

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30**

1. REQUISITION NO.
RFPA - HR-12-362
PAGE 1 OF 11
FACSIMS: 123217

2. CONTRACT NO. NRC-38-10-723A
3. AWARD/EFFECTIVE DATE See Block 31c
4. ORDER NO. NRC-HQ-12-T-38-0009
5. SOLICITATION NUMBER
6. SOLICITATION ISSUED DATE

7. FOR SOLICITATION INFORMATION CALL:
a. NAME
b. TELEPHONE NO. (No Collect Calls)
8. OFFER DUE DATE/LOCAL TIME

9. ISSUED BY
U.S. Nuclear Regulatory Commission
Div. of Contracts
Attn: Rob Robinson, (301) 492-3693
Mail Stop: TWB-01-B10M
Washington, DC 20555
CODE 3100
10. THIS ACQUISITION IS
 UNRESTRICTED OR SET ASIDE: 100 % FOR:
 SMALL BUSINESS WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM NAICS: 611430
 HUBZONE SMALL BUSINESS EDWOSB
 SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS (8/A) SIZE STANDARD: \$7 Million

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED
 SEE SCHEDULE
12. DISCOUNT TERMS
13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)
13b. RATING N/A
14. METHOD OF SOLICITATION
 RFQ IFB RFP

15. DELIVER TO
U.S. Nuclear Regulatory Commission
Washington DC 20555
CODE
16. ADMINISTERED BY
U.S. Nuclear Regulatory Commission
Div. of Contracts
Mail Stop: TWB-01-B10M
Washington, DC 20555
CODE 3100

17a. CONTRACTOR/OFFEROR CODE FACILITY CODE
SUNTIVA, LLC
SUNTIVA EXECUTIVE CONSULTING
7600 LEEBSBURG PIKE STE 440E
FALLS CHURCH VA 220432004
TELEPHONE NO.
17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER
18a. PAYMENT WILL BE MADE BY CODE 3100
Department of Interior / NBC
NRCPayments_NBCDenver@NBC.gov
Attn: Fiscal Services Branch - D2770
7301 W. Mansfield Avenue
Denver CO 80235-2230
PHONE: FAX:

18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED
 SEE ADDENDUM

19. ITEM NO.	20. See CONTINUATION Page SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	<p>This Task Order is issued under the base contract NRC-38-10-723A - "Organization Development Intervention." The purpose of this Task Order is to provide Organization Development support to NMSS and its Executive/Leadership Team.</p> <p>Task Order Period of Performance: 8/21/2012 - 3/31/2013 Total Task Order Ceiling Amount: \$101,346.23 Total Task Order Amount Obligated: \$60,000.00</p> <p>SBA#: 0353/10/007890</p> <p>See attached pages for additional terms and conditions and detailed statement of work.</p> <p>(Use Reverse and/or Attach Additional Sheets as Necessary)</p>				

25. ACCOUNTING AND APPROPRIATION DATA See CONTINUATION Page
B&R#: 2012-84-51-H-192; Job Code: T8477; BOC: 252A
Appro.#: 31X0200; Amount Obligated: \$60,000.00
DUNS#: 167032239; NAICS Code: 611430; APP-12-6674
26. TOTAL AWARD AMOUNT (For Govt. Use Only)
NTE \$101,346.23

27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA ARE ARE NOT ATTACHED.
27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA ARE ARE NOT ATTACHED.

28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED
29. AWARD OF CONTRACT: REF. OFFER DATED YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN IS ACCEPTED AS TO ITEMS:

30a. SIGNATURE OF OFFEROR/CONTRACTOR
Kimberly Waldman
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)
Kimberly Waldman Vice President
30c. DATE SIGNED
8/21/2012
31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)
Erika Eam
31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT)
Erika Eam Contracting Officer
31c. DATE SIGNED
8/21/2012

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION IS NOT USABLE
STANDARD FORM 1449 (REV. 2/2012)
Prescribed by GSA - FAR (48 CFR) 53.212

TEMPLATE - ADM001

SUNSI REVIEW COMPLETE

SEP 05 2012

ADM002

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A.1 PRICE/COST SCHEDULE

ITEM NO.	DESCRIPTION OF SUPPLIES/SVCS	QTY	UNIT	UNIT PRICE	AMOUNT
0001	Senior OD Consultant (Option Year 1 rates)		hour		
0002	Program Management (Option Year 1 rates)		hour		
0003	Coach Staff and Managers (Option Year 1 rates)		hour		
0004	Project Management (Option Year 1 rates)		hour		
0005	Senior OD Consultant (Option Year 2 rates)		hour		
0006	Program Management (Option Year 2 rates)		hour		
0007	Coach Staff and Managers (Option Year 2 rates)		hour		
0008	Project Management (Option Year 2 rates)		hour	0	
0009	Other Direct Costs (Assessment Materials)		EA		
GRAND TOTAL ---					\$101,346.23 =====

TASK ORDER TERMS AND CONDITIONS

NOT SPECIFIED IN THE CONTRACT

A.2 TASK/DELIVERY ORDER PERIOD OF PERFORMANCE (AUG 2011)

This order shall commence on August 21, 2012 and will expire on March 31, 2013.

A.3 STATEMENT OF WORK

I. Background

NMSS is responsible for regulating activities which provide for the safe and secure production of nuclear fuel used in commercial nuclear reactors; the safe storage, transportation and disposal of high-level radioactive waste and spent nuclear fuel; and the transportation of radioactive materials regulated under the Atomic Energy Act. NMSS also ensures safety and security by implementing a regulatory program involving activities including licensing, inspection, and assessment of licensee performance, events analysis, enforcement, and identification and resolution of generic issues.

II. Request

The NMSS Executive and Leadership Teams (ET/LT) are committed to strengthening their relationships and team performance moving forward. Specifically they wish to:

- A. Increase their ability to think strategically and manage change;
- B. Build trust and improve communication between ET/LT members and between the ET/LT and other levels in the NMSS organization;
- C. Improve ET/LT team dynamic awareness and effectiveness;
- D. Develop individual self-awareness and leadership skill effectiveness.

III. Services

Initial services requested to strengthen the NMSS ET/LT include:

- A. Provide 6-8 months of one-on-one leadership coaching for each member of the ET/LT
- B. Facilitate team coaching sessions twice per month for 6-8 months for the ET/LT
- C. Design and facilitate a 2.5 day leadership offsite for up to 26 people, possibly to be held in September 2012.

NMSS will identify an executive sponsor for this work.

The selected Senior OD consultant must prepare for and meet with the NMSS Executive sponsor/key stakeholder(s), the NRC Contracting Officer's Representative (COR) and the Suntiva Contract Program Manager (Suntiva PM) to launch this work (Total: 4 hours) **(FY 12: 4 hours)**

Initial Roll-Out

The Senior OD Consultant must work with the NMSS executive sponsor to agree on the goals of the program, the plan for communicating the goals, and agree on the specific plan for moving the work forward. They must also attend an ET/LT meeting where the launch of this work will be an agenda topic. (Total: 4 hours) **(FY12: 4 hours)**

The Senior OD Consultant must review any relevant background materials such as the NMSS strategic plan, and the Suntiva culture assessment report etc. The Senior OD Consultant must bring any questions they have to the attention of the NMSS sponsor or the Suntiva PM. (Total: 6 hours) **(FY12: 6 hours)**

The Senior OD Consultant must prepare for, schedule and meet with all members of the ET/LT for the purpose of introductions and initiating the project. The Senior OD Consultant must engage each member of the ET/LT in

meaningful conversations to gain a deeper understanding of the ET/LT members' individual perspectives, interests, concerns, working styles etc. 2 hours per 9 ET/LT members + 2 hours of preparation and scheduling efforts. (Total: 20 hours) **(FY12: 20 hours)**

Team Coaching

The Senior OD consultant must begin working with the NMSS ET/LT using a team coaching approach focused on real work issues, strengthening interpersonal relationships and awareness of constructive and destructive team dynamics, as well as providing training on specific topics that may emerge such as managing change, building trust, etc. The meetings must take place twice per month. Each meeting must be 2 hours in duration. These meetings will begin after date of award and continue through February 2013. (2 x 3 hours including set up/break down time and debriefing with Scott/other ET/LT members if needed) x 8 months = 48 + preparation time to design materials, administer assessments etc. as needed estimated at 3 hours per month = 24 hours. (Total: 72 hours) **(FY13: 72 hours)**

Individual Leadership Coaching

In addition to the team coaching support, each member of the NMSS ET/LT must be provided with a leadership coach to support them throughout this process. This will enable the Coaches to process what the ET/LT members are learning through the team coaching process and provide tailored support to address the specific leadership development needs of each ET/LT member. The coaching must follow a standard coaching process of meeting twice per month for 1 hour sessions. Each coach will be provided with 30 minutes of preparation time per month to prepare for his/her coaching meetings. Each coach must work with his/her coaching client to co-create a meaningful individual development plan. (Total: 180 hours) **(FY 12: 24 hours; FY 13: 156 hours)**

Leadership Team Offsite

The Senior OD Consultant must work with NMSS leadership to schedule, design and facilitate a 2.5 day offsite that addresses relevant organizational issues within NMSS. The offsite design must ensure the right balance of strategic and tactical goals as well as the right focus on work and relationships. 26 NMSS ET/LT members are anticipated to attend this Offsite.

The offsite support will include an after meeting report and offsite debrief as well as additional recommendations for moving the organization forward. (23 hours of facilitation (9 hours/day + 5 hours for the half day) 30 hours for planning, designing, preparing and coordinating with the NRC facilitator and the NMSS clients. NRC will write up the meeting notes. Suntiva Senior OD consultant must contribute/consult/review the meeting notes written up by the NRC (10 hours). Suntiva must prepare for and attend offsite debrief with the NRC facilitator and relevant NMSS leadership. (Total: 67 hours) **(FY 12: 67 hours)**

III. Roles and Responsibilities

The Suntiva Program Manager (PM) must interface regularly with the Senior OD Consultant to assess progress, to offer resources, and to provide quality assurance on relevant materials. The PM must also interface with NRC OCHCO to provide progress updates and answer questions. The PM must also serve as the main point of contact between NMSS and Suntiva if there are any concerns related to the work or questions regarding the work hours etc. The PM must conduct an end of work evaluation to assess the effectiveness of the work. The PM must serve as the main liaison for all the Suntiva coaches in relation to the work, providing the initial resumes for NMSS consideration and conducting the coach matching process. (Total 20 hours) **(FY 12 hours: 12; FY 13: 8 hours)**

The designated Senior OD Consultant must meet with the NMSS executive sponsor at least once per month to ensure alignment on the project and to ensure relevant organizational information is shared in advance of future team

coaching sessions. The Senior OD Consultant must also meet with the Suntiva coaches every two months to ensure that the individual coaching aligns with the team coaching. (Total: 32 hours) (FY 12: 8 hours; FY13: 24 hours)

Suntiva must ensure accurate tracking of this project and accurate status reports by the OD Project Manager. (Total: 12 hours) (FY 12: 6 hours; FY 13: 6 hours)

Potential Other Direct Costs (ODC) include: The use of assessment instruments such as Myers Briggs, Strengthfinders, Emergenetics or the Conflict Dynamics Profile Assessments: \$250 per person. (9X \$250.00 = 2,250.00) (FY 12: \$500.00; FY 13: \$1750)

A.4 GREEN PURCHASING (JUN 2011)

(a) In furtherance of the sustainable acquisition goals of Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance" products and services provided under this contract/orders shall be energy- efficient (Energy Star or Federal Energy Management Program (FEMP) designated), water-efficient, biobased, environmentally preferable (e.g., Electronic Product Environmental Assessment Tool (EPEAT) certified), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives, where such products and services meet agency performance requirements. <http://www.fedcenter.gov/programs/eo13514/>

(b) The contractor shall flow down this clause into all subcontracts and other agreements that relate to performance of this contract/order.

A.5 BILLING INSTRUCTIONS FOR LABOR HOUR/TIME AND MATERIALS TYPE CONTRACTS (JULY 2011)

General: During performance and through final payment of this contract, the contractor is responsible for the accuracy and completeness of 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 invoices/vouchers for reimbursement of costs in the manner and format described herein. FAILURE TO SUBMIT INVOICES/VOUCHERS IN ACCORDANCE WITH THESE INSTRUCTIONS WILL RESULT IN REJECTION OF THE INVOICE/VOUCHER AS IMPROPER.

Standard Forms: Claims shall be submitted on the payee's letterhead, invoice/voucher, 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."

Electronic Invoice/Voucher Submissions: The preferred method of submitting vouchers/invoices is electronically to the U.S. Department of the Interior's National Business Center, via email to: NRCPayments_NBCDenver@NBC.gov.

Hard-Copy Invoice/Voucher Submissions: If you submit a hard-copy of the invoice/voucher, a signed original and supporting documentation shall be submitted to the following address:

Department of the Interior
National Business Center
Attn: Fiscal Services Branch - D2770
7301 West Mansfield Avenue
Denver, CO 80235-2230

Purchase of Capital Property: (\$50,000 or more with life of one year or longer)

Contractors must report to the Contracting Officer, electronically, any capital property acquired with contract funds having an initial cost of \$50,000 or more, in accordance with procedures set forth in NRC Management Directive (MD) 13.1, IV, C – "Reporting Requirements" (revised 2/16/2011).

Agency Payment Office: Payment will continue to be made by the office designated in the contract in Block 12 of the Standard Form 26, or Block 25 of the Standard Form 33, whichever is applicable.

Frequency: The contractor shall submit claims for reimbursement once each month, unless otherwise authorized by the Contracting Officer.

Format: Invoices/Vouchers shall be submitted in the format depicted on the attached sample form entitled "Invoice/Voucher for Purchases and Services Other Than Personal". Alternate formats are permissible only if they address all requirements of the Billing Instructions. The instructions for preparation and itemization of the invoice/voucher are included with the sample form.

Task Order Contracts: The contractor must submit a separate invoice/voucher for each individual task order with detailed cost information. This includes all applicable cost elements and other items discussed in paragraphs (a) through (q) of the attached instructions. In addition, the invoice/voucher must specify the contract number, and the NRC-assigned task/delivery order number.

Billing of Costs after Expiration of Contract: If costs are incurred during the contract period and claimed after the contract has expired, you must cite the period during which these costs were incurred. To be considered a proper expiration invoice/voucher, the contractor shall clearly mark it "EXPIRATION INVOICE" or "EXPIRATION VOUCHER".

Final invoices/vouchers shall be marked "FINAL INVOICE" or "FINAL VOUCHER".

Currency: Invoices/Vouchers must be expressed in U.S. Dollars.

Supersession: These instructions supersede previous Billing Instructions for Labor Hour/Time and Materials Type Contracts (June 2008).

**INVOICE/VOUCHER FOR PURCHASES AND SERVICES OTHER THAN PERSONAL
(SAMPLE FORMAT - COVER SHEET)**

Department of the Interior
National Business Center
Attn: Fiscal Services Branch - D2770
7301 West Mansfield Avenue
Denver, CO 80235-2230

2. Invoice/Voucher Information

a. **Payee's DUNS Number or DUNS+4.** The Payee shall include the Payee's Data Universal Number (DUNS) or DUNS+4 number that identifies the Payee's name and address. The DUNS+4 number is the DUNS number plus a 4-character suffix that may be assigned at the discretion of the Payee to identify alternative Electronic Funds Transfer (EFT) accounts for the same parent concern.

b. **Payee's Name and Address.** Show the name of the Payee as it appears in the contract and its correct address. If the Payee assigns the proceeds of this contract as provided for in the assignment of claims terms of this contract, the Payee shall require as a condition of any such assignment, that the assignee shall register separately in the Central Contractor Registration (CCR) database at <http://www.ccr.gov> and shall be paid by EFT in accordance with the terms

of this contract. See Federal Acquisition Regulation 52.232-33(g) Payment by Electronic Funds Transfer - Central Contractor Registration (October 2003).

c. Contract Number. Insert the NRC contract number (including Enterprise-wide Contract (EWC)), GSA Federal Supply Schedule (FSS), Governmentwide Agency Contract (GWAC) number, or Multiple Agency Contract (MAC) number, as applicable.

d. Task Order Number. Insert the task/delivery order number (If Applicable). **Do not include more than one task order per invoice or the invoice may be rejected as improper.**

e. Invoice/Voucher. The appropriate sequential number of the invoice/voucher, beginning with 001 should be designated. Contractors may also include an individual internal accounting number, if desired, in addition to the 3-digit sequential number.

f. Date of Invoice/Voucher. Insert the date the invoice/voucher is prepared.

g. Billing period. Insert the beginning and ending dates (day, month, year) of the period during which costs were incurred and for which reimbursement is requested.

h. Labor Hours Expended. Provide a general summary description of the services performed and associated labor hours utilized during the invoice period. Specify the Contract Line Item Number (CLIN) or SubCLIN, as applicable, and information pertaining to the contract's labor categories/positions, and corresponding authorized hours.

i. Property. For contractor acquired property, list each item with an initial acquisition cost of \$50,000 or more and provide: (1) an item description, (2) manufacturer, (3) model number, (4) serial number, (5) acquisition cost, (6) date of purchase, and (7) a copy of the purchasing document.

j. Shipping. Insert weight and zone of shipment, if shipped by parcel post.

k. Charges for freight or express shipments. Attach prepaid bill if shipped by freight or express.

l. Instructions. Include instructions to consignee to notify the Contracting Officer of receipt of shipment.

m. For Indefinite Delivery contracts, the final invoice/voucher shall be marked "FINAL INVOICE" or "FINAL VOUCHER".

n. Direct Costs. Insert the amount billed for the following cost elements, adjustments, suspensions, and total amounts, for both the current billing period and for the cumulative period (from contract inception to end date of this billing period).

(1) Direct (Burdened) Labor. This consists of salaries and wages paid (or accrued) for direct performance of the contract itemized, including a burden (or load) for indirect costs (i.e., fringe, overhead, General and Administrative, as applicable), and profit component, as follows:

<u>Labor Category</u>	<u>Hours Billed</u>	<u>Burdened Hourly Rate</u>	<u>Total</u>	<u>Cumulative Hours Billed</u>
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(2) Contractor-acquired property (\$50,000 or more). List each item costing \$50,000 or more and having a life expectancy of more than one year. List only those items of equipment for which reimbursement is requested. For each such item, list the following (as applicable): (a) an item description, (b) manufacturer, (c) model number, (d) serial number, (e) acquisition cost, (f) date of purchase, and (g) a copy of the purchasing document.

- (3) Contractor-acquired property (under \$50,000), Materials, and Supplies. These are equipment other than that described in (2) above, plus consumable materials and supplies. List by category. List items valued at \$1,000 or more separately. Provide the item number for each piece of equipment valued at \$1,000 or more.
- (4) Materials Handling Fee. Indirect costs allocated to direct materials in accordance the contractor's usual accounting procedures.
- (5) Consultant Fee. The supporting information must include the name, hourly or daily rate of the consultant, and reference the NRC approval (if not specifically approved in the original contract).
- (6) Travel. Total costs associated with each trip must be shown in the following format:

<u>Start Date</u>	<u>Destination</u>	<u>Costs</u>
From To	From To	\$

(Must include separate detailed costs for airfare, per diem, and other transportation expenses. All costs must be adequately supported by copies of receipts or other documentation.)

- (7) Subcontracts. Include separate detailed breakdown of all costs paid to approved subcontractors during the billing period.
- o. Total Amount Billed. Insert columns for total amounts for the current and cumulative periods.
- p. Adjustments. Insert columns for any adjustments, including outstanding suspensions for unsupported or unauthorized hours or costs, for the current and cumulative periods.
- q. Grand Totals.

3. Sample Invoice/Voucher Information

Sample Invoice/Voucher Information (Supporting Documentation must be attached)

This invoice/voucher represents reimbursable costs for the billing period from ____ through ____.

<u>Amount Billed</u>	<u>Current Period</u>	<u>Cumulative</u>
(a) <u>Direct Costs</u>		
(1) Direct burdened labor	\$ _____	\$ _____
(2) Government property (\$50,000 or more)	\$ _____	\$ _____
(3) Government property, Materials, and Supplies (under \$50,000 per item)	\$ _____	\$ _____
(4) Materials Handling Fee	\$ _____	\$ _____
(5) Consultants Fee	\$ _____	\$ _____
(6) Travel	\$ _____	\$ _____
(7) Subcontracts	\$ _____	\$ _____
Total Direct Costs:	\$ _____	\$ _____
Total Amount Billed	\$ _____	\$ _____
Adjustments (+/-)	\$ _____	\$ _____

Grand Total \$ _____ \$ _____

(The invoice/voucher format provided above must include information similar to that included below in the following to ensure accuracy and completeness.)

SAMPLE SUPPORTING INFORMATION

The budget information provided below is for format purposes only and is illustrative.

Cost Elements:

1) Direct Burdened Labor - \$4,800

<u>Hours Category</u>	<u>Hours</u>	<u>Burdened Billed</u>	<u>Rate</u>	<u>Cumulative Total</u>	<u>Labor Hours Billed</u>
Senior Engineer I	100	\$28.00	\$2,800	975	
Engineer	50	\$20.00	\$1,000	465	
Computer Analyst	100	\$10.00	<u>\$1,000</u>	<u>320</u>	
			\$4,800	1,760 hrs.	

Burdened labor rates must come directly from the contract.

2) Government-furnished and contractor-acquired property (\$50,000 or more) - \$60,000

Prototype Spectrometer - item number 1000-01 = \$60,000

Government-furnished and contractor-acquired property (under \$50,000), Materials, and Supplies - \$2,000

10 Radon tubes @ \$110.00 = \$1,100
 6 Pairs Electrostatic gloves @ \$150.00 = \$ 900
 \$2,000

4) Materials Handling Fee - \$40

(2% of \$2,000 in item #3)

5) Consultants' Fee - \$100

Dr. Carney - 1 hour fully-burdened @ \$100 = \$100

6) Travel - \$2,640

(i) Airfare: (2 Roundtrip trips for 1 person @ \$300 per r/t ticket)

<u>Start Date</u>	<u>End Date</u>	<u>Days</u>	<u>From</u>	<u>To</u>	<u>Cost</u>
4/1/2011	4/7/2011	7	Philadelphia, PA	Wash, D.C.	\$300
7/1/2011	7/8/2011	8	Philadelphia, PA	Wash, D.C.	\$300

(ii) Per Diem: \$136/day x 15 days = \$2,040

7) Subcontracting - \$30,000

Company A = \$10,000
 Company B = \$20,000

\$30,000

(EX: Subcontracts for Companies A & B were consented to by the Contracting Officer by letter dated 6/15/2011.)

\$99,580
 0
\$99,580

4. Definitions

Material handling costs. When included as part of material costs, material handling costs shall include only costs clearly excluded from the labor-hour rate. Material handling costs may include all appropriate indirect costs allocated to direct materials in accordance with the contractor's usual accounting procedures.