Privacy Act notification contained in this contract in every solicitation and resulting subcontract and in every subcontract awarded without a solicitation, when the work statement in the proposed subcontract requires the design, development, or operation of a system of records on individuals that is subject to the Act; and

(3) Include this clause, including this subparagraph (3), in all subcontracts awarded under this contract which requires the design, development, or operation of such a system of records.

(b) In the event of violations of the Act, a civil action may be brought against the agency involved when the violation concerns the design, development, or operation of a system of records on individuals to accomplish an agency function, and criminal penalties may be imposed upon the officers or employees of the agency when the violation concerns the operation of a system of records on individuals to accomplish an agency function. For purposes of the Act, when the contract is for the operation of a system of records on individuals to accomplish an agency function, the Contractor and any employee of the Contractor is considered to be an employee of the agency.

(c) (1) "Operation of a system of records," as used in this clause, means performance of any of the activities associated with maintaining the system of records, including the collection, use, and dissemination of records.

(2) "Record," as used in this clause, means any item, collection, or grouping of information about an individual that is maintained by an agency, including, but not limited to, education, financial transactions, medical history, and criminal or employment history and that contains the person's name, or the identifying number, symbol, or other identifying particular assigned to the individual, such as a fingerprint or voiceprint or a photograph.

(3) "System of records on individuals," as used in this clause, means a group of any records under the control of any agency from which information is retrieved by the name of the individual or by some identifying number, symbol, or other identifying particular assigned to the individual.

A.11 52.232-1 PAYMENTS (APR 1984)

The Government shall pay the Contractor, upon the submission of proper invoices or vouchers, the prices stipulated in this contract for supplies delivered and accepted or services rendered and accepted, less any deductions provided in this contract. Unless otherwise specified in this contract, payment shall be made on partial deliveries accepted by the Government if:

- (a) The amount due on the deliveries warrants it; or
- (b) The Contractor requests it and the amount due on the deliveries is at least \$1,000 or 50 percent of the total contract price.

A.12 52.237-2 PROTECTION OF GOVERNMENT BUILDINGS, EQUIPMENT, AND VEGETATION (APR 1984)

The Contractor shall use reasonable care to avoid damaging existing buildings, equipment, and vegetation on the Government installation. If the Contractor's failure to use reasonable care causes damage to any of this property, the Contractor shall replace or repair the damage at no expense to the Government as the Contracting Officer directs. If the Contractor fails or refuses to make such repair or replacement, the Contractor shall be liable for the cost, which may be deducted from the contract price.

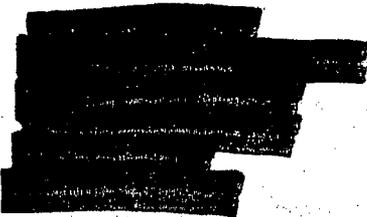
A.13 2052.204-71 BADGE REQUIREMENTS FOR UNESCORTED BUILDING ACCESS TO NRC FACILITIES (MAR 2006)

During the life of this contract, the rights of ingress and egress for contractor personnel must be made available, as required, provided that the individual has been approved for unescorted access after a favorable adjudication from the Security Branch, Division of Facilities and Security (SB/DFS).

In this regard, all contractor personnel whose duties under this contract require their presence on site shall be clearly identifiable by a distinctive badge furnished by the NRC. The Project Officer shall assist the contractor in obtaining badges for the contractor personnel. All contractor personnel must present two forms of Identity Source Documents (I-9). One of the documents must be a valid picture ID issued by a state or by the Federal Government. Original I-9 documents must be presented in person for certification. A list of acceptable documents can be found at http://www.usdoj.gov/crt/recruit_employ/i9form.pdf. It is the sole responsibility of the contractor to ensure that each employee has a proper NRC-issued identification/badge at all times. All photo-identification badges must be immediately (no later than three days) delivered to SB/DFS for cancellation or disposition upon the termination of employment of any contractor personnel. Contractor personnel must display any NRC issued badge in clear view at all times during on site performance under this contract. It is the contractor's duty to assure that contractor personnel enter only those work areas necessary for performance of contract work, and to assure the protection of any Government records or data that contractor personnel may come into contact with.

A.14 2052.215-70 KEY PERSONNEL (JAN 1993)

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



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.

A.15 PROJECT OFFICER AUTHORITY (FEB 2004)

(a) The contracting officer's authorized representative hereinafter referred to as the project officer for this contract is:

Name: Diane Aronson

Address: U.S. Nuclear Regulatory Commission
11545 Rockville Pike
Mail Stop T-3-D-45
Rockville, MD 20852

Telephone Number: (301)415-7809

(b) Performance of the work under this contract is subject to the technical direction of the NRC project officer. The term "technical direction" is defined to include the following:

(1) Technical direction to the contractor which shifts work emphasis between areas of work or tasks, authorizes travel which was unanticipated in the Schedule (i.e., travel not contemplated in the Statement of Work (SOW) or changes to specific travel identified in the SOW), fills in details, or otherwise serves to accomplish the contractual SOW.

(2) Provide advice and guidance to the contractor in the preparation of drawings, specifications, or technical portions of the work description.

(3) Review and, where required by the contract, approval of technical reports, drawings, specifications, and technical information to be delivered by the contractor to the Government under the contract.

(c) Technical direction must be within the general statement of work stated in the contract. The project officer does not have the authority to and may not issue any technical direction which:

(1) Constitutes an assignment of work outside the general scope of the contract.

(2) Constitutes a change as defined in the "Changes" clause of this contract.

(3) In any way causes an increase or decrease in the total estimated contract cost, the fixed fee, if any, or the time required for contract performance.

(4) Changes any of the expressed terms, conditions, or specifications of the contract.

(5) Terminates the contract, settles any claim or dispute arising under the contract, or issues any unilateral directive whatever.

(d) All technical directions must be issued in writing by the project officer or must be confirmed by the project officer in writing within ten (10) working days after verbal issuance. A copy of the written direction must be

furnished to the contracting officer. A copy of NRC Form 445, Request for Approval of Official Foreign Travel, which has received final approval from the NRC must be furnished to the contracting officer.

(e) The contractor shall proceed promptly with the performance of technical directions duly issued by the project officer in the manner prescribed by this clause and within the project officer's authority under the provisions of this clause.

(f) If, in the opinion of the contractor, any instruction or direction issued by the project officer is within one of the categories as defined in paragraph (c) of this section, the contractor may not proceed but shall notify the contracting officer in writing within five (5) working days after the receipt of any instruction or direction and shall request the contracting officer to modify the contract accordingly. Upon receiving the notification from the contractor, the contracting officer shall issue an appropriate contract modification or advise the contractor in writing that, in the contracting officer's opinion, the technical direction is within the scope of this article and does not constitute a change under the "Changes" clause.

(g) Any unauthorized commitment or direction issued by the project officer may result in an unnecessary delay in the contractor's performance and may even result in the contractor expending funds for unallowable costs under the contract.

(h) A failure of the parties to agree upon the nature of the instruction or direction or upon the contract action to be taken with respect thereto is subject to 52.233.1 . Disputes.

(i) In addition to providing technical direction as defined in paragraph (b) of the section, the project officer shall:

(1) Monitor the contractor's technical progress, including surveillance and assessment of performance, and recommend to the contracting officer changes in requirements.

(2) Assist the contractor in the resolution of technical problems encountered during performance.

(3) Review all costs requested for reimbursement by the contractor and submit to the contracting officer recommendations for approval, disapproval, or suspension of payment for supplies and services required under this contract.

(4) Assist the contractor in obtaining the badges for the contractor personnel.

(5) Immediately notify the Security Branch, Division of Facilities and Security (SB/DFS) (via e-mail) when a contractor employee no longer requires access authorization and return of any NRC issued badge to SB/DFS within three days after their termination."

(6) Ensure that all contractor employees that require access to classified Restricted Data or National Security Information or matter, access to sensitive unclassified information (Safeguards, Official Use Only, and Proprietary information) access to sensitive IT systems or data, unescorted access to NRC controlled buildings/space, or unescorted access to protected and vital areas of nuclear power plants receive approval of SB/DFS prior to access in accordance with Management Directive and Handbook 12.3.

A.16 2052.215-78 TRAVEL APPROVALS AND REIMBURSEMENT -ALTERNATE 1 (OCT 1999)

(a) Total expenditure for travel may not exceed \$36,000.00 for the base period without the prior approval of the contracting officer.

(b) All foreign travel must be approved in advance by the NRC on NRC Form 445, Request for Approval of Official Foreign Travel, and must be in compliance with FAR 52.247-63 Preference for U.S. Flag Air Carriers. The contractor shall submit NRC Form 445 to the NRC no later than 30 days prior to the commencement of travel.

(c) The contractor will be reimbursed only for those travel costs incurred that are directly related to this contract and which are allowable subject to the limitations prescribed in FAR 31.205-46.

(d) It is the responsibility of the contractor to notify the contracting officer in accordance with the FAR Limitations of Cost clause of this contract when, at any time, the contractor learns that travel expenses will cause the contractor to exceed the travel ceiling amount identified in paragraph (a) of this clause.

(e) Reasonable travel costs for research and related activities performed at State and nonprofit institutions, in accordance with Section 12 of Pub. L. 100-679, shall be charged in accordance with the contractor's institutional policy to the degree that the limitations of Office of Management and Budget (OMB) guidance are not exceeded. Applicable guidance documents include OMB Circular A-87, Cost Principles for State and Local Governments; OMB Circular A-122, Cost Principles for Nonprofit Organizations; and OMB Circular A-21, Cost Principles for Educational Institutions.

A.17 2052.216-72 TASK ORDER PROCEDURES (OCT 1999)

(a) Task order request for proposal. When a requirement within the scope of work for this contract is identified, the contracting officer shall transmit to the contractor a Task Order Request for Proposal (TORFP) which may include the following, as appropriate:

- (1) Scope of work/meetings/travel and deliverables;
- (2) Reporting requirements;
- (3) Period of performance - place of performance;
- (4) Applicable special provisions;
- (5) Technical skills required; and
- (6) Estimated level of effort.

(b) Task order technical proposal. By the date specified in the TORFP, the contractor shall deliver to the contracting officer a written or verbal (as specified in the TORFP technical proposal submittal instructions) technical proposal that provides the technical information required by the TORFP.

(c) Cost proposal. The contractor's cost proposal for each task order must be fully supported by cost and pricing data adequate to establish the reasonableness of the proposed amounts. When the contractor's estimated cost for the proposed task order exceeds \$100,000 and the period of performance exceeds six months, the contractor may be required to submit a Contractor Spending Plan (CSP) as part of its cost proposal. The TORP indicates if a CSP is required.

(d) Task order award. The contractor shall perform all work described in definitized task orders issued by the contracting officer. Definitized task orders include the following:

- (1) Statement of work/meetings/travel and deliverables;
- (2) Reporting requirements;
- (3) Period of performance;
- (4) Key personnel;
- (5) Applicable special provisions; and
- (6) Total task order amount including any fixed fee.

A.18 2052.216-73 ACCELERATED TASK ORDER PROCEDURES (JAN 1993)

(a) The NRC may require the contractor to begin work before receiving a definitized task order from the contracting officer. Accordingly, when the contracting officer verbally authorizes the work, the contractor shall proceed with performance of the task order subject to the monetary limitation established for the task order by the contracting officer.

(b) When this accelerated procedure is employed by the NRC, the contractor agrees to begin promptly negotiating with the contracting officer the terms of the definitive task order and agrees to submit a cost proposal with supporting cost or pricing data. If agreement on a definitized task order is not reached by the target date mutually agreed upon by the contractor and contracting officer, the contracting officer may determine a reasonable price and/or fee in accordance with Subpart 15.8 and Part 31 of the FAR, subject to contractor appeal as provided in 52.233-1, Disputes. In any event, the contractor shall proceed with completion of the task order, subject only to the monetary limitation established by the contracting officer and the terms and conditions of the basic contract.

SECTION B - SCHEDULE OF ITEMS AND PRICES

BASE YEAR

Course Title & Length of Course	PDC	RI	RII	RIII	RIV	Total	Unit Price	Total Price
Effective Oral Presentations - 3 days and two instructors	4	1	1	1	1	8	\$7,047.63	\$56,381.04
Effective Oral Presentations - Executive Sessions	4					4	\$1,807.84	\$ 7,231.36
Conducting Effective Public Meetings - 2 days	3	2	1	1	1	8	\$3,376.27	\$27,010.16
Media Training - 2 days and 2 instructors	4	1	1	1	1	8	\$5,211.95	\$41,695.60
Media Training - ½ day Executive Sessions	4					4	\$1,807.84	\$ 7,231.36
Congressional/Legislative Presentations - 1 day	3					3	\$2,352.81	\$ 7,058.43
Congressional/Legislative Presentations - ½ day Executive Sessions	3					3	\$1,807.84	\$ 5,423.52
Crisis Communications Training - 1/2-day	3	2	1	1	1	8	\$1,807.84	\$14,462.72
Just-In-Time Coaching - 1-3 days	8	2	1	1	1	13	\$3,376.27	\$43,891.51
Just-In-Time Coaching - Executive Sessions - ½ day	2					2	\$1,807.84	\$ 3,615.68
Effective Risk Communications & Public Outreach - 2 days	2	1	1	1	1	6	\$3,376.27	\$20,257.62
Effective Briefing Techniques for Interns - 3 days	2	1	1	1	1	6	\$4,294.11	\$25,764.66
Gathering Inspection Information Through Interviews - 2 days	2	1	1	1	1	6	\$3,376.27	\$20,257.62
Effective Communications for Inspectors - 3 days	2	1	1	1	1	6	\$4,294.11	\$25,764.66
Interviewing Skills and Techniques for Recruiters - 1 day	2					2	\$2,352.81	\$4,705.62

Conducting and Participating in Internal Meetings - 2 days	4	1	1	1	[REDACTED]	\$3,376.27	\$27,010.16
TOTAL COURSES BASE YEAR							\$337,761.72

ESTIMATED COSTS FOR DESIGN/REDESIGN OF COURSES

Course Title	Level of Effort for Redesign/Design (Days)	Number of Times Estimated	Unit Cost	Total Estimated Costs
Effective Oral Presentations	3	[REDACTED]	[REDACTED]	\$11,164.20
Effective Oral Presentations - Executive Sessions	1	[REDACTED]	[REDACTED]	\$ 8,139.40
Conducting Effective Public Meetings	2	[REDACTED]	[REDACTED]	\$12,209.10
Media Training Workshop	2	[REDACTED]	[REDACTED]	\$12,209.10
Media Training Workshop - Executive Session	1	[REDACTED]	[REDACTED]	\$ 8,139.40
Congressional/Legislative Presentations	2	[REDACTED]	[REDACTED]	\$18,950.98
Congressional/Legislative Presentations - Executive Session	1	[REDACTED]	[REDACTED]	\$11,969.04
Crisis Communications	1	[REDACTED]	[REDACTED]	\$47,876.16
Just-In-Time Coaching for Public Meetings	1	[REDACTED]	[REDACTED]	\$58,053.84
Gathering Inspection Information Through Interviews	2	[REDACTED]	[REDACTED]	\$12,209.10
Effective Communications for Inspectors	3	[REDACTED]	[REDACTED]	\$16,278.00
Interviewing Skills and Techniques for Recruiters	1	[REDACTED]	[REDACTED]	\$ 8,139.40
Conducting and Participating in Internal Meetings	2	[REDACTED]	[REDACTED]	\$12,209.10
TOTAL				\$237,546.82

ESTIMATED COSTS FOR ONE-TIME NEEDS ASSESSMENT SURVEY

Activity	Estimated Number of Days Required	Unit Rate per Day	Total Estimated Amount
Gathering Information	[REDACTED]	[REDACTED]	\$51,326.00
Analyzing Information Gathered	[REDACTED]	[REDACTED]	\$38,494.50
Report writing and Implementing NRC-Approved Training	[REDACTED]	[REDACTED]	\$25,663.00
TOTAL			\$115,483.50

ESTIMATED TRAVEL COSTS

Location of Training	Number of Trips	Estimated Cost/Trip	Total Estimated Travel Costs
Headquarters	[REDACTED]	[REDACTED]	\$ 6,000.00
Region I	[REDACTED]	[REDACTED]	\$ 7,200.00
Region II	[REDACTED]	[REDACTED]	\$ 4,800.00
Region III	[REDACTED]	[REDACTED]	\$ 9,000.00
Region IV	[REDACTED]	[REDACTED]	\$ 9,000.00
TOTAL TRAVEL			\$36,000.00

ESTIMATED NUMBER OF MEETINGS

Estimated Number of Days of Meeting with Subject matter Experts (days)	Length of Meeting (hours)	Unit Price Per Hour	Total Estimated Cost
5	[REDACTED]	[REDACTED]	\$ 4,589.20

GRAND TOTAL BASE YEAR	\$731,381.24
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Participant Training Workbook	[REDACTED] each additional workbook
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OPTION YEAR ONE

Course Title & Length of Course	PDC	RI	RII	RIII	RIV	Total	Unit Price	Total Price
Effective Oral Presentations - 3 days and two instructors	4	1	1	1	1			\$57,508.64
Effective Oral Presentations - Executive Sessions	4							\$ 7,376.00
Conducting Effective Public Meetings - 2 days	3	2	1	1	1			\$27,550.40
Media Training - 2 days and 2 instructors	4	1	1	1	1			\$42,529.52
Media Training - ½ day Executive Sessions	4							\$ 7,376.00
Congressional/Legislative Presentations - 1 day	3							\$7,199.61
Congressional/Legislative Presentations - ½ day Executive Sessions	3							\$5,532.00
Crisis Communications Training - 1/2-day	3	2	1	1	1			\$14,752.00
Just-In-Time Coaching - 1-3 days	8	2	1	1	1			\$44,769.40
Just-In-Time Coaching - Executive Sessions - ½ day	2							\$ 3,688.00
Effective Risk Communications & Public Outreach - 2 days	2	1	1	1	1			\$20,662.80
Effective Briefing Techniques for Interns - 3 days	2	1	1	1	1			\$26,279.94
Gathering Inspection Information Through Interviews - 2 days	2	1	1	1	1			\$20,662.80
Effective Communications for Inspectors - 3 days	2	1	1	1	1			\$26,279.94
Interviewing Skills and Techniques for Recruiters - 1 day	2							\$ 4,799.74
Conducting and Participating in Internal Meetings - 2 days	4	1	1	1	1			\$27,550.40

TOTAL COURSES OPTION YEAR ONE	\$344,517.19
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ESTIMATED TRAVEL COSTS

Location of Training	Number of Trips	Estimated Cost/Trip	Total Estimated Travel Costs
Headquarters	[REDACTED]	[REDACTED]	\$ 6,120.00
Region I	[REDACTED]	[REDACTED]	\$ 7,344.00
Region II	[REDACTED]	[REDACTED]	\$ 4,896.00
Region III	[REDACTED]	[REDACTED]	\$ 9,180.00
Region IV	[REDACTED]	[REDACTED]	\$ 9,180.00
TOTAL TRAVEL			\$36,720.00

ESTIMATED NUMBER OF MEETINGS

Estimated Number of Days of Meeting with Subject matter Experts (days)	Length of Meeting (hours)	Unit Price Per Hour	Total Estimated Cost
[REDACTED]	[REDACTED]	[REDACTED]	\$ 4,680.80

GRAND TOTAL OPTION YEAR ONE	\$385,917.99
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Participant Training Workbook	[REDACTED] each additional workbook
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OPTION YEAR TWO

Course Title & Length of Course	PDC	RI	RII	RIII	RIV	Total	Unit Price	Total Price
Effective Oral Presentations - 3 days and two instructors	4	1	1	1	1	██████	██████████	\$58,658.80
Effective Oral Presentations - Executive Sessions	4					██████	██████████	\$ 7,523.52
Conducting Effective Public Meetings - 2 days	3	2	1	1	1	██████	██████████	\$28,101.44
Media Training - 2 days and 2 instructors	4	1	1	1	1	██████	██████████	\$43,380.08
Media Training - ½ day Executive Sessions	4					██████	██████████	\$ 7,523.52
Congressional/Legislative Presentations - 1 day	3					██████	██████████	\$7,343.61
Congressional/Legislative Presentations - ½ day Executive Sessions	3					██████	██████████	\$5,642.64
Crisis Communications Training - 1/2-day	3	2	1	1	1	██████	██████████	\$15,047.04
Just-In-Time Coaching - 1-3 days	8	2	1	1	1	██████████	██████████	\$45,664.84
Just-In-Time Coaching - Executive Sessions - ½ day	2					██████	██████████	\$ 3,761.76
Effective Risk Communications & Public Outreach - 2 days	2	1	1	1	1	██████	██████████	\$21,076.08
Effective Briefing Techniques for Interns - 3 days	2	1	1	1	1	██████	██████████	\$26,805.54
Gathering Inspection Information Through Interviews - 2 days	2	1	1	1	1	██████	██████████	\$21,076.08
Effective Communications for Inspectors - 3 days	2	1	1	1	1	██████	██████████	\$26,805.54
Interviewing Skills and Techniques for Recruiters - 1 day	2					██████	██████████	\$ 4,895.74
Conducting and Participating in Internal Meetings - 2 days	4	1	1	1	1	██████	██████████	\$28,101.44

TOTAL COURSES OPTION YEAR TWO	\$351,407.67
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ESTIMATED TRAVEL COSTS

Location of Training	Number of Trips	Estimated Cost/Trip	Total Estimated Travel Costs
Headquarters	[REDACTED]	[REDACTED]	\$ 6,242.40
Region I	[REDACTED]	[REDACTED]	\$ 7,490.88
Region II	[REDACTED]	[REDACTED]	\$ 4,993.92
Region III	[REDACTED]	[REDACTED]	\$9,363.60
Region IV	[REDACTED]	[REDACTED]	\$9,363.60
TOTAL TRAVEL			\$37,454.40

ESTIMATED NUMBER OF MEETINGS

Estimated Number of Days of Meeting with Subject matter Experts (days)	Length of Meeting (hours)	Unit Price Per Hour	Total Estimated Cost
[REDACTED]	[REDACTED]	[REDACTED]	\$ 4,774.40

GRAND TOTAL OPTION YEAR TWO	\$393,636.47
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Participant Training Workbook	[REDACTED] each additional workbook
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OPTION YEAR THREE

Course Title & Length of Course	PDC	RI	RII	RIII	RIV	Total	Unit Price	Total Price
Effective Oral Presentations - 3 days and two instructors	4	1	1	1	1	[REDACTED]	[REDACTED]	\$59,832.00
Effective Oral Presentations - Executive Sessions	4					[REDACTED]	[REDACTED]	\$ 7,674.00
Conducting Effective Public Meetings - 2 days	3	2	1	1	1	[REDACTED]	[REDACTED]	\$28,663.44
Media Training - 2 days and 2 instructors	4	1	1	1	1	[REDACTED]	[REDACTED]	\$44,247.68
Media Training - 1/2 day Executive Sessions	4					[REDACTED]	[REDACTED]	\$ 7,674.00
Congressional/Legislative Presentations - 1 day	3					[REDACTED]	[REDACTED]	\$ 7,490.49
Congressional/Legislative Presentations - 1/2 day Executive Sessions	3					[REDACTED]	[REDACTED]	\$ 5,755.50
Crisis Communications Training - 1/2-day	3	2	1	1	1	[REDACTED]	[REDACTED]	\$15,348.00
Just-In-Time Coaching - 1-3 days	8	2	1	1	1	[REDACTED]	[REDACTED]	\$46,578.09
Just-In-Time Coaching - Executive Sessions - 1/2 day	2					[REDACTED]	[REDACTED]	\$ 3,837.00
Effective Risk Communications & Public Outreach - 2 days	2	1	1	1	1	[REDACTED]	[REDACTED]	\$21,497.58
Effective Briefing Techniques for Interns - 3 days	2	1	1	1	1	[REDACTED]	[REDACTED]	\$27,341.64
Gathering Inspection Information Through Interviews - 2 days	2	1	1	1	1	[REDACTED]	[REDACTED]	\$21,497.58
Effective Communications for Inspectors - 3 days	2	1	1	1	1	[REDACTED]	[REDACTED]	\$27,341.64
Interviewing Skills and Techniques for Recruiters - 1 day	2					[REDACTED]	[REDACTED]	\$ 4,993.66
Conducting and Participating in Internal Meetings - 2 days	4	1	1	1	1	[REDACTED]	[REDACTED]	\$28,663.44

TOTAL COURSES OPTION YEAR THREE	\$358,435.74
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ESTIMATED TRAVEL COSTS

Location of Training	Number of Trips	Estimated Cost/Trip	Total Estimated Travel Costs
Headquarters	[REDACTED]	[REDACTED]	\$6,367.26
Region I	[REDACTED]	[REDACTED]	\$7,640.64
Region II	[REDACTED]	[REDACTED]	\$5,093.82
Region III	[REDACTED]	[REDACTED]	\$9,550.89
Region IV	[REDACTED]	[REDACTED]	\$9,550.89
TOTAL TRAVEL			\$38,203.50

ESTIMATED NUMBER OF MEETINGS

Estimated Number of Days of Meeting with Subject matter Experts (days)	Length of Meeting (hours)	Unit Price Per Hour	Total Estimated Cost
5	[REDACTED]	[REDACTED]	\$4,870.00

GRAND TOTAL OPTION YEAR THREE	\$401,509.24
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Participant Training Workbook	[REDACTED] each additional workbook
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TOTAL COURSES OPTION YEAR FOUR	\$365,604.55
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ESTIMATED TRAVEL COSTS

Location of Training	Number of Trips	Estimated Cost/Trip	Total Estimated Travel Costs
Headquarters	[REDACTED]	[REDACTED]	\$ 6,494.58
Region I	[REDACTED]	[REDACTED]	\$ 7,793.40
Region II	[REDACTED]	[REDACTED]	\$ 5,195.70
Region III	[REDACTED]	[REDACTED]	\$ 9,741.87
Region IV	[REDACTED]	[REDACTED]	\$ 9,741.87
TOTAL TRAVEL			\$38,967.42

ESTIMATED NUMBER OF MEETINGS

Estimated Number of Days of Meeting with Subject matter Experts (days)	Length of Meeting (hours)	Unit Price Per Hour	Total Estimated Cost
5	[REDACTED]	[REDACTED]	\$ 4,967.60

GRAND TOTAL OPTION YEAR FOUR	\$409,539.57
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Participant Training Workbook	[REDACTED] each additional workbook
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GRAND TOTAL BASE AND OPTION YEARS	\$2,321,984.51
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SECTION C - STATEMENT OF WORK/DESCRIPTION OF SUPPLIES/SERVICES

COMMUNICATIONS TRAINING

I. **Background**

The NRC believes that transparency in its communications is important for accomplishing the goal of ensuring openness in its regulatory process. The agency's strategies for ensuring openness include informing the public about the uses and risks associated with radioactive materials and about the safety performance of the licensees we regulate. These strategies also include engaging in effective two-way communications with the agency's stakeholders. The agency's current public outreach, media, risk communications, and oral presentation training provides the staff with the skills needed to enhance the agency's communications both within the agency and with the public, the media, and Congress.

Because the agency's communications needs evolve over time, it is necessary to periodically obtain the services of a contractor to perform a rigorous needs assessment survey. Periodic needs assessment surveys ensure that our training curriculum design remains relevant, comprehensive, effective, and efficient in providing the appropriate communications skills needed for selected levels and positions in the NRC. Based on the survey results, the contractor shall design and develop training instructor guides, create participant handbooks, and conduct the necessary pilot courses and training.

The NRC firmly believes that communication is one of the keys to keeping the public informed and supporting the strategic plan goal of openness in our regulatory process. Communications training is one tool for providing the staff with critical competencies needed to meet the agency's strategic goals. Consequently, the NRC expects that hiring new personnel, promoting and transferring existing personnel, and providing refresher training to maintain the staff's competencies will create an ongoing demand to delivery communications training to its staff.

The NRC's **external stakeholders** are members of the public with a specific interest in a given topic and include: the Media, Congress, other Federal, state, and local government agencies, nongovernmental groups, residents living near nuclear facilities, elected officials, the regulated community, and individual citizens outside the agency.

The interests and concerns of these groups vary widely. The NRC's **internal stakeholders** (for the purposes of this project) are grouped into three broad categories: technical, non-technical, and management. Characteristics of NRC's staff and management to consider include: their role and responsibilities within the NRC, the amount of experience with communications, their familiarity with statistics, and their technical area of expertise (engineer, health physicist, etc.). It is NRC's goal to obtain a contract to provide the training herein.

2. Objectives

The objective of this contract is to enable the training participants to:

1. Deliver strategic messages to a targeted audience that will achieve the desired results.
2. Instill confidence in the presenter.
3. Use the right words to convey the right message.
4. Interact with reporters in the media environment to enhance the public's confidence in the NRC.
5. Handle an emotional audience.
6. Plan a public meeting, including developing an agenda, talking points, and key messages.
7. Become familiar with NRC's Crisis Communication Plan and use it effectively.
8. Provide complete, consistent, accurate, and candid information about NRC's actions.
9. Reduce uncertainty and dispel rumors.
10. Ensure appropriate actions are taken in a timely manner.
11. Minimize negative impacts.
12. Cooperate fully with authorities and maintain relationships.
13. Reassure the public.
14. Apply good communication skills when interacting with Congress.
15. Apply risk communication knowledge and skills to internal and external stakeholders.
16. Communicate more effectively NRC's commitment to safety, security, and protection of the environment.
17. Identify barriers to effective risk communication and learn how to overcome them and create an effective risk communications plan.
18. Understand how to locate risk communication reference material to enhance further study and exchange information and opinions among individuals, groups, and institutions on health, safety or environmental issues.
19. Distinguish between the meaning of risk communication as opposed to risk analysis, such as probability risk analysis (PRA).
20. Provide effective, efficient, realistic, and timely risk communications with regard to the safe use of radioactive material.

3. Scope of Work

- 3.1 Within 60 days of contract award, the contractor shall conduct a training needs assessment survey of selected NRC positions requiring communications training. The goal is to determine the communications training that is needed for selected positions in the agency that deal extensively with external (or internal) stakeholders. The NRC Project Officer will provide the contractor with information regarding the certain NRC positions or titles for which varying types of communication training would be appropriate. Communications training should be assessed based on which courses are appropriate for which positions.

Based on the results of the needs assessment, the contractor shall propose revisions to existing courses or recommend additional training, if needed, and delineate what types of positions need to receive which type of training. The assessment shall also provide the estimated length of time needed for each of the courses.

3.2. After completion of the needs assessment survey, the contractor shall:

1. Develop and design Instructor Guides and Participant Handbooks for each of the courses, identified below as appropriate, to be presented supporting the terminal and enabling objectives identified by the needs analysis and NRC Subject Matter Experts (SMEs).

NRC contemplates a combination of the training currently offered (with some modification to the course offerings) and potentially some new courses to cover the following topics:

- a. Effective Oral Presentations
 - b. Effective Risk Communications and Public Outreach
 - c. Conducting Effective Public Meetings
 - d. Media Training Workshop
 - e. Congressional/Legislative Presentations
 - f. Crisis Communication
 - g. Briefing Techniques for Interns
 - h. Effective Communications for NRC Inspectors
 - i. Gathering Information for Inspectors through Interviews
 - j. Conducting and Participating in Meetings
 - k. Interviewing Skills and Techniques
 - l. Just-In-Time Coaching
 - m. Executive Sessions for Senior Managers for Effective Risk Communications and Public Outreach
2. Provide instructors who shall teach the courses identified in the needs assessment survey the estimated number of times indicated at the NRC Washington Metropolitan Area Professional Development Center (PDC) or in any of NRC's four regional facilities. See attached Table 1 for course title, estimated number of courses and location.
 3. Provide course materials for approximately 25 participants for each class (numbers may vary by approximately five to six participants).
 4. Provide one copy of each Participant Handbook or revised Participant Handbook to the NRC Project Officer in an electronic format as a PDF file for posting on the NRC's intranet.
 5. Provide an evaluation form to each participant each time the course is given, collect the evaluation forms and deliver them to the NRC Project Officer (PO).

Within ten (10) days of receiving copies of the evaluations, analyze training results, and submit a report to the NRC PO. The report shall be based on participant comments and the instructors' observations of the classroom instruction. The report shall address the extent that the training would be useful to participants in conducting communications training, make any recommendations for changes to the lesson plan, and identify, as applicable, any topics that appear to require more emphasis.

6. Ensure that the training materials are maintained in a current state by consulting with the primary NRC subject matter expert at least twice a year.

4. Course Presentation

4.1. The contractor's instructors shall present the training courses in the PDC (to a class size of normally no fewer than 12 nor greater than 30) and in each of the NRC's four regions with an equal number of participants. The exact number of times the courses will be offered in the PDC or any NRC region may vary from the estimated number contained herein, depending on the needs of the NRC.

4.2. Upon contract award, the NRC will provide the contractor with a hard copy of the current Instructor Guides (of those courses that have an Instructor Guide) and the Participant Handbooks, for Effective Oral Presentations, Conducting Effective Public Meetings (formerly Public Outreach Meetings), Media Training Workshop, Effective Risk Communications (risk communications guidelines) and Public Outreach, Briefing Techniques for Interns, Gathering Inspection Information Through Interviews, Effective Communications for Inspectors, Interviewing Skills and Techniques for Interns, and Conducting and Participating in NRC Meetings. As described below for each course, the contractor may be required to redesign the existing Instructor Guides and/or Participant Handbooks. There is currently no Instructor Guide or Participant Handbook available for Crisis Communications, so they will have to be developed. Since the course on Congressional/Legislative Presentations is a new course and has no existing course materials, they will have to be developed. The contractor shall develop and design a Participant Handbook for each participant enrolled in the class when the training is provided. All Instructor Guides and Participant Handbooks shall also be provided to the NRC Project Officer in electronic format (Word or WordPerfect 10). Additionally, one copy of each revised Participant Handbook shall be provided to the NRC PO in PDF format for the purpose of being posted on the NRC intranet. NOTE: The cost of each course shall include development of the Participant Handbooks and Instructor Guides.

5. Course Session Administration

5.1. The instructors shall make their needs for audio-video equipment known to the NRC PO sufficiently in advance of the course scheduled so that such equipment shall be in place when the instructors arrive.

- 5.2. The instructors shall arrive in sufficient time to set up the room, distribute Participant Handbooks and ensure that all course materials and handouts required for the training are available and ready for distribution prior to the official starting time of the training session.
- 5.3. The instructors shall introduce and describe to the class the course objectives, agenda for the training, and relate the importance of the training to NRC's mission.
- 5.4. The training room used shall be left in a neat and clean condition upon completion of the training. The instructors shall remove all teaching materials, including all used flip chart sheets and any extra handout materials, etc., that were used in the presentation of the training.
- 5.5. The NRC may require that some of the training be conducted by multipoint video conferencing (VTC) so that participants located in the NRC regional offices may participate in the training that is held at the PDC. While the instructors will not need to be technically knowledgeable about NRC's equipment, the instructors shall have experience adjusting their presentation style to include those virtually participating on a large monitor in the classroom.

6. Course Development

- 6.1. The NRC does not envision a need to redevelop the Effective Risk Communications and Public Outreach Course with the exception of changing the title from "Effective Risk Communications." This course has been developed and its effectiveness has been tested with NRC participants. Should new development of this or any other course under the contract become necessary, the Instruction System Design (ISD) methodology shall be used to design, develop, pilot, and revise any new materials. This will be accomplished on a task ordering basis in accordance with the task order procedures of the subject contract. It is estimated that 2 two-day courses will be developed each year of the contract.

7. Communication Training Materials

- 7.1. Current training materials for Effective Risk Communications and Public Outreach (two days) consist of the following:
 - A. Pre-workshop Activities Provided by Contractor to Participants
 - * pre-workshop letter of instruction
 - * a written survey to be sent to scheduled workshop participants
 - * compilation of survey results incorporated into the introductory slide presentation module
 - * a brief exercise designed to familiarize participants with NRC's Internal and External Risk Communications Guidelines

- B. Seven Presentation Modules consisting of two case studies, two individual exercises, two small-scale practical exercises, and a final, comprehensive practical exercise. The modules include:
- * Module 1 - Introduction, Purpose, Course Description, and Goal Setting (includes preworkshop survey results)
 - * Module 2 - Framework for Designing and Discussing Risk
 - * Module 3 - Identifying Stakeholders and Understanding Their Issues
 - * Module 4 - Building, Maintaining, and Re-establishing Credibility
 - * Module 5 - Risk Communications Planning
 - * Module 6 - Communicating Risk Information
 - * Module 7 - Rounding Out Risk Communications Programs
- C. Summary and Evaluation
- D. Continuous Improvement by incorporating feedback from course evaluations.

7.2. Effective Oral Presentations

The current Effective Oral Presentations (two days) training materials consist of the Instructor Guide and the Participant Handbook and is aimed at increasing the overall quality of employees' presentation skills. Two instructors are required for this training. The two-day training program is intense, interactive, individually-focused with an element of fun (important for learning). The current training has the following format.

1. The objectives of the course are to enable participants to:
 - a. be better able to organize and present thoughts and ideas
 - b. use presentation techniques such as PowerPoint
 - c. develop audience-focused presentations
 - d. practice and develop effective oral presentation techniques
 - e. develop confidence in presentation skills and abilities.
2. The outcomes upon completion of the course will enable participants to:
 - a. use visual aids in making oral presentations
 - b. demonstrate effective time management techniques while conducting a presentation
 - c. create presentation content that is audience-focused
 - d. work within small groups and make presentations
 - e. use appropriate body language, voice tone, and selection of words during a presentation.

7.3. Conducting Effective Public Meetings

The current Public Outreach Meetings (two days) training course, to be renamed Conducting Effective Public Meetings, does not have an Instructor Guide and one must be developed by the contractor. The course does have a Participant Handbook. This course will have to be redesigned to replace some of the older written materials, such as: Chairman Meserve's "openness" and "security" speeches. Although some of the PH materials are outdated, some still contain good principles and could possibly be worked into the ISD instructional materials, any new current and relevant information should be provided. The present course covers the following topics:

1. Introduction to Public Meetings
 - a. Public Meeting Policy
 - b. NRR Meetings Instruction
 - c. Former Chairman Meserve's Responsible Openness Speech
2. Planning a Public Meeting
 - a. Communication Plans
 - b. Checklists
 - c. Sample Notices and Ads
 - d. Public Meeting Notices
3. Conducting Public Meetings
 - a. Handouts and Registration
 - b. Agenda, Slides, and Contacts
 - c. Feedback Forms - Will discuss automated feedback form database
4. Risk Communication
 - a. Risk Perception
 - b. Chairman Meserve's Security Speech
 - c. Press Reports of Meetings
5. References and Resources
 - a. Primer
 - b. NRC Guidelines for Conducting Public Meetings, NUREG/BR-02024 (1996)
 - c. Exercises.

7.4. The NRC has a longstanding practice of making available to the public, both directly and through the news media, accurate and timely information on NRC activities. Professionals are encouraged to be open to news inquiries and to try to be as helpful as

possible. This practice is necessary to maintain credibility as an agency whose primary mission is to protect the public health and safety. The current Media Training Workshop (two days) requires two instructors. It does not have an Instructor's Guide and one will have to be developed whether the workshop is redesigned or not. This workshop has a Participant Handbook. The current workshop topics include:

- a. Overview
- b. Understanding the Media
- c. Print Media Interviews
- d. NRC On-Camera Interviews
- e. Case Studies
- f. Appendices
- g. Handout - Guidelines for Interviews With The New Media - NUREG/BR-0202, Rev. 2.

7.5. Crisis Communications Training

Currently, there is no crisis communications training. Therefore, there is no Participant Handbook or Instructor Guide. A generic Instructor Guide and Participant Handbook shall be designed and developed, as appropriate. In the past, this training has been a half-day session and provided techniques for a spokesperson to deal with the media and the public in times of crisis.

The training is expected to provide the four elements to a crisis, such as:

- * out of the ordinary
- * require management review and response
- * likely to escalate
- * of interest to the media.

The training shall stress the necessity of planning to be sure that:

- * safety is the foremost consideration and that it is clearly communicated to the audience
- * all constituents are well served
- * operations are efficient and effective
- * the integrity of the organization is being protected.

This training is interactive. Participants will have a high level of involvement in the training. Each participant will be required to take an active role on a crisis communication matter and be videotaped while performing. There will be self and peer discussions as to the outcome of the communication. Generally, the NRC allows a half-day of preparation time for a half-day of crisis communication training.

7.6. Just-In-Time Coaching

Just-In-Time Coaching is topic and audience specific. Over the past ten years, the NRC has provided training and coaching to a small group of presenters in preparation for public outreach meetings. We would like to expand this to include just-in-time coaching for any high profile presentation including media, Congressional, etc. Currently for these sessions, presenters prepare slides which are reviewed and commented upon by the facilitator and returned to the presenter for corrections. When the training session is presented, the presenter sets up the classroom and gives their briefing presentation as though the session were a real meeting. Knowledgeable attendees, generally a part of the team, act as the audience for the meeting and ask pertinent questions about the issue under discussion. The facilitator acts as the reporter and asks probing questions designed to help an individual think on his/her feet. The training sessions are generally videotaped, allowing for peer discussions and additional practice, if needed. These sessions can run from half-day to three days, depending on the complexity of the public outreach meeting material and the level of expertise of the presenter. NRC generally allows one day of preparation time for the instructor and two days in the classroom, including any follow-on for a three-day session. There is no Instructor Guide or Participant Handbook. The contractor shall develop an Instructor Guide that will be generic in nature on how to conduct Just-In-Time Coaching. A small Participant Handbook shall also be developed for any specific coaching session.

7.7. Congressional/Legislative Presentations

There is no current course in place at NRC entitled: Congressional/Legislative Presentations. The contractor shall design and develop a one-day course with an Instructor Guide and Participant Handbook using the ISD methodology. At a minimum, the training shall provide a comprehensive understanding of congressional hearings and equip participants of the course with the ability to prepare and deliver testimony and exit the training with a clear understanding of how to prepare and deliver congressional/legislative presentations.

7.8. Interviewing Skills and Techniques for Recruiters

There is no Instructor Guide for the Interviewing Skills and Techniques for Recruiters course (one day) and one will have to be designed and developed. There is a Participant Handbook which may need to be redesigned. The following outlines the course topics:

- Opening and Introductions
- Overview
- Review the Impact of a Good Hiring Decision versus a Poor Hiring Decision
- Types of Interviews within NRC
- Reference Checking Tips
- Tape on Interviewing
- Questions to Ask and Interview Strategies
- Interview Exercise
- Mock Interviews

The current course objectives are:

- * Have a better understanding of the impact of hiring decisions
- * Learn which questions to ask to help select the best candidate
- * Learn questions to avoid
- * Learn how to conduct a successful interview
- * Learn new interview strategies to get the most out of interviews
- * Learn the various types of interviews and how to effectively use them
- * Learn new tips on conducting reference checks

7.9. Conducting Effective Public Meetings

There is no Instructor Guide for the Conducting Effective Public Meetings (two days) and one will have to be designed and developed. There is a Participant Handbook, but it will have to be redesigned. There are no objectives for this course listed in the present Participant Handbook.

7.10. Gathering Inspection Information Through Interviews

There is no Instructor Guide for Gathering Inspection Information Through Interviews (two days) therefore one will have to be designed and developed. There is a Participant Handbook that will require updating and perhaps some redesign. This course may then be combined with the Effective Communications for Inspectors course.

The current Table of Contents for **Gathering Inspection Information Through Interviews** consists of the following:

- * Introduction
- * Workshop Objectives
- * Characteristics of NRC Inspection Interviewing
- * Planning for Interview
- * Interview Planning Guide
- * Interview Planning: General Strategies
- * Techniques for Opening an Interview
- * Techniques for Closing an Interview
- * Exercise, Mid-America Power Company (MAPC) Part I: Planning and Initial Interview
- * Asking Questions
- * Ten Good Open Questions for Almost Any Situation
- * Six Useful Functions of Closed Questions
- * Five Useful Functions of Closed Questions
- * Exercise, MAPC Part II: Questioning Techniques
- * Perception: Definition
- * The Story
- * Cultural Factors Influencing Perception
- * Exercise, MAPC Part III: Perception

- * Active Listening Techniques
- * Maintaining Professional Bearing
- * Facilitating Recall
- * Handling Difficult Situations
- * Techniques for Dealing with Problem People
- * Five Common Mistakes Made by Interviewers
- * Appendix A: Useful Phrases
- * Appendix B: Roleplay Instructions: Different Interviewees

Workshop objectives will enable participants to:

- * Be able to develop an effective interview plan
- * Know a variety of questioning techniques
- * Understand the factors that influence interpersonal perception
- * Know how to listen more effectively
- * Be better prepared to deal with difficult situations
- * Get feedback on personal interviewing style

7.11. Effective Communications for NRC Inspectors

There is no Instructor Guide for the Effective Communications for NRC Inspectors course (three days) and one will have to be designed and developed. There is a Participant Handbook which will have to be made current. The Table of Contents consists of the following topics:

- * Course Description
- * Course Outline

Section 1 - Planning and Preparation

- * Objectives
- * Professional Communications
- * NRC Communication Goals in Inspection
- * Preparation Techniques
- * Organize Your Communication

Section 2 - Presentation and Participation

- * Objectives
- * Developing Speaker Confidence
- * Presentation Analysis Worksheet
- * Voice Support Exercises
- * Body Exercises
- * Attitudes Communicated Nonverbally
- * Five Rules for Eliciting Information
- * Listening for Clarifying Skills

Section 3 - Communication Styles

- * Objectives
- * History
- * Personal Profile System
- * Four Dimensions of Behavior
- * Highlights of Behavioral Tendencies
- * Specific Communication Approaches

Section 4 - Action Planning

- * Objectives
- * Successful Action Plans
- * Performance Feedback
- * Implementing Action Plans

The purpose of the course is to support NRC inspectors in the variety of communications necessary for high quality inspections of their licensees. The course focuses on developing the communication knowledge and skills essential for conducting risk-informed, performance-based inspections of nuclear facilities.

7.12. Guide for Briefing Techniques for Interns

There is no Instructor Guide for the Briefing Techniques for Interns course (three days), therefore, the contractor shall develop an Instructor Guide, and redesign the Participant Handbook.

7.13. Any materials provided to the NRC under the contract shall become the property of the United States Government and the Government shall obtain unlimited rights to use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly in any manner and for any purpose and to have or permit others to do so. All course materials shall be provided to the Project Manager in electronic format.

7.14. Proprietary information shall not be incorporated into the materials delivered under the contract without prior written permission of the NRC Contracting Officer (CO).

7.15 The contractor may use various types of media, as appropriate, to reinforce each training objective (examples include PowerPoint slides, written handouts, flip charts, video clips, videotaping, note taking, etc.).

8. Delivery Orders

The NRC Project Officer will place the delivery orders for the courses described above as the requirement arises. These requests will be completed in accordance with the delivery order procedures outlined in the impending contract.

9. Revised Course Materials

Based on past experience in presenting most of these courses, over the life of the contract, the NRC will require minor modifications to some of or all of the course materials to reflect current thinking in risk communications and public outreach training. For any new or revised/redesigned course materials, the contractor shall utilize the guidance that NRC will provide at the time, which is a document to be used for all NRC Course Designs. The contractor shall be responsible for ensuring that any modifications are reflected properly in the training materials. Course or training material changes may be minor or major, as described below:

- * **Minor changes.** The contractor may make minor changes to communications training courses in this program, at no additional cost to the Government, to maintain accuracy and relevancy of the teaching materials and to reflect participant comments on the value of a topic taught, such as whether more emphasis should be placed on a particular topic or whether it has no relevancy or is redundant. Examples of minor changes are: an organizational change, a date change, and the deletion or addition of NRC-provided materials.
- * **Major changes.** The contractor may be requested to make major modifications to the communications training courses. Examples of major changes are: if the course is completely revised and new material is added, the course is redesigned or restructured in a number of areas or if the course is reduced from two days to one. Major modifications shall be requested on a delivery order basis in accordance with the prices outlined in the Schedule of Items and Prices.

10. Participant Evaluation

- 10.1. The NRC will provide the contractor with a sample of an evaluation/feedback form (Attachment 1) that the contractor shall duplicate for any training presented and furnish it to each participant in the class to complete at the end of the training.
- 10.2. The NRC reserves the right to make changes to the evaluation form as necessary to meet its reporting requirements.
- 10.3. The original copy of all completed participant evaluations shall be submitted to the PO on the day the course ends.
- 10.4. Within ten working days after training completion, the NRC PO will send a copy of the evaluations to the contractor. The contractor shall review the participant evaluations to determine if major or minor changes would improve the instruction and provide greater learning potential for the participants and make recommendations to the PO for minor changes.
- 10.5. The contractor shall make any recommendations in writing to the PM for improvement of the materials.

11. Personnel Qualifications

11.1. **Qualified Instructors.** The contractor shall provide qualified instructors with a track record of a minimum of five years in providing excellent communications training to engineers and scientists in the Federal government. Proposed key personnel shall also have the educational credentials (Masters or PhD) that clearly indicate that proposed key personnel will be able to meet NRC's requirement. A listing of degrees to justify this requirement is not sufficient. Proposed key personnel must link their experience and their educational backgrounds to the training that NRC has listed in this SOW. It is extremely important that proposed key personnel, as a minimum, have skill, knowledge, and ability in the following areas:

- * knowledge of the subject
- * knowledge of public's perception of risk
- * Government's perception of acceptable risk
- * communication techniques
- * excellent oral presentation techniques
- * leading discussions
- * facilitating groups
- * stage presence
- * understanding the importance of communications
- * articulate—able to express thoughts clearly and concisely
- * passionate about the topic of communications
- * excellent teaching techniques

11.2. **Qualified Curriculum Developers/Designers.** The contractor shall provide highly qualified curriculum developers and designers of training with a minimum of five years experience in designing similar courses for other Federal government agencies, using the ISD methodology which clearly shows the importance of communications both internally and externally. The offeror shall provide at least one sample where a similar course was designed and developed for the Federal government by the offeror and its proposed design/development key personnel, using the ISD methodology.

12. Quality Assurance

12.1. The contractor shall assure that the contractor-furnished instruction and training materials are of the highest quality. The contractor shall, at a minimum:

1. Be responsible for reading and understanding the training materials.
2. Ensure that all course materials are printed and assembled in a quality fashion (no missing or unreadable pages), and are acceptable to the PM.
3. Have qualified backup instructors to conduct the training in case the primary instructors are unavailable to teach. (The contractor shall obtain the PM's approval before substituting a backup instructor for the primary instructor.)

4. Provide fully qualified, primary instructors to conduct the communications training to a class size of normally no fewer than 12 nor greater than 30-participants. Such instructors shall:
 - a. Have full knowledge and an understanding of risk communications course as differentiated from risk analysis
 - b. Maintain control of the learning time so that the presentation of information and exercises remain organized and timely (key points and training objectives are stated and met)
 - c. Manage distractions tactfully and consistently control questions that are of minimal interest to the class as a whole and can be answered later or individually
 - d. Provide 10 minute breaks (generally every 60 minutes) within the overall schedule
 - e. Observe the effect of the instruction on the class and reasonably attempt to clarify, provide examples or in some other way help correct problems, and improve class participants' opportunity to learn
 - f. Provide hard copies of Participant Handbooks to each participant scheduled to attend any communications training.

13. Management of the Risk Communications and Public Outreach Training Program

13.1. Program Team. The program team shall consist of the contractor, instructors, NRC subject matter experts (SMEs) from various NRC offices, Point of Contact who will coordinate SMEs' input and be the focal point for all comments from SMEs in NRC's offices, and the NRC Project Officer.

13.2. The contractor shall be responsible for:

1. Managing and coordinating the delivery of all services and materials described in this SOW and perform the activities described in this SOW.
2. Providing a contractor project manager (PM), who shall be available Monday through Friday, except for holidays, during normal business hours (e.g. 8:30 a.m. to 5:00 p.m. local Eastern time), for implementing the tasks pertaining to the contract and responding to all NRC requests for training in a timely manner, answering questions about invoicing, scheduling, delivery of course materials, availability of instructors, and any other related contractual matters.
3. Ensuring completion and timely delivery of required contractual reports.
4. Ensuring that the communication training materials are maintained in a current state, based on requests from the NRC.
5. Within ten days of contract award, the contractor shall schedule the Needs Assessment Survey with the NRC PO.

6. Scheduling additional training sessions above the estimated number listed in Table 1, in the PDC or any NRC region, shall only be upon the request of the Contracting Officer (CO).
 7. Scheduling meetings (an estimated five days for an estimated total of 40 hours during the base year and thereafter for Option Years One through Four before each training presentation to ensure currency of materials) with NRC's Primary SME, PM, or other NRC officials, as necessary, to discuss communications training materials such as: revisions and improvements to the instruction and materials, billing and material delivery matters, and other related contractual issues.
 8. Performing or canceling any work described in this SOW when the PM so requests either orally or via written instructions (including e-mail), telephone calls or through face-to-face discussions.
- 13.3. NRC Review and Approval.** The Program Offices' subject matter experts will provide updates and recommendations for revisions to the NRC Project Officer yearly.
- 13.4. NRC Project Officer.** The Project Officer will review and approve the recommendations with regard to the communications courses and perform the NRC administrative functions necessary for a successful outcome of the project.
- 13.5. Subject Matter Experts.** Subject matter experts within NRC's offices will provide input to the Point of Contact and to the Project Manager on the issues concerning particular communication courses.
- 13.6. Instructional Design and Development.** The contractor shall use the ISD methodology in revising and/or redesigning any of the training materials, unless otherwise directed by the NRC. The contractor may be required to conduct interviews with personnel in a number of NRC's offices, analyze the NRC's training requirement, gather appropriate subject matter for the training, and provide recommendations to the NRC's Point of Contact and Project Officer on further developing or changing some of the training course materials. For estimation purposes ten interviews are anticipated.
- 13.7. Instructors and Backup Instructors.** The contractor shall provide classroom instructors and backup instructors who will study the NRC training materials and conduct the training. The instructors shall be experienced trainers, knowledgeable in the major areas of communications, and be able to learn about NRC's commitment to communicating risk both internally and externally in a similar Federal Government environment, such as: NASA, NIH, EPA, FAA, DOE, or other Federal Government agencies and to similar audiences.
- 14. Tasks and Methods (Services to be Performed)**
- 14.1** Instructors or contractor, as applicable, shall:

1. Study the training materials, the Instructor Guides, the Participant Handbook, and reference materials and be able to conduct the training according to the design outlined in the Instructor Guides.
2. Discuss the training materials with the NRC's PM and the NRC Point of Contact to verify and assure that participants taking the training will have a clear understanding and to improve participants' performance for all types of communications conducted for the NRC.
3. Review the training materials to ensure currency and familiarity of the subject matter.
4. Complete, within ten days after completion of any communications training session, a written recommendation for the NRC PM, for any suggested changes to the training materials that will clarify topics or otherwise improve the materials. (Of course; if there are no changes recommended, there is no need for anything to be submitted.)

15. Training Presentation Locations, Cancellations, Length, and Time

15.1. Training Presentation Location. Courses shall be offered in the PDC and in all of the four regions, as shown in **Table 1** below:

15.2 Cancellations. The NRC will endeavor to cancel any scheduled training whenever there is insufficient enrollment not later than **five workdays** prior to the beginning of the scheduled training date. The NRC may reschedule the session for a mutually agreeable date without additional cost to the NRC. For any reason beyond the control of NRC, or the NRC fails to give either a written (including e-mail) or oral notice to the contractor within the five-day period, the NRC shall not be charged a cancellation fee. Should the NRC have to close down due to an emergency situation, and it is not within the five-day workday limit, the contractor shall reschedule the course on a mutually agreeable date without additional cost to the NRC.

15.3. Course Length and Starting and Ending Times. Course sessions shall begin at 8:30 a.m. and end at 4:00 p.m., (with an hour for lunch) unless otherwise stated at the time of scheduling, except for half-day sessions which shall begin at 8:30 a.m. and end at 12:30 p.m., unless otherwise stated at the time of scheduling. There shall be a 10-minute break every 60 minutes for all courses taught.

15.4. Scheduling. Each calendar quarter, the contractor PM shall consult with the NRC Project Officer to develop and provide to the NRC PO an updated two-year rolling schedule of those courses identified by the NRC Project Officer as being regularly scheduled courses. The list of regularly scheduled courses shall include such courses as: Gathering Inspection Information Through Interviews, Effective Communications for Inspectors, and Media Training Workshop.

16. Travel

- 16.1.** Travel costs to NRC facilities, either in the PDC or any of its regions, such as mileage and parking or metro fares within the local contractor's area will not be allowed nor will parking privileges be provided to contractor personnel.
- 16.2.** It is estimated that a total of 36 trips will be made to NRC's four regions to provide NRC employees with the training outlined in this SOW. Each region will have varying rates, depending on the distance from the Washington Metropolitan area, the number of travel days, price of airline tickets, and the allowed per diem for each area. For authorized travel, the prevailing Government rates shall apply. The traveler shall present documentation for lodging and transportation costs as part of the invoice.
- 16.3.** If an instructor is away from his/her place of residence and requests flight arrangements be made from a location other than his/her place of residence, the NRC will not be obligated to pay the increased costs.

17. Contractor Deliverables and Delivery Locations

17.1. Reports. The following reports shall be provided as noted below:

- 1. A report shall be submitted within 45 days after award of the training Needs Assessment Survey. Within 60 days of contract award, the contractor shall immediately conduct the needs assessment survey, analyze the results, and submit a report to the NRC PO within 45 days of the conduct of the survey, as described in the SOW, in order to establish the number and length of training courses to be offered during the Base Year.)
- 2. Monthly training schedule showing all sessions scheduled (this includes the Just-In-Time Coaching sessions).
- 3. Monthly report summarizing tasks performed and training conducted during the previous month (including program management activities, instruction of courses, a summary of data from course evaluations, and any other pertinent data, or issues that need to be addressed).
- 4. Quarterly schedule of those courses identified by the NRC PO as being regularly scheduled.
- 5. Annual report summarizing the number of courses provided and the number of individuals trained per course and the total number trained for the year and associated costs by FY for each course provided by the contractor.
- 6. Final report upon completion of the contract. The contractor shall comment on the value to NRC and to the participants of the communication training, as reflected in participants' overall evaluation comments of each training course attended, as well as from the perspective of the instructor.

7. Instruction and materials for each participant enrolled in a scheduled class. The contractor shall provide instruction through experienced, highly credentialed and qualified instructors, as indicated in this SOW and also sufficient participant materials for each NRC employee confirmed to attend a class session.

17.2. Training Materials Delivery

The contractor shall deliver to the following addresses, as applicable, all training materials for scheduled classes, a minimum of seven workdays prior to a scheduled date of presenting the training:

1. (Name will be provided upon contract award), PDC Operations Manager
U.S. Nuclear Regulatory Commission
11545 Rockville Pike
Room T-3 B3
Rockville, MD 20852
(301) 415-7750
2. Project Manager Materials, if sent by messenger
(Name will be provided upon contract award), Project Officer
U.S. Nuclear Regulatory Commission
Office of Human Resources
11545 Rockville Pike
Rockville, MD 20852
(301) 415-7099

The messenger shall deliver the package(s) to the NRC mail room in O-P1-37. The NRC mail room attendant will take the package(s) and deliver it (them) to the Project Manager and get a delivery receipt.

3. Project Officer Materials, not sent by messenger
(Name will be provided upon contract award)
U.S. Nuclear Regulatory Commission
Office of Human Resources
Washington, DC 20555
(301) 415-7099
4. Materials Delivered to NRC's Four Regions.

The contractor shall send course materials to the applicable regions when training is scheduled in a region in sufficient time (generally two full weeks) prior to the course presentation. For each of the NRC's four regions, the following addresses shall be used until further notice:

Mr. Christine O'Rourke
U.S. NRC, Region I
475 Allendale Road
King of Prussia, PA 19406-1415

(601) 337-5000

Ms. Nancy Sanford
U.S. NRC, RII
61 Forsyth Street, SW
Atlanta, GA 30303-8931
(404) 562-4846

Ms. Chad McCormack
U.S. NRC, Region III
2443 Warrenville Road, Suite 210
Lisle, IL 60532-4352
(630) 829-9555

Ms. Sandra Lindsay
U.S. NRC, RIV
611 Ryan Plaza, Suite 400
Arlington, TX 76011-4405
(817) 860-8100

18. Period of Performance

18.1. The period of performance shall be September 25, 2006 through September 24, 2007, with four one-year options.

19. Government-furnished Facilities, Supplies, and Equipment

19.1. The Government will provide:

- * Training facilities for conducting the training in the PDC and its four regions
- * Easels and flip charts
- * Name tent cards
- * VCR/VTC/LCD/video camera equipment
- * Video camera operator
- * Overhead projector
- * Blank VCR/DVD tapes for courses requiring video taping of participants
- * Writing pens and paper
- * Highlighter marking pens
- * Dry eraser white board markers
- * Pins for attaching flip chart work sheets to special wall boards in classrooms
- * Materials for courses we have currently that may need to be redesigned
- * Microphone for classroom
- * Sample evaluation for contractor duplication
- * Copy of NRC Course Design Document for Instructor Guide and Participant Handbook.

**BILLING INSTRUCTIONS FOR
FIXED PRICE CONTRACTS (October 2003)**

General: The contractor is responsible during performance and through final payment of this contract for the accuracy and completeness of the data within the Central Contractor Registration (CCR) database, and for any liability resulting from the Government's reliance on inaccurate or incomplete CCR data. The contractor shall prepare vouchers or invoices as prescribed herein. **FAILURE TO SUBMIT VOUCHERS/INVOICES IN ACCORDANCE WITH THESE INSTRUCTIONS WILL RESULT IN REJECTION OF THE VOUCHER/INVOICES AS IMPROPER.**

Form: Claims shall be submitted on the payee's letterhead, voucher/invoices, or on the Government's Standard Form 1034, "Public Voucher for Purchases and Services Other than Personal," and Standard Form 1035, "Public Voucher for Purchases Other than Personal--Continuation Sheet." These forms are available from the U.S. Government Printing Office, 710 North Capitol Street, Washington, DC 20401.

Number of Copies: An original and three copies shall be submitted. Failure to submit all the required copies will result in rejection of the voucher/invoice as improper.

Designated Agency Billing Office: Vouchers/Invoices shall be submitted to the following address:

U.S. Nuclear Regulatory Commission
Division of Contracts - T-7-I-2
Washington, DC 20555-0001

A copy of any invoice which includes a purchase of property valued at the time of purchase at \$5000 or more, shall additionally be sent to:

NRC Property Management Officer
Administrative Services Center
Mail Stop -O-2G-112
Washington, DC 20555-0001

HAND-DELIVERY OF VOUCHERS/INVOICES IS DISCOURAGED AND WILL NOT EXPEDITE PROCESSING BY THE NRC. However, should you choose to deliver vouchers/invoices by hand, including delivery by any express mail service or special delivery service which uses a courier or other person to deliver the vouchers/invoices in person to the NRC, such vouchers/invoices must be addressed to the above Designated Agency Billing Office and will only be accepted at the following location:

U.S. Nuclear Regulatory Commission
One White Flint North - Mail Room
11555 Rockville Pike
Rockville, MD 20852

HAND-CARRIED SUBMISSIONS WILL NOT BE ACCEPTED AT OTHER THAN THE ABOVE ADDRESS

Note that the official receipt date for hand-delivered vouchers/invoices will be the date it is received by the official agency billing office in the Division of Contracts.

Billing Instructions for Fixed Price Contracts (October 2003)

Attachment 1

Page 3

Currency: Billings may be expressed in the currency normally used by the contractor in maintaining his accounting records and payments will be made in that currency. However, the U.S. dollar equivalent for all vouchers/invoices paid under the contract may not exceed the total U.S. dollars authorized in the contract.

Supersession: These instructions supersede any previous billing instructions.