

HANFORD MISSION ESSENTIAL SERVICES CONTRACT

CONTRACT NO. 89303320DEM000031

CONTRACT MANAGEMENT PLAN

HANFORD MISSION INTEGRATION SOLUTIONS, LLC



U.S. Department of Energy
RICHLAND OPERATIONS OFFICE

Approved June 2020

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CONTRACT MANAGEMENT PLAN**

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June 2020

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ABBREVIATIONS AND ACRONYMS

AE	Acquisition Executive
AM	Activity Monitor
AMB	Assistant Manager for Business and Financial Operations
AMMS	Assistant Manager for Mission Support
AMRP	Assistant Manager for River and Plateau
AMSE	Assistant Manager for Safety and Environment
CBAG	Contract Baseline Alignment Guidance
CLIN	Contract Line Item Number
CMP	Contract Management Plan
CMT	Contract Management Team
CO	Contracting Officer
COR	Contracting Officer's Representative
CPB	Contract Performance Baseline
CPCC	Central Plateau Cleanup Contract
DNFSB	Defense Nuclear Facilities Safety Board
DOE	Department of Energy
DPMS	DOE Procedure Management System
EM	DOE Office of Environmental Management
FAR	Federal Acquisition Regulation
FPD	Federal Project Director
GFS/I	Government-Furnished Services and Information
HCA	Head of Contracting Activity
HMESC	Hanford Mission Essential Services Contract(or)
iCAS	integrated Contractor Assurance System
IDIQ	Indefinite Delivery Indefinite Quantity
IPT	Integrated Project Team
ORP	DOE Office of River Protection
PEMP	Performance Evaluation and Measurement Plan
PMB	Performance Measurement Baseline
PRC	Plateau Remediation Contract
REA	Request for Equitable Adjustment
RL	DOE Richland Operations Office
TCC	Tank Closure Contract
TM	Technical Monitor
TOC	Tank Operations Contract
TPA	Tri-Party Agreement

CONTRACT MANAGEMENT PLAN HANFORD MISSION ESSENTIAL SERVICES CONTRACT

Purpose of the Contract Management Plan

The purpose of this Contract Management Plan (CMP) is to provide guidance to the U.S. Department of Energy (DOE) Richland Operations Office (RL) employees involved with the management and administration of Contract No. 89303320DEM000031, Hanford Mission Essential Services Contract (HMESC). Such guidance should be a useful tool to help the DOE ensure that Hanford Mission Integration Solutions, LLC (HMIS), herein referred to as “Contractor,” and RL comply with all terms and conditions that govern the contract. This CMP was developed with the following guiding principles:

- Useful tool for administering the contract;
- An executive summary of the roles and responsibilities of the contracting parties;
- Identify who is responsible for various contract administration activities; and
- Flexible and adaptable to changing circumstances.

This CMP does not include every action RL must take to make the contract successful. Instead, it summarizes the higher-level requirements, deliverables and tasks necessary, and describes the overall process with which the tasks are performed. It describes the various contract management processes and how they fit together, but does not contain all of the step-by-step details of those processes. For the most part, these details are contained in the DOE Procedure Management System (DPMS) processes and procedures, and specific desk instructions and documents. Appropriate references to these details are included in this CMP. Familiarization with this CMP and its related references is vital to all RL employees involved in contract management, and each staff member involved in overseeing the HMESC is required to read the *HMESC Conformed Contract*.

This CMP is intended solely to provide guidance to government employees and should not be construed to create any rights or obligations on the part of any person or entity, including the Contractor and its employees. It is not intended to be either prescriptive or inclusive of all actions necessary to support and/or administer the contract.

1.0 Contract Summary and Background of the Scope of Work

Table 1 Risk and Mitigation Strategies

Contractor name:	Hanford Mission Integration Solutions, LLC (HMIS)
Contract number:	89303320DEM000031
Contract title:	Hanford Mission Essential Services Contract (HMESC)
Performance period:	08/01/2020 to 07/31/2030 (TBD due to COVID-19)
Total contract price:	Approximately \$4.0B
Contract type:	Cost plus award fee with Indefinite Delivery Indefinite Quantity tasks
Contractor key personnel:	Contractor key personnel are listed in contract Clause H.47, DOE-H-2070 Key Personnel – Alternate I (Oct. 2014) (Revised)

The Hanford Site is located along the Columbia River in southeastern Washington state. The Site covers 580 square miles and consists of a plutonium production complex with nine decommissioned nuclear reactors and associated processing facilities. Hanford played a pivotal role in the nation's defense for more than 40 years, beginning in the 1940s with the Manhattan Project. Today, under the

direction of DOE officials, Hanford is engaged in the world's largest environmental cleanup project, with a number of overlapping technical, political, regulatory, financial, and cultural issues.

There are two DOE federal offices at Hanford. The missions of both offices are environmental cleanup. RL employs officials responsible for ensuring nuclear waste and facility cleanup, and overall management of the Hanford Site; RL's mission is to restore the Columbia River corridor and transition the Hanford Central Plateau to a remediated state. The DOE Office of River Protection (ORP) is responsible for cleanup of Hanford Site tank waste; ORP's mission is to retrieve and treat Hanford's tank waste and close the tank farms to protect the environmental integrity of the Columbia River. Each office oversees separate contracts held by private companies. For purposes of this contract, the land, facilities, property, projects and work performed and overseen by RL and ORP constitute the "Hanford Site."

The purpose of the HMESC is to provide direct support to DOE and its contractors, with cost-effective infrastructure and Site services that are integral and necessary to accomplish the environmental cleanup mission. The scope includes eight primary contract line item numbers (CLIN) for the base and option periods, as applicable: 1) Contract Transition, 2) Hanford Site Benefit Plans, 3) Legacy Benefit Plans, and Legacy Workers' Compensation, 4) Infrastructure and Site Services General Requirements, 5) DOE Small Business Procurement Pre-Award Support, 6) Usage-Based Services to be provided to other Hanford contractors, 7) Infrastructure Reliability Projects, and 8) DOE Small Business Procurement Post-Award Support and Other Directed Work Scope. Figure 1.0, [Work Breakdown Structure by Contract Line Item Number](#), illustrates these relationships.

In addition to this workscope, the Contractor plays a key role in ensuring that interfaces with and between Hanford Site customers (DOE offices and other Hanford contractors) that affect their scope of work are managed in a manner that encourages open and proactive communication, collaboration, and cooperation.

The Contractor has the responsibility for determining the specific methods and approaches for accomplishing the identified work. This contract applies performance-based contracting approaches and expects the Contractor to implement techniques that emphasize safe, efficient and measurable results.

In addition to the HMESC, RL manages the major contracts listed below. The following contractors, DOE offices and DOE customers are part of the key customer base receiving various infrastructure and site services from the HMESC:

- The Plateau Remediation Contract (PRC) includes completion of the Plutonium Finishing Plant project; non-tank farm waste disposal activities: groundwater monitoring and remediation; facility and waste site characterization, surveillance and maintenance; regulatory document preparation; and remediation. This contract will transition to the Central Plateau Cleanup Contract (CPCC) in the near future.
- The Hanford Site Occupational Medical Services contract provides occupational health services to personnel at Hanford, including medical monitoring and qualification examinations, human reliability testing, and records management.
- The Energy Savings Performance contract includes steam service to support heating and other operations at the 200 and 300 Area facilities. The contract includes energy conservation measures, such as upgrading lighting systems, pumping systems, automation systems, HVAC systems, and adding utility monitoring and control systems. The contract expires November 14, 2021. The energy Savings Performance contractor installed a 48.2 hp, 160 psi natural gas fired hot water boiler for heating the 3709A fire station and is responsible for operating and maintaining the hot water boiler. The boiler is installed in the mechanical room of 3709A. The

Energy Savings Performance contractor also installed a natural gas distribution system in the 300 Area for boilers. The HMESC Contractor shall assume O&M of the 3709A hot water boiler before October 1, 2020, including developing an agreement (cost, reliability, and amount) for the supply of natural gas with the contractor responsible for providing the natural gas in the 300 Area, and operating and maintaining the natural gas distribution system.

The following major contracts are managed by ORP:

- The Tank Operations Contract (TOC) includes operations and construction activities necessary to store, retrieve and treat Hanford tank waste; store and dispose of treated waste; and begin to close the tank farm waste management areas to protect the Columbia River. This contract will transition to the Tank Closure Contract in the near future.
- The Waste Treatment and Immobilization Plant contract includes design, construction and commissioning of a vitrification facility that will convert radioactive tank wastes into glass logs for long-term storage. The Waste Treatment and Immobilization Plant is being constructed on the Hanford Site Central Plateau.
- The 222-S Lab Analysis and Testing Services contract provides analysis of highly radioactive samples in support of Hanford Site projects. These services are performed in the 222-S Laboratory Complex located in the 200 Area of the Hanford Site. This contract will transition to the 222-S Laboratory (222-S Lab) Contract in the near future.
- Direct-Feed Low-Activity Waste operations is an anticipated contract to be awarded in 2022-2023.

Figure 1 Work Breakdown Structure by Contract Line Item Number

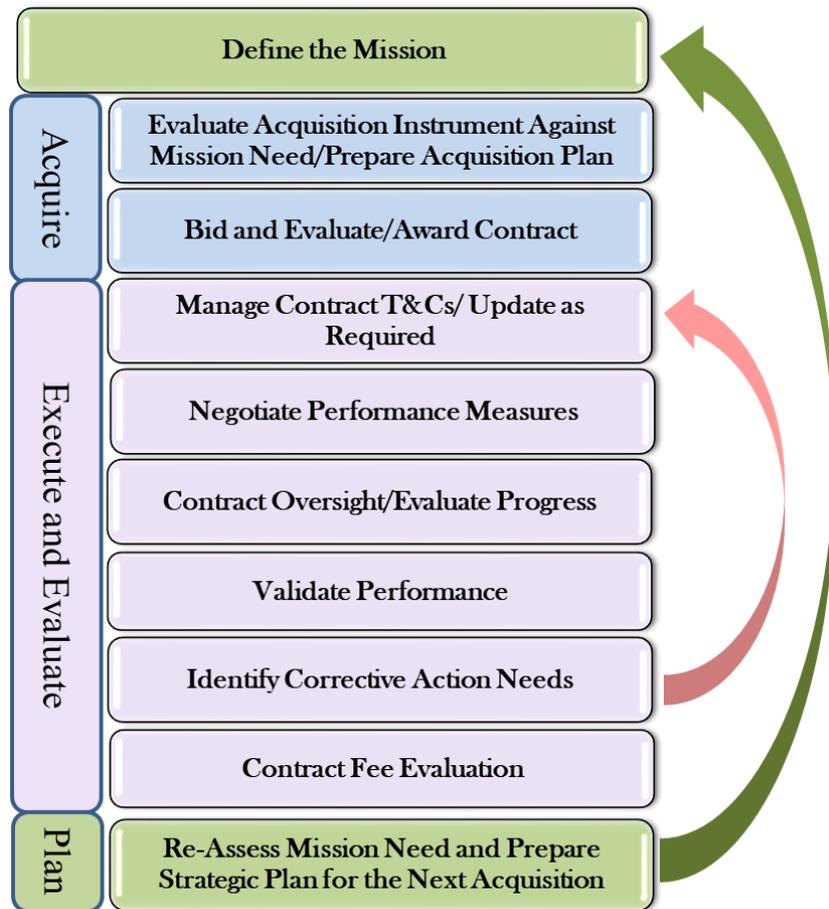
General Requirements					
<p>CLIN 0001 Contract Transition</p> <p>CLIN 0002 Hanford Site Benefit Plans</p> <p>Responsibilities for Sponsorship, Management & Administration of Contract Employee Pension and Other Benefit Plans</p>	<p>CLIN 0003 Legacy Benefit Plans & Legacy Workers' Compensation</p> <p>Responsibilities for Legacy Post-Retirement Benefit Plans, and Legacy Workers' Compensation</p>	<p>CLIN 0004 Infrastructure & Site Services General Requirements</p> <p>Infrastructure and Site Services</p> <p><i>See Below</i></p>	<p>CLIN 0005 DOE Small Business Procurement Pre-Award Support</p>	<p>CLIN 0006 Usage-Based Services to be Provided to Other Hanford Contractors</p>	<p>CLIN 0007 Infrastructure Reliability Projects</p>
<p>CLIN 0008 DOE Small Business Procurement Post-Award Support and Other Directed Work Scope</p> <ul style="list-style-type: none"> • DOE Small Business Procurement Post-Award Support • Other Directed Work Scope 					
<p>Utilities & Infrastructure</p> <ul style="list-style-type: none"> • Electrical Transmission and Distribution, and Energy Management • Water System • Sewer Systems • Sanitary Waste Management and Disposal • Roads and Grounds • Railroad System 	<p>Transportation</p> <ul style="list-style-type: none"> • Motor Carrier Services • Fleet Services • Crane and Rigging 	<p>Safeguards & Security</p> <ul style="list-style-type: none"> • Protective Forces • Physical Security Systems • Information Security • Personnel Security • Nuclear Materials Control and Accountability • Safeguards and Security Program Management 	<p>Emergencies & First Responders</p> <ul style="list-style-type: none"> • Fire and Emergency Response Services • Emergency Operations • Radiological Assistance Program 	<p>Training & Workforce Readiness</p> <ul style="list-style-type: none"> • Volpentest HAMMER Federal Training Center 	<p>Information Technology & Management</p> <ul style="list-style-type: none"> • Information Technology Core Services • Cyber Security • Information Technology Infrastructure • End-User Computing Services • Communications • Mission Information Technology • Records Management • Correspondence Control • Multi-media Services • Site Forms Management
<p>Business Services</p> <ul style="list-style-type: none"> • Personal Property Management Program • Energy Employees Occupational Illness Compensation Program Act Support • Hanford Workforce Engagement Center • External Affairs • Courier Services • Mail Services • Reproduction Services • DOE Receptionists • Site Safety Standards - Common Safety Processes 	<p>Real Property Asset Management</p> <ul style="list-style-type: none"> • Planning and Budgeting • Conduct of Maintenance • Facilities Information Management System (Reporting Systems) • General Purpose Facility Planning and Management 	<p>Environmental Stewardship & Management</p> <ul style="list-style-type: none"> • Land Management • Site Access and Use • Post-Cleanup Surveillance and Maintenance • Tribal Nations • Hanford Natural Resource Damage Assessment 	<p>Environmental Integration</p> <ul style="list-style-type: none"> • NEPA Planning and Program Support • Cultural and Historic Resource Program • Environmental Compliance Support • Environmental Regulatory Management • Environmental Mitigation Strategy and Planning • Environmental Permits and Compliance • Natural Phenomena Monitoring • Radiological Site Services 	<p>Safety & QA</p> <ul style="list-style-type: none"> • Organizational/Safety Culture • Radiation Protection • Worker Safety and Health Management • Workplace Substance Abuse Programs • Event Notification, Reporting and Investigation • Activity Level Work Planning and Control Program • Quality Assurance • Conduct of Operations • Beryllium 	<p>General Performance Requirements</p> <ul style="list-style-type: none"> • Engineering • Business Administration • Internal Audit • Employee Concerns Program • Strategic Partnership Projects • Program and Project Performance Management • Hanford Portfolio Analysis, Project Support and Independent Assessment

Note: Additional CLINs for Option Periods 1 and 2 can be found in HMESC Section B, Table B-1, "Contract CLIN Structure."

2.0 Identification of Key Contract Management Team Members, Including Roles and Responsibilities

RL is a Contracting Activity under the Environmental Management (EM) Head of Contracting Activity, as well as the Contract Administration Office responsible for the HMESC. As such, the RL federal staff execute their roles and responsibilities in the context of an acquisition organization. This represents a continual shift from the emphasis on project management to contract management. These acquisition roles are depicted in Figure 2 below. The bulk of the activities for the federal staff will fall within the Execute and Evaluate roles shown in the table below.

Figure 2 Federal Acquisition Roles



The HMESC Contract Management Team (CMT), as shown in Figure 3, is the group within the Contract Administration Office that has the primary responsibility for reviewing and assuring that the Contractor delivers the products and services necessary to support successful contract execution.

The HMESC CMT is an integral part of the overall Hanford environmental cleanup program. The CMT is responsible for assuring that the Contractor delivers the products and services necessary to achieve the applicable overall Hanford acquisition plan objectives and environmental program goals defined in the contract and applicable regulatory requirements.

The HMESC CMT interfaces with associated Integrated Project Teams (IPT), other Hanford CMTs, program managers, Hanford Acquisition Teams, technical monitors, and support groups. The contract is the primary tool that the CMT and associated IPTs reference to identify that the

Contractor’s performance complies with the various program and project level objectives defined in the Acquisition Plan. The HMESC CMT will coordinate with other CMTs in ORP and RL to include exiting contracts PRC, and TOC and future contracts for CPCC, TCC, and Direct Feed Flow Activity Waste Facilities Contract (DOC). The CMT will also have a direct interface with the IPT for each project within the HMESC scope.

The HMESC Points of Contact table provides a listing of points of contact responsible for different areas of the HMESC administration.

Successful management and administration of the HMESC by the CMT requires the coordinated efforts of a variety of RL personnel. Some of these key personnel on the CMT include the ORP/RL manager and senior staff, Contracting Officer(s) (CO), Contracting Officer’s Representative(s) (COR), Contract Specialist(s), Organizational Property Management Officials (OPMOs), Program Director(s), Federal Project Director(s) (FPD), technical support staff, and subject matter experts on the mission contracts that are serviced by the HMESC. This CMP delineates the roles and responsibilities of these team members and describes their key contract administration duties. All personnel with specific oversight responsibilities are collectively referred to as performance monitors. Specific roles and responsibilities of the several performance monitors are discussed in the remaining Section 2.0 elements that follow.

Figure 3 HMESC Contract Management Team



2.1 Contracting Officer

The RL HMESC CO is appointed by the EM, Head of Contracting Activity and is the functional leader of the HMESC CMT. Additional EM-appointed COs may also be assigned administrative responsibilities on the HMESC. Contracts may be entered into and signed on behalf of the government only by an appointed CO. The CO has the responsibility and authority to administer the contract and make related determinations and findings. Pursuant to Clause G.1, "Contracting Officer Authority," only the CO is authorized to accept non-conforming work; waive any requirement of the contract; or modify any term or condition of the contract. A CO list is available on the Hanford intranet, which includes CO/COR authorities and limitations. CO responsibilities and authorities are described in FAR 1.602, "Contracting Officers."

2.2 Contracting Officer Representative

The primary role of a COR is to assist the CO in performing certain technical functions in administering the contract. Specifically, the COR is the senior member of the cadre of federal staff comprised of the COR, assigned Technical Monitors (TM) and Activity Monitors (AM), as well as others tasked with oversight of contractor performance and collectively referred to as Performance Monitors. A COR is officially designated in writing by the CO who provides a formal Letter of Designation that defines the COR's specific roles and responsibilities. A COR acts solely as a technical representative of the CO and is not authorized to perform any function that results in a change in the scope, price or terms and conditions of the contract.¹ Technical direction provided by a COR is defined in DEAR 952.242-70, "Technical Direction." A COR has the following general responsibilities:

- Provide assistance in areas such as:
 - Provide performance oversight to ensure the products and services for which the COR is responsible are delivered by the Contractor in accordance with the terms and conditions of the contract, including quality.
 - Review and where authorized, approve drawings, testing, samples, and technical information to be delivered under the contract.
 - Monitor expenditures.
 - Perform inspection and acceptance of work, as required.
 - Conduct periodic reviews, audits, and surveillances of the Contractor to ensure compliance with the contract, as required.
 - Perform periodic reviews of the Contractor to evaluate invoices, incremental and provisional payments, and recommend final fee.
 - Provide technical and/or administrative direction to the Contractor in accordance with Clause I.180, "Technical Direction," and the COR's Letter of Designation.

¹ **Supplement 942.270-1 -- Contracting Officer's Representatives.**

The contracting officer may designate other qualified personnel to be the Contracting Officer's Representative (COR) for the purpose of performing certain technical functions in administering a contract. These functions include, but are not limited to, technical monitoring, inspection, approval of shop drawings, testing, and approval of samples. The COR acts solely as a technical representative of the contracting officer and is not authorized to perform any function that results in a change in the scope, price, terms or conditions of the contract. COR designations must be made in writing by the contracting officer, and shall identify the responsibilities and limitations of the designation. A copy of the COR designation must be furnished to the contractor and the contract administration office.

- Keep the CO informed of the Contractor's progress and provide prompt notification of any contractual problems or issues. A COR list is available on the Hanford Intranet, which includes CO/COR authorities and limitations.
- Perform the above with the support of technical performance monitors and activity performance monitors also appointed by the CO.

2.3 Manager, Office of River Protection and Richland Operations Office

The ORP/RL manager provides the EM onsite presence and is responsible for implementing DOE Headquarters (DOE-HQ) policy and direction. The ORP/RL manager has line-management authority and responsibility to integrate administrative and operations requirements into program missions and to ensure Hanford contractors and RL/ORP implement robust ethical and compliance culture programs.

The RL/ORP manager has further delegated these responsibilities to each of two deputy managers, one for RL and one for ORP. These delegated responsibilities include the following:

- Establishing and communicating expectations.
- Providing feedback to the Contractor.
- Monitoring overall operations, reviewing work and coordinating activities related to assigned programs and projects.
- Maintaining and protecting federal assets.
- Managing ORP/RL staff and administrative systems to assure effective operations.

The full suite of delegations from the ORP/RL manager to his/her subordinates is documented in the Hanford Functions, Responsibilities and Authorities (FRA) document located in DPMS under DOE-PPD-RPMS-50511.

2.4 Assistant Managers

The Assistant Manager for Mission Support (AMMS) is the primary COR who leads the oversight of assigned Hanford activities associated with the HMESC. The HMESC also contains program elements that fall under the responsibility of the Assistant Manager for River and Plateau (AMRP), Assistant Manager for Safety and Environment (AMSE), and Assistant Manager for Business and Financial Operations (AMB). Additional AMRP, AMSE, and AMB responsibilities, accountabilities, and authorities are shown in Tables 3 and 4 in the last pages of this CMP.

The AMMS responsibilities include the following:

- Participating as a key member of the HMESC CMT.
- Coordinating with the CO and other CORs to assure that the Contractor is delivering the necessary programmatic deliverables.
- Program official for invoice review and approval.
- Delivering assigned Government-Furnished Services and Information (GFS/I) consistent with the contract.
- Maintaining in-depth operational awareness of assigned workscope.
- Monitoring contractor performance in meeting performance incentives, Tri-Party Agreement (TPA) milestones, and Defense Nuclear Facilities Safety Board (DNFSB) commitments, as applicable.

- Providing RL management with accurate and objective information regarding project performance.
- Monitoring cost and schedule variance of assigned workscope.
- Promptly notifying management of events that significantly affect contract performance.

2.5 Technical Monitors/Activity Monitors

The primary role of a TM/AM is to assist the CO and COR in monitoring performance of certain technical functions in administering the contract. A TM/AM is officially designated in writing by the CO who provides a formal Letter of Designation that defines the TM/AM specific roles and responsibilities. A TM/AM acts solely as a technical representative of the CO/COR and is not authorized to perform any function that results in a change in the scope, price or terms and conditions of the contract. A TM/AM may have the organizational role of division director, team lead, or individual contributor responsible for a finite subset of the contract scope. An FPD is also a technical monitor who leads the oversight of an assigned Hanford cleanup project. A listing of TMs/AMs is contained in Tables 3 and 4 in the last pages of this CMP.

TMs/AMs are assigned the following responsibilities as they apply to their assigned scopes:

- Performing contract technical performance monitor role in support of the CO/COR.
- Performing invoice reviews.
- Maintaining overall operational awareness of assigned workscope.
- Monitor and analyze cost and schedule variance of assigned contract work breakdown structure element(s).
- Coordinating the monitoring of Contractor performance in meeting performance incentives, TPA milestones, and DNFSB commitments.
- Providing management, the CO, and other affected CORs, with accurate and objective information regarding contract performance.
- Leading the delivery of assigned workscope.
- Assuring delivery of assigned GFS/I consistent with the contract.
- Providing timely recommendations to their manager and the CO and other affected CORs to correct performance consistent with the contract.
- Leading the development of the RL Integrated Evaluation Plan for their assigned program/project.
- Promptly notifying management and CO of events that significantly affect program/project performance.
- Participating as a member of the CMT.

2.6 Subject Matter Experts

Federal staff members provide specific technical assistance to project staff and management involved in the oversight of an assigned Hanford cleanup project as part of the overall program. General federal staff responsibilities, accountabilities and authorities are available in procedure DOE-RL-PPD-RPMS-50545, *RL Roles, Responsibilities, Accountabilities, and Authorities*, located in DPMS.

Federal subject matter expert responsibilities include the following:

- Supporting the project teams.

- Delivering assigned GFS/I consistent with the contract.
- Maintaining in-depth operational awareness in the assigned subject areas.
- Assisting the TM/AM in developing timely recommendations to their manager to correct performance consistent with the contract.
- Providing the TM/AM with accurate and objective information regarding project performance.
- Assisting in the development of the RL Integrated Evaluation Plan for their assigned roles.
- Promptly notifying management and CO of events that significantly affect project performance.
- Assisting the TM/AM with invoice reviews.

2.7 Legal Counsel / Litigation COR

The legal counsel / litigation COR has primary responsibility for providing technical direction related to the area of litigation management and legal policy.

2.8 Finance/Budget

The RL/ORP Finance Division (Hanford Finance) is responsible for reviewing and making adequacy recommendations to RL/ORP regarding the Contractor's financial, accounting, billing, timekeeping, internal audit, subcontractor incurred cost audit, internal control, and ethical compliance systems and programs.

The Budget Division coordinates with Contractors and RL line organizations for budget preparation and tracking, and provides funds control for all RL funds.

2.9 Certified Realty Specialist

The Certified Realty Specialist provides the review and approvals required to acquire, manage, and dispose of real property. The Certified Realty Specialist provides all approvals and recommendations to the CO. In accordance with regulations and DOE guidance, only the CO can provide approval of real estate actions to the Contractor.

2.10 Organizational Property Management Officer and Property Administrator

In RL, two individuals serve as the Organizational Property Management Officer and the Property Administrator, respectively. These individuals establish and administer personal property management scope within RL consistent with 48 CFR 52.245-1, Government Property, and applicable laws, regulations, practices, and standards.

3.0 Contract Management Processes

3.1 Contract Communication Protocol

3.1.1 Formal Communications with the Contractor

All formal direction to the Contractor is issued by the CO or the COR within designated authority. All directions specifically identified in the Contract as requiring a written direction from the CO or COR must be in writing. All other directions (i.e. those not expressly required by the Contract to be in writing) should be in writing, but may be provided orally in meetings, briefings, phone, or video conferencing if a writing is not reasonably practicable. A written record of direction should be created for such oral

directions. All formal written correspondence to the Contractor should include the contract number within the subject line. Correspondence will include the following statement, where applicable:

“The government considers this action to be within the scope of the existing contract and therefore, the action does not involve or authorize any delay in delivery or additional cost to the government, either direct or indirect.”

The following caveat will be included within the body of correspondence issued by CORs:

“If, in my capacity as a Contracting Officer’s Representative (COR), I provide any direction which your company believes exceeds my authority you are to immediately notify the Contracting Officer and request clarification prior to complying with the direction.”

The CO must be on concurrence for all correspondence to the Contractor (e.g., technical direction by the COR) and receive a copy when issued. Only the CO has the authority to interpret the contract terms and conditions or make changes to the contract.

To ensure correspondence control, all formal correspondence will be addressed to the Contractor’s local principal executive, and cite the contract number and applicable contract provision and/or GFI/S item number in the letter’s subject line. Formal communication from the Contractor should follow a formal contract correspondence tracking system with commitments appropriately assigned and tracked for timely completion.

3.1.2 Informal Communications with the Contractor

Informal communications can occur between an RL employee and any Contractor employee. This type of communication is nonbinding for both the government and the Contractor and does not constitute contract direction (i.e., formal communication). Informal communication can take the form of electronic mail, retrievable databases, telephone, facsimile, presentations, meetings, and other means.

Informal communications between RL and Contractor staff are needed for proper oversight coordination. This communication should be constructive in nature. Avoid requesting information obtainable by other means. In their informal communications, RL employees need to avoid the impression the communications are formal. Particularly, when COs or CORs are engaging in informal communications, they must be careful to identify those communications as nonbinding. CORs should inform the Contractor as to whether the communications or portions thereof are formal or informal. More specific expectations for RL interfaces with Contractors are described in the DPMS *Contract Management and Oversight Performance* crosscutting processes.

3.1.3 Non-RL Communications

The Contractor will be required to communicate with other than RL staff in conjunction with its responsibilities and workscope. The parties most likely to be involved are DOE-HQ, other federal agencies and offices including the U.S. Environmental Protection Agency, Government Accountability Office, the DNFSB, OHCs, Hanford Advisory Board, state agencies, officials (including the Washington State Departments of Ecology and Health), tribal nations, and the general public. Because these entities are outside of the contractual relationship between the Contractor and RL, their communications to the Contractor may not be construed as contractual direction to change the scope or terms and conditions of the contract. It is expected, however, that these “stakeholder” communications are coordinated or monitored by the CO, COR, or responsible IPT

participant, as described in the DPMS *Intergovernmental Affairs and Public Affairs* crosscutting processes.

3.2 Contract Administration by CLIN

These CLINs will be incrementally funded as needed in accordance with FAR 52.232-22. Appropriated funds will be provided separately by CLIN. The contractor will be required to work within the funds provided for each individual CLIN. Accordingly, RL personnel will be required to administer the HMESC by CLIN as it pertains to funding to include tracking, monitoring, and segregation of costs and funding. HMIS will be required to submit invoices by CLIN and provide documentation down to at least WBS Level 5 and be able to provide supporting documents for the actual costs incurred should DOE request additional information.

3.2.1 CLIN 001 – Contract Transition

CLIN 001 is for contract transition for a period of 120 days. It is a cost reimbursable-no fee CLIN. A notice to proceed for this CLIN will be provided once the Department reaches some level of stability after the COVID-19 Partial Stop Work Orders for major contracts at Hanford Site. The work scope will address HMESC transition activities consistent with the approved HMIS transition plan. The scope of the Mission Support Contract will continue to be performed by Mission Support Alliance, LLC until the end of transition.

The funding provided for CLIN 001 will be based on the offerors proposed cost in the awarded proposal. The invoice for CLIN 001 may consist of the LLC owners (Leidos, Centerra, and Parsons) respective indirect rates based on the individuals performing transition workscope. The contract requirement states that no home office allocations or fee are allowable. This will be verified in the invoice review for CLIN 001.

3.2.2 CLIN 002/1002/2002 – Hanford Site Benefit Plans

CLIN 002/1002/2002 covers the Hanford Site Benefit Plans. HMESC will be responsible for sponsorship, management and administration of contract employee pension and other benefit plans for certain active and retired contractor employees at the Hanford Site. CLIN 002/1002/2002 is a cost reimbursable-no fee CLIN. This CLIN will not impact the PEMP/Award Fee due to the nature of the CLIN. It will be reimbursed at actual costs. The management and administration of the items in CLIN 002/1002/2002 may impact the PEMP/Award Fee.

This CLIN does not cover labor-related costs to perform the management and administration function. Those costs are to be charged to the Business Administration scope, under the Infrastructure and Site Services CLIN (004, 1004, 2004).

Technical oversight of this CLIN will be the responsibility of the Procurement Support Division, to include invoice review. Invoices are anticipated to be submitted on a monthly basis and will require adequate supporting documentation.

3.2.3 CLIN 003/1003/2003 – Legacy Benefit Plans & Legacy Workers' Compensation

CLIN 003/1003/2003 covers the Legacy Benefit Plans, Rocky Flats Legacy Workers' Compensation, and Hanford Legacy Workers' Compensation HMESC will have certain responsibilities for post-retirement benefit plans and Workers' Compensation related to retired or former contractor employees associated with work at different DOE Sites. CLIN 003/1003/2003 is a cost reimbursable-no fee CLIN. This CLIN will not impact the PEMP/Award Fee due to the nature of the CLIN. It will be reimbursed at actual costs.

Non-labor related cost to perform these functions reside within these CLINs. Labor related costs to perform the management and administration functions are to be charged to the Business Administration scope, under the Infrastructure and Site Services CLINs (004, 1004, 2004). The management and administration of the items in CLIN 003/1003/2003 may impact the PEMP/Award Fee.

Technical oversight and invoice review of this CLIN will be the responsibility of the Hanford Finance Division, for Hanford Legacy Workers' Compensation. Invoices for Hanford Workers' Compensation will be submitted on a quarterly basis subsequent to the quarterly payment, and will require adequate supporting documentation including rates, hours, and payroll dollars for the invoiced quarter and contract to date.

Technical oversight and invoice review of this CLIN will be the responsibility of the Procurement Support Division for the Rocky Flats Legacy Workers' Compensation and Legacy Benefit Plans (Fernald, Rocky Flats, & Mound). Invoices for Legacy Benefit Plans will be submitted on a monthly basis and require adequate supporting documentation. Rocky Flats Workers' Compensation will be submitted on a quarterly basis and will require adequate supporting documentation.

3.2.4 CLIN 004/1004/2004 – Infrastructure & Site Services General Requirements

CLIN 004/1004/2004 is the Infrastructure & Site Services General Requirements that the HMESC will include the bulk of the work associated with the HMESC as identified in Section B and Section C of the contract. The functional areas included in Infrastructure and Site Services are:

- Utilities and Infrastructure,
- Transportation,
- Safeguards and Security,
- Emergencies and First Responders,
- Training and Workforce Readiness,
- Information Technology and Management,
- Business Services,
- Real Property Asset Management,
- Environmental Stewardship and Management,
- Environmental Integration,
- Safety and QA and,
- General Performance Requirements.

This is a cost reimbursable-award fee CLIN. The amount of fee within the pool will initially coincide with the amount proposed at time of award but is subject to modification based on negotiated changes. There will be both subjective and objective goals identified within the PEMP for this CLIN in order to earn fee. The amount of fee earned by the contractor will be determined by the Fee Determining Official.

Technical oversight of this CLIN will be the primary responsibility of the Assistant Manager for Mission Support (AMMS), with assistance from others to include, but not limited to, Assistant Manager Business and Financial Operations (AMB), Assistant Manager Safety and Environment (AMSE), and Assistant Manager for River and Plateau Remediation (AMRP). These organizations are also responsible for the technical review of invoices, change proposals, and requests for equitable adjustments.

3.2.5 CLIN 005/1005/2005 – DOE Small Business Procurement Pre-Award Support

CLIN 005/1005/2005 is the DOE Small Business Procurement Pre-Award Support that the HMESC will set aside meaningful work that shall be awarded to small businesses as prime contracts to DOE beginning in year two of the Contractor's performance. The terms for these small business contracts are anticipated to be a five year period of performance. These contracts should be Fixed-Price, unless other contract types can be justified as best value for the Government, and should consider the appropriateness of an Indefinite Delivery/Indefinite Quantity (IDIQ) arrangement to adapt to funding fluctuations and changing priorities. DOE may request the Contractor to identify additional scope for awards to small businesses as direct contracts to DOE throughout the term of the Contract.

The desired outcome includes an approved Small Business Prime Contract Acquisition Plan, an approved Small Business Procurement Support to DOE model, and DOE awards of a set of prime contracts to small businesses.

When the contractor identifies potential scope for small business award under DOE Prime contracts, RL procurement will work with the respective technical organizations in the review and consideration of these business cases.

This is a cost reimbursable-award fee CLIN. The amount of fee within the pool will coincide with the amount proposed at time of award. There will be both subjective and objective goals identified within the PEMP for this CLIN to incentivize the contractor to earn fee. The CO will request input from the program official and AMMS to address MSA's performance under this CLIN. The amount of fee earned by the contractor will be determined by the Fee Determining Official.

3.2.6 CLIN 006/1006/2006 – Usage-Based Services to be Provided to Other Hanford Contractors

CLIN 006/1006/2006 is the Usage-Based Services to be Provided to Other Hanford Contractors that the HMESC will provide the services identified in Section J, Attachment J-3a, after completion of Contract transition, until directed by the DOE CO to execute to the Section J, Attachment J-3.b, which identifies the service type as either mandatory or optional for use by Hanford Site customers, including DOE and/or OHCs and their subcontractors. Changes to the Matrix shall be signed, showing concurrence, by the Contractor and OHCs. UBS are a pass-through cost for OHCs; the accounting for the obligation of DOE funds and cost reimbursement for UBS is described in Section B entitled, Supplies or Services and Prices/Costs, under the UBS To Be Provided to OHCs CLINS (006, 1006, 2006).

The expectation that the costs associated with this CLIN will have appropriate supporting documentation that demonstrates request for services, agreed upon price, and applicable period of performance be documented between the HMESC and the OHCs. Rates should be in accordance with approved forward pricing rates and liquidation of rates are to be traceable, at cost (no fee), and consistent among all customers.

Hanford Finance will monitor the rates and variances to ensure the billings are appropriate and the costs are also being liquidated appropriately.

This is a cost reimbursable-award fee CLIN. The amount of fee within the pool will coincide with the amount proposed at time of award. There will be both subjective and objective goals identified within the PEMP for this CLIN to incentivize the contractor to earn fee. The CO will request input from the OHCs to address MSA's performance under this CLIN since they are MSA's customers. The amount of fee earned by the contractor will be determined by the Fee Determining Official.

3.2.7 CLIN 007/1007/2007 – Infrastructure Reliability Projects

CLIN 007/1007/2007 contains the Infrastructure Reliability Projects. The contractor will develop an RPIP, as a subset of the IIP as described in Section C entitled, Project Management, to support DOE identification and issuance of task orders. The RPIP is work related to updating, upgrading or replacing elements of the fixed infrastructure and removing and/or dispositioning newly abandoned or replaced systems. The management of the RPIP shall be performed under Section C entitled, Project Management. As funds become available and the need for these projects arise, DOE will issue task orders under the ID/IQ CLINs 007, 1007, 2007.

Each task will be sent to the contractor under RFP and the proposed fee (not to exceed 8%) will be put into the Award Fee pool for this CLIN unless awarded as Firm Fixed Price (FFP) task order. There will be both subjective (40%) and objective (60%) goals identified within the PEMP for this CLIN in order to earn fee. The amount of fee earned by the contractor will be determined by the Fee Determining Official. Fee on FFP task orders will be based on what is negotiated for each task order (not to exceed 8%).

3.2.8 CLIN 008/1008/2008 – DOE Small Business Procurement Post-Award Support and Other Directed Work Scope

CLIN 008/1008/2008 is the DOE Small Business Procurement Post-Award Support and Other Directed Work Scope that the HMESC will provide small business procurement post-award support and other DOE directed work scope (DDWS) activities providing support to DOE and/or other entities. As funds become available and the need for these activities arise, DOE will authorize work via task order or task order modification under the ID/IQ CLINs 008, 1008, and 2008. These authorizations will vary in form and format depending on the nature of the work and the sponsoring entity. The work authorizations will identify scope, cost, schedule, fee, and funding arrangement.

The contractor will need to identify where these employees will be located and logistics associated with this scope of work.

Tables J-15a through J-15f will track a minimum of the following:

- Task Order No.
- Modification No.
- Requestor
- Start Date
- Completion Date
- Cost
- Federal Administration Charge (FAC)
- Fixed Fee/Fee Retention)
- Billable Fee
- Reason for Change
- HMESC Modification No.

- Requisition
- Status (Open or Closed)

RFS/IEWO/DDWS/PMTOs will be assigned a fixed fee if applicable when they are awarded.

Small Business Procurement Post Award Support will be handled as award fee pool for this CLIN. This task will be based on the outcome of CLIN 005, 1005, 2005, and the proposed fee will be put into the Award Fee pool for this CLIN. There will be both subjective and objective goals identified within the PEMP for this CLIN in order to earn fee. The amount of fee earned by the contractor will be determined by the Fee Determining Official.

3.3 Government-Furnished Services and Information Review Process

The government has a responsibility to enable contract performance by ensuring that GFS/I are available, timely, and of the required quality. Section C includes the Contract Purpose and Overview that describes the Performance Work Statement (PWS) structure including GFI/S requirements. The contract workscope is divided into eight primary CLINs for the base and option periods, as addressed above in 3.2 “Contract Administration by CLIN.” The PWS workscope elements each contain the Key Customers; an in-depth description of the performance-based contract requirements including deliverables, necessary tasks, actions, functions or activities to be performed; and the limits or exclusions to the scope of the required activities. Typical GFS/I include RL approval of Contractor submittals such as decision documents and reports, and approval of management products and contract deliverables. Contract deliverables and GFS/I are consolidated in Attachments J-10 and J-11, respectively.

Required government responses and approvals: In the course of performing the contract, the Contractor is required to obtain the government’s review and/or approval of numerous documents and management systems. It is imperative the government provides appropriate responses within the periods specified by the contract. The DOE action and response times for specific Contractor deliverables are specified in Attachment J-10 as DOE “Action” and “Response Time.” The response time is given in calendar days, and in some cases the response time is very short. The response time is specified as the number of calendar days for DOE to review, approve, and/or provide certification action on the deliverable following Contractor submission of an acceptable product; or DOE provide comments on an unacceptable product that will require revision and re-submission for DOE review, approval, and/or certification action. It is expected that reviews of key Contractor management system documentation, such as an Integrated Safety Management System description and the Program Management Plan, be conducted with the Contractor prior to formal submittal by the Contractor for review and approval. Communication with the Contractor and within the organization will be essential to managing the requirements to avoid a basis for equitable adjustment claims.

As a reminder, the only way in which deliverables can be modified is through the CO. As with other contracting changes, only those changes agreed to by the CO are binding.

3.4 Inspection/Surveillance and Acceptance Processes

Various RL organizational elements have contract management responsibilities and ownership for actions associated with the HMESC. ORP/RL FRA documents establish these key responsibilities. The HMESC Contract Work Breakdown Structure Responsibility Assignment Matrix (Table 3 located in the last pages of this CMP) identifies those individuals responsible for particular work elements within the contract scope. Each DOE organization is responsible for monitoring performance measures within its control. The AMMS is responsible for overall

monitoring of performance measures. The primary method used for monitoring contractor performance is based on the following:

- An understanding of the performance-based nature of the contract.
- Knowledge of the Contractor's performance in accordance with the contract requirements.
- Awareness of the type and level of associated risks and hazards.
- Insight on the technical and management approaches to mitigating programmatic risks and controlling hazards.
- Familiarity with the Contractor's approved management systems.

Increased evaluation efforts are placed on those areas where there are indications of poor or suspect contractor performance indicated by contractor self-assessment or by CMT surveillance and analysis. The level of review is reduced when there are indications that the contractor's performance is strong and the contractor's self-assessment and corrective action programs are effective. In general, DOE's intent is to minimize the level of DOE involvement and allow the Contractor to perform to the contract requirements. DOE's goal is to reduce evaluations when the Contractor demonstrates an effective self-assessment program that includes self-identification, taking appropriate corrective actions, and successful follow-on action to prevent recurrence and improve performance. If the Contractor's performance is deficient, and it appears that the contractor's management processes have not produced the desired result(s), DOE can increase evaluations in order to protect the government's interests. Additional DOE inspection and acceptance rights can be found in Section E of the contract.

Contractor progress and fee is determined by Contractor success in meeting end states established in Section C, "Performance Work Statement," and in Section J, Attachment J.4, "Performance Evaluation and Measurement Plan" (PEMP), as well as compliance with contract requirements. All work must be performed in accordance with applicable laws, regulations, and DOE directives. Failures in contract performance as defined in contract Clause B.11, "Fee Reductions," may be the basis for reduction of fee. Section E, "Inspection and Acceptance," is also the basis for Contractor rework for performance that does not meet contract requirements.

Key elements in inspections/surveillance and acceptance processes are the periodic routine reviews and feedback between DOE organizations and the Contractor. These are comprised of monthly and quarterly review meetings wherein status is provided to DOE and informal feedback is provided to the contractor followed by more formal feedback as necessary. The framework of formal and informal communications methods is discussed below in 7.0 "DOE Oversight and Contractor Assurance System."

3.5 Stop Work Authorities

The contract and ORP/RL have the responsibility to stop work under certain circumstances as addressed in Clause H.31, "Work Stoppage and Shutdown Authorization." This clause states the following:

(a) Imminent Health and Safety Hazard is a given condition or situation, which if not immediately corrected, could result in serious injury or death, including exposure to radiation and toxic/hazardous chemicals. Imminent Danger in relation to the facility safety envelope is a condition, situation, or proposed activity which, if not terminated, could cause, prevent mitigation of, or seriously increase the risk of (1) nuclear criticality, (2) radiation exposure, (3) fire/explosion, and/or (4) toxic hazardous chemical exposure.

(b) Work Stoppage. In the event of an Imminent Health and Safety Hazard, identified by facility line management or operators or facility health and safety personnel overseeing

facility operations, or other individuals, the individual or group identifying the imminent hazard situation shall immediately take actions to eliminate or mitigate the hazard (e.g., directing the operator/implementer of the activity or process causing the imminent hazard to stop work, initiating emergency response actions or other actions) to protect the health and safety of the workers and the public, and to protect DOE facilities and the environment. In the event an Imminent Health and Safety Hazard is identified, the individual or group identifying the hazard should coordinate with an appropriate Contractor official, who will direct the shutdown or other actions, as required.

Such mitigating action(s) should subsequently be coordinated with the DOE and Contractor management. The suspension or stop-work order should be promptly confirmed in writing by the CO.

(c) Shutdown. In the event of an imminent danger in relation to the facility safety envelope or a non-Imminent Health and Safety Hazard identified by facility line managers, facility operators, health and safety personnel overseeing facility operations, or other individuals, the individual or group identifying the potential health and safety hazard may recommend facility shutdown in addition to any immediate actions needed to mitigate the situation. However, the recommendation must be coordinated with Contractor management, and the DOE Site Manager. Any written direction to suspend operations shall be issued by the CO, pursuant to FAR 52.242-15 clause, Stop-Work Order.

(d) Facility Representatives. DOE personnel designated as Facility Representatives provide the technical/safety oversight of operations. The Facility Representative has the authority to “stop work,” which applies to the shutdown of an entire plant, activity, or job. This stop-work authority will be used for an operation of a facility which is performing work the Facility Representative believes:

(1) Poses an imminent danger to health and safety of workers or the public if allowed to continue; (2) Could adversely affect the safe operation of, or could cause serious damage to the facility if allowed to continue; or (3) Could result in the release of radiological or chemical hazards to the environment in excess of regulatory limits.

(e) This clause flows down to all subcontractors at all tiers. Therefore, the Contractor shall insert a clause, modified appropriately to substitute “Contractor Representatives” for “the CO” in all subcontracts.

3.6 Contract Payment Method

Contract payment under this contract is executed via invoices submitted to DOE under the contract. It is DOE policy for the contractor/vendor invoices to be thoroughly and promptly reviewed prior to approving payments. This task should not be an inordinate administrative burden, but be performed in a cost-effective and timely manner. These government determinations should be done upon the receipt of each invoice or payment voucher. Reliance on year-end audits is neither acceptable nor practical for the “technical” or program/project review. This does not mean, however, that every cost item must be analyzed or a maximum level of cost detail be obtained. A degree of reliance can be placed on contractor management systems (e.g., accounting or procurement) once these contract deliverables have been approved by the cognizant CO. At that time, a sampling methodology may be used where the perceived risk of transaction error is low. This is a CO judgment call. Where a basis for questioning the acceptability of costs is identified by the government, the Contractor will be notified. When costs are questioned by the government, the burden is on the contractor to demonstrate that the costs were proper and reasonable.

The Hanford Mission Essential Services Contract Invoice Review Process (Figure 9) identifies the process whereby the members of the HMESC CMT provide detailed review of the invoice in support of the CO/COR approval. Using this process, the government must determine that the amounts paid are appropriate, allowable, within the scope of work, and in accordance with the terms and conditions of the contract. The CO must determine the allowability of costs billed. FAR 31.201-2(a), "Determining Allowability" identifies five factors that must be considered:

- Terms and conditions of the contract.
- Reasonableness.
- Allocability.
- Cost Accounting Standards requirements.
- Limitations set forth in FAR 31.201-1(b), 31.201-2(c), and 31.201-2(d).

The COR or TM/AM should ensure labor resources, skill mix, hours and materials are reasonable, in accordance with the terms and conditions of the contract, and necessary (allocable) for the performance of the work. Such reviewing officials are not expected to know the Cost Accounting Standards or the cost principles. Other expertise (e.g., finance) is obtained by the CO to evaluate and resolve issues in these areas (e.g., indirect cost rates, overheads, or general and administrative).

The COR or TM/AM should focus on the reasonableness of the quantities, qualities, and suitability of resources used by the contractor. In defining reasonableness, FAR 31.201-3, "Determining Reasonableness," states, "a cost is reasonable if, in its nature and amount, it does not exceed that which would be incurred by a prudent person in the conduct of competitive business ... What is reasonable depends on a variety of considerations and circumstances, including:

- (1) Whether it is the type of cost generally recognized as ordinary and necessary for the conduct of the contractor's business or the contract performance;
- (2) Generally accepted business practices, arms-length bargaining, and Federal and State laws and regulations;
- (3) The contractor's responsibilities to the Government, other customers, the owners of the business, employees, and the public at large; and
- (4) Any significant deviations from the contractor's established practices."

Costs questioned by the COR or TM/AM must be communicated to the CO, along with any data supporting the recommendation. Materiality or magnitude of the questioned cost must always be considered along with the RL resource commitment necessary to resolve the issue. The COR or TM/AM will assist the CO to adjudicate the issue. This may ultimately result in sending a Notice of Disallowance to the contractor. The contractor may accept such notice or may invoke the disputes clause to obtain further appeal.

The COR or TM/AM must certify that, to the best of their knowledge and based on careful review, the types and quantities of resources used are reasonable, consistent with the requirements of the contract. Often such certification will only apply to a portion of the invoice for which the reviewer has responsibility. Such certification does not directly result in sole liability to the reviewer should the invoice later be found to be incorrect, as long as the certification was based on a careful review of available facts, and is to the best of the reviewer's knowledge." However, repercussions could occur if fraud, gross negligence, or intentional misstatement occurs in performance of this task.

Procurement instruments require contractors and vendors to submit invoices electronically through the Oak Ridge Financial Service Center's web-based DOE Vendor Inquiry Payment Electronic Reporting System. The DOE payment system notifies designated DOE officials an invoice has been submitted and is ready for review and approval. The COR or his/her assigned proxy will access contractor/vendor invoices via the web-based DOE Financial Accounting Support Tool to record invoice reviews and notify the Approving Official whether payment should be approved.

3.7 Performance Evaluation Measurement Plan and Fee Administration

The PEMP is an award fee plan containing both objective and subjective outcomes in order to incentivize the efficiency and effectiveness of the Contractor. Please note that PEMP is synonymous with the term "Award Fee Plan" found in FAR 16.401(e)(3), "General." The completion criteria for objective outcomes are focused on specific activities. The completion criteria for subjective outcomes are focused on the achievement of high-level strategies and performance levels necessary to facilitate accomplishment of envisioned end states. The completion criteria are based on integrated investment portfolio and requisite budget levels commensurate with integrated investment portfolio execution and are subject to adjustment based on actual approved budget levels. These criteria define successful performance in terms of measurable deliverables and associated constraints (measurable ranges / delivery dates). The evaluation of outcomes will include subjective determination regarding quality, timeliness, cost, and effectiveness.

The fee on the HMESC is administered primarily in accordance with contract Clause B.8 "Fee" and the "Performance Incentives Development and Evaluation Process" procedure within the *Contract Management* (DOE-RL-PRO-AM-50314) crosscutting process in DPMS. The Contractor will have the opportunity to earn 100% of the available fee through objective fee components and subjective fee components contained in the PEMP. The PEMP contains annual and multi-year objective performance measures. Final fee determinations for performance measures are made and fees are paid as per contract Clauses B.8, "Fee," and B.11, "Fee Reductions."

The ORP/RL manager has been delegated the responsibilities as the Fee Determining Official for this contract, supported by a Performance Evaluation Board comprised of the following:

- Assistant Manager for Mission Support, Chair;
- Deputy Assistant Manager for Mission Support, Deputy Chair;
- Contracting Officer;
- Legal Staff Member;
- Business Management/Project Controls Staff Member; and
- Performance Monitors.

Contract clauses relevant to the fee determination include the following:

- B.2, Type of Contract;
- B.5, DOE-B-2015 Task Order Fee Ceiling (Oct. 2014) (Revised);
- B.7, Estimated Annual Contract Value;
- B.8, Fee;
- B.9, Provisional Payment of Fee;
- B.10, Allowability of Subcontractor Fee;
- B.11, Fee Reductions;

- B.12, Small Business Subcontracting Fee Reduction;
- B.13, Conditional Payment of Fee, DOE Hanford Site-Specific Performance Criteria/Requirements;
- G.4, Contract Administration (Oct. 2014);
- H.16, Contractor Business Systems (Oct. 2014);
- H.17, Business Management Information and Internal Controls Requirements;
- H.18, Subcontractor Timekeeping Records Signature Requirement;
- H.19, Cost Estimating System Requirements (Oct. 2014) (Revised);
- H.20, Earned Value Management System (Oct. 2014);
- H.21, Accounting System Administration (Oct. 2014);
- H.22, Contractor Purchasing System Administration (Oct. 2014);
- H.23, Contractor Property Management System Administration (Oct. 2014);
- H.47, Key Personnel – Alternate I (Oct. 2014) (Revised);
- H.67, Payments;
- H.79, Organization Conflict of Interest – Affiliate(s)
- I.39, Allowable Cost and Payment (June 2013);
- I.10, Contractor Code of Business Ethics and Conduct (Oct 2015) and also Contract Deliverable CTD0061;
- I.115, Limitation on Withholding of Payments (April 1984);
- I.116, Interest (May 2014);
- I.117, Availability of Funds (April 1984);
- I.118, Limitation of Funds (April 1984);
- I.120, Prompt Payment (Jan. 2017) – Alt I (Feb. 2002);
- I.121, Payment of Electronic Funds Transfer—System for Award Management (July 2013);
and
- I.187, Conditional Payment of Fee, Profit, and Other Incentives – Facility Management Contracts (Aug. 2009) – Alt II.

3.8 Conditional Payment of Fee Contract Clause

Under Clause I.187, “Conditional Payment of Fee, Profit, and Other Incentives,” and Clause B.13, “Conditional Payment of Fee DOE Hanford Site-Specific Performance Criteria/Requirements” DOE may unilaterally reduce earned fees for failure to meet minimum requirements of the environmental, safety, and health management systems or for failures in safeguards and security systems. This unilateral right also extends to a catastrophic event, failures to comply with the PWS, or cost performance failures. Ethical failures may be actionable if they compromise the integrity of the Integrated Safety Management System.

3.9 Interface Management Activities and Integration

The AMMS has the primary responsibility for the programmatic and technical oversight of the HMESC. The workscope covered under the HMESC is organized into many functional areas as depicted in Section 1.0, Contract Summary and Background of Scope of Work above, and will be managed and overseen as an AMMS portfolio. Within AMMS, division directors and program staff have been assigned the responsibility for managing and overseeing the diverse nature of the workscope covered under the HMESC and report to AMMS (see Section 2.0 of this CMP).

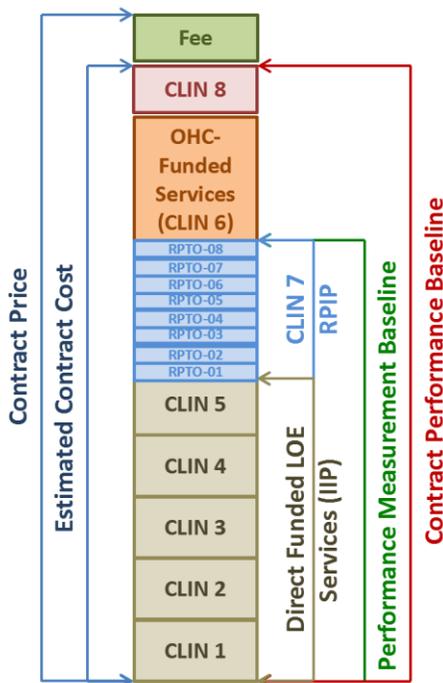
The COR or TMs/AMs are supported by IPTs. The AMMS IPTs consist of a core group of individuals with direct responsibility for the primary functional areas. The core IPTs coordinate and maintain cognizance of activities and issues related to the following areas: project status, conduct of field oversights and operational efficiency, safety documentation and engineering design, readiness assessments, operational readiness, environmental, regulatory, and legal permits and documents. The AMMS core team members are also responsible for the overall integration of all oversight activities related to the AMMS portfolio. Integration includes direct interface with other RL elements providing oversight support such as the facility representatives in the Operations Oversight Division, Safety and Engineering Division, Environmental Services Division, Office of Chief Counsel, and Procurement Division. The AMMS oversight model and approach is to focus its efforts against identified vulnerabilities and to utilize scheduled/planned oversight activities planned by both internal and external organizations.

RL has a defined baseline scope description, cost estimate, and schedule for the HMESC workscope. Execution of baseline is conducted through the contract (i.e., no changes to the baseline until a change has been definitized in the contract). The baseline scope descriptions are linked to the Statement of Work; baseline cost estimates are aligned with the estimated contract costs; and the baseline schedule is aligned with contract performance incentives, PWS deliverables, and contractual GFS/I.

3.10 Contract Baseline Alignment and the Integrated Investment Portfolio

There is a direct correlation or alignment between the contract price (estimated contract cost plus fee) and the contract performance baseline (CPB). The performance measurement baseline (PMB) is a subset of the CPB and is comprised of the scope of CLINs 1–5 and CLIN 7. CLIN 6 and CLIN 8 are excluded from the PMB due to their dynamic, unpredictable nature. The relationship between the various components of the contract price — estimated contract cost, CPB, PMB, etc. — is depicted in Figure 4 below.

Figure 4 HMESC Contract Baseline Alignment



- The Hanford Mission Essential Services Contract (HMESC) is a services contract whose Contract Performance Baseline (CPB) equates to the Estimated Contract Cost (ECC)
- The Integrated Investment Portfolio (IIP) documents annual volume-of-service adjustments not subject to the Changes clause
- The Performance Measurement Baseline (PMB) is always a subset of the ECC which is only changed through contract modification.
- The PMB reflects original priorities until adjusted to implement contract actions; No change to the PMB occurs without prior contract action.
- An alternative performance management system combining outcome metrics with a tailored Earned Value Management System (EVMS) represents the best opportunity for effective management of a services contract
- Full certified EVMS will be implemented on Capital Asset Projects over \$50M if and when projects of that magnitude are added to the contract

This alignment is maintained through the issuance of planning guidance letters referred to as Contract/Baseline Alignment Guidance (CBAG). Issued annually in late July/early August, the CBAG establishes the programmatic direction for the following fiscal year including expected funding for the fiscal year. Subsequent revisions are issued to provide updated assumptions regarding scope, cost, schedule or funding and to revise work authorizations. Figure 5, “Contract Baseline Alignment Guidance Process” depicts the process of preparing and issuing the CBAG and Figure 6, “Integrated Investment Portfolio Approval / Work Authorization Process.”

Figure 5 Contract Baseline Alignment Guidance Process

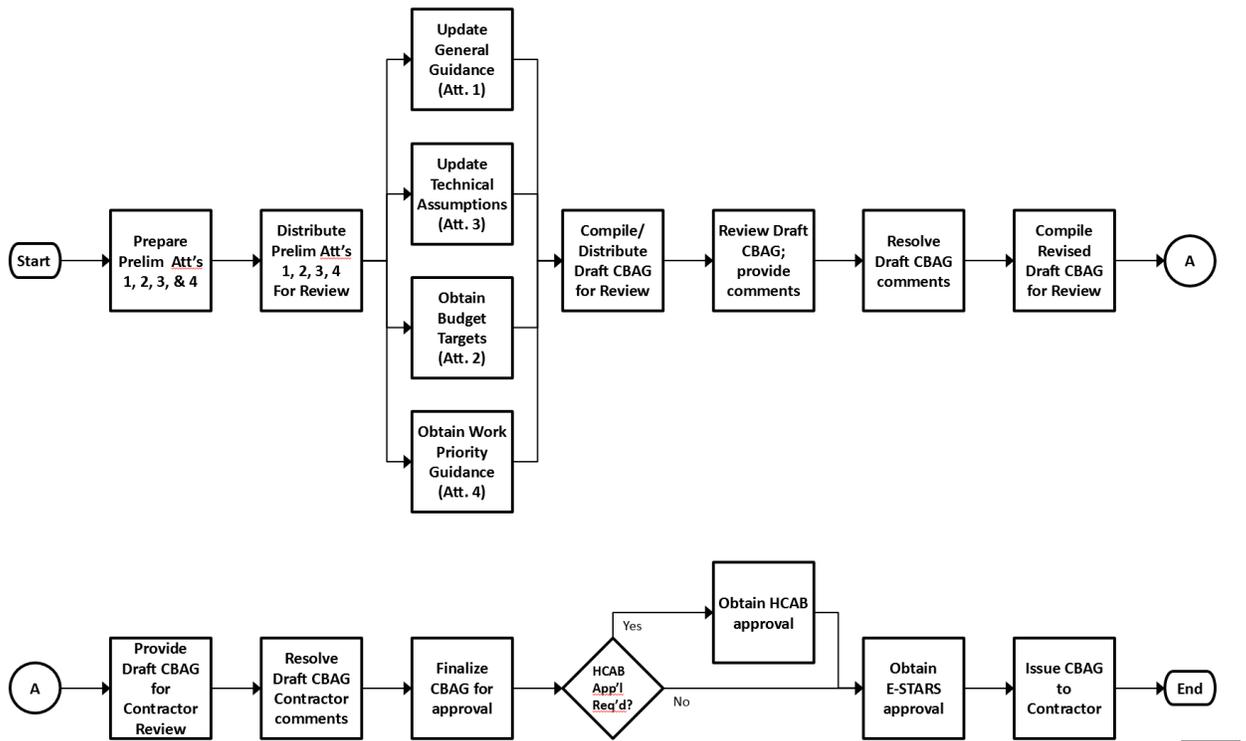
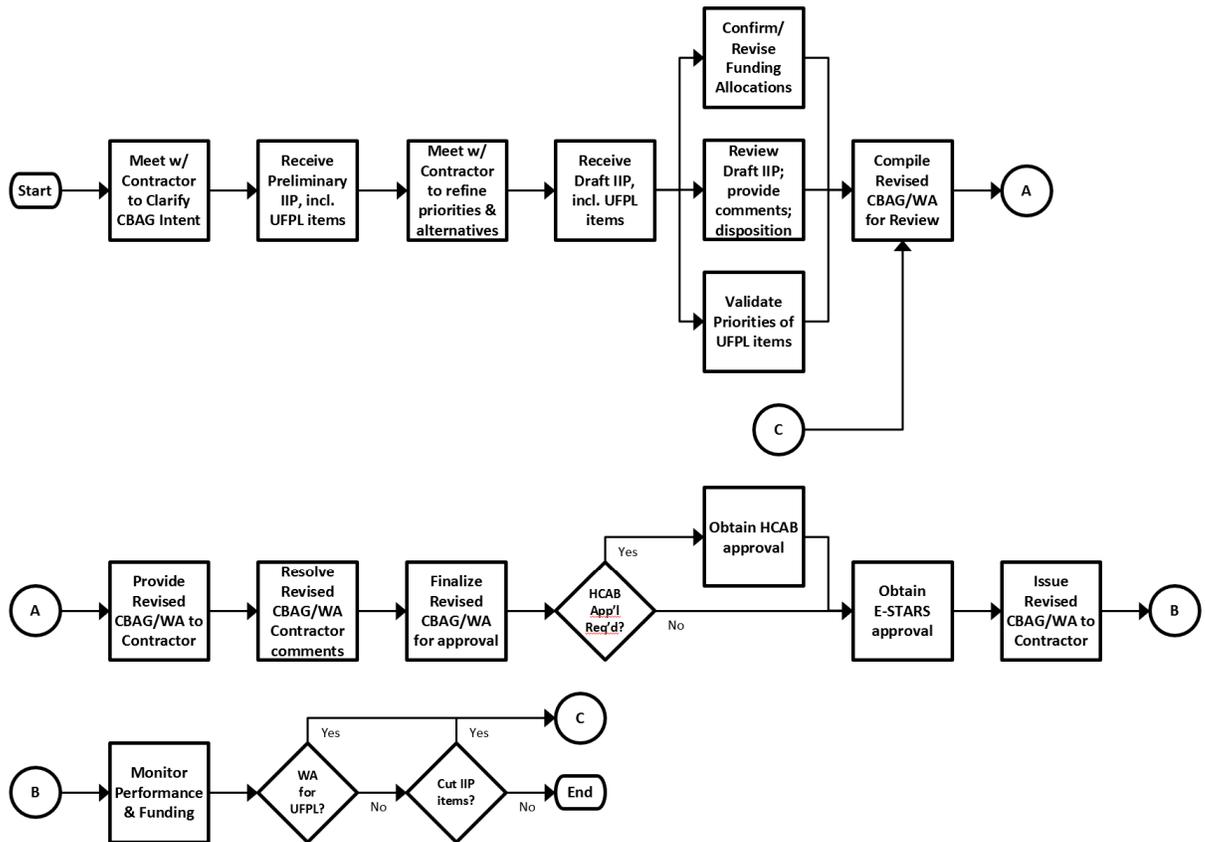
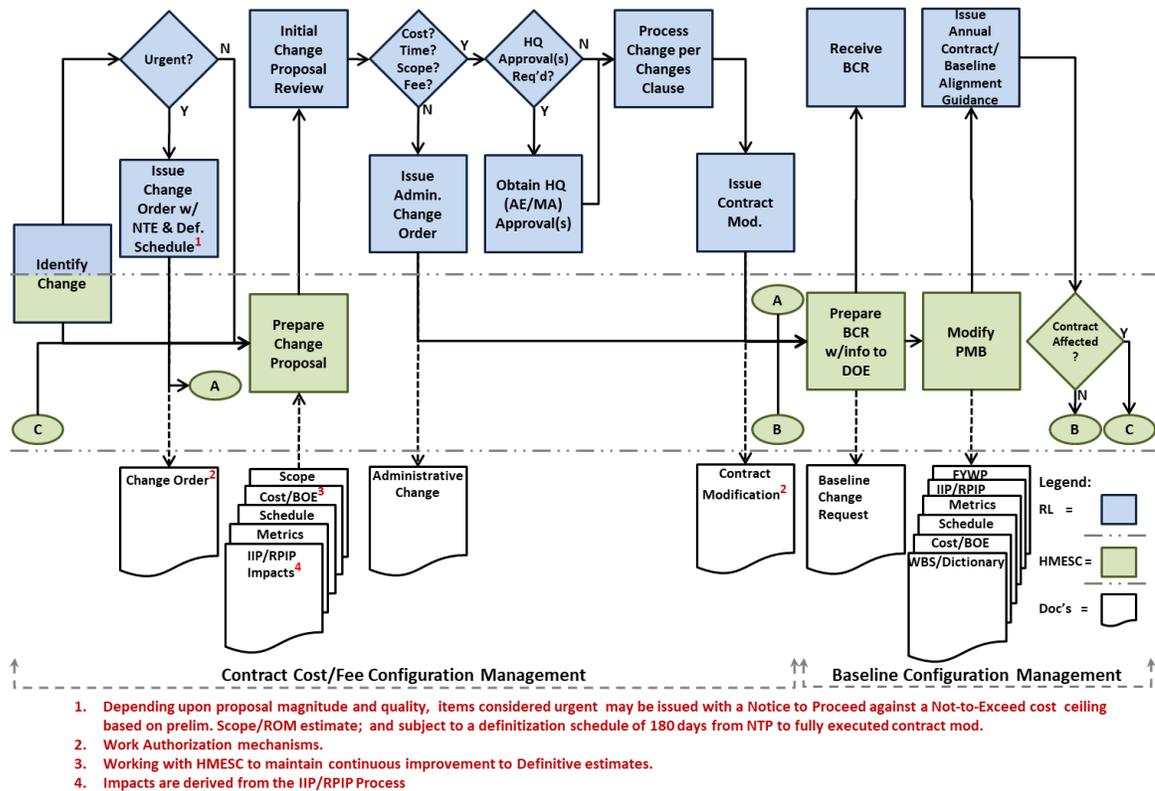


Figure 6 Integrated Investment Portfolio Approval / Work Authorization Process



Changes to baseline or the receipt of a revised baseline from the Contractor does not constitute a contract change or a change proposal. Changes to the baseline that affect the HMESC cost, fee, schedule, and/or PWS result from and are the implementing mechanism for previously negotiated contract modification or from HMESC CO direction (e.g., Notice to Proceed, Not to Exceed) that is subject to future modification and definitization. The structure for managing change control relating to scope, cost and schedule, as well as mitigating variances to approved scope, cost or schedule, is depicted in Figure 7, “HMESC Change Management Process.”

Figure 7 HMEESC Change Management Process



3.11 Indefinite Delivery Indefinite Quantity Contract Line Items

The scope includes eight primary CLINs for the base and option periods. CLINs 7, Infrastructure Reliability Projects, and 8, DOE Small Business Procurement Post-Award Support and Other Directed Work Scope, are identified as Indefinite Delivery Indefinite Quantity (IDIQ) type CLINs. Work under the IDIQ CLINs will be ordered by the issuance of individually negotiated task orders, which will contain specific terms and conditions applicable to the given task order. Under the IDIQ CLINs, the government may issue task orders under the contract type(s) the government determines appropriate depending on the nature of the requirement for the delivery of work.

The estimated cost or price will be established in each individual task order. The Contractor may propose the fee amount it determines appropriate for the individual task order, provided the fee/profit amount, as a percentage of the estimated cost of each proposed year, does not exceed the fee percentage ceiling. For cost plus award fee task orders, payment of fee for the services ordered and delivered shall be made in accordance with Section B, “Supplies or Services and Prices/Costs,” chapters B.8, B.9 and B.11; and the PEMP. Only the CO may issue task orders to the Contractor, providing specific authorization or direction to perform work within the scope of the Contract. The Contractor may only incur, and be paid, costs/prices under this Contract in performance of task orders and task order modifications issued in accordance with the applicable Contract clause addressing payment for CPAF task orders. For task orders with other contract types (firm-fixed price) payment instructions will be included in each individual task order.

Under contract Clause H.80, “Task Ordering Procedures” requests for task proposals will be issued in writing by the CO, may include Notice to Proceed, and will include the following information:

- Performance-Based Statement of Work;
- Task order deliverables;
- Task order type;
- Anticipated performance period;
- Authorized travel;
- Government-furnished property;
- Task order proposal instructions, including a proposal response time;
- Applicable, additional clauses depending on the task order type; and
- Other pertinent information.

The awarded task order will be issued bilaterally, and will include, but is not limited to, the following information:

- Date of the order;
- Contract and task order numbers;
- Performance-Based Statement of Work, including references to applicable specifications;
- Task order Performance Period;
- Task order deliverables;
- Any property, material, or site support to be made available for performance of the task order (GFS/I);
- Total negotiated fixed price, ceiling price, or estimated cost and fee of the task order, and appropriate cost/price breakout for the specific task order type, if applicable;
- Obligated amount, accounting and appropriation data;
- Names, addresses, and phone numbers of the applicable CO and COR, as well as any other necessary points of contact; and
- Any other pertinent information deemed necessary to the performance of the order.

The CO may issue an undefinitized task order. The undefinitized task order may be issued unilaterally and will include a definitization schedule including a proposal response time and a requirement to establish separate accounting for the undefinitized action.

Task orders for Infrastructure Reliability Projects issued under the authority of CLIN 7 will be subject to DOE readiness reviews/validations at key points in the project life cycle coinciding with initiation of conceptual design, initiation of design for construction/procurement, and initiation of construction. The goal of these reviews is to ensure the requirements and planning basis for the project are fully developed and the cost, schedule and risk baselines are established early in the project and remain stable thereafter, with loss of or lack of stability having adverse effects on fee.

3.12 Review of Contractor's Change/Requests for Equitable Adjustment Proposals

Changes to the contract performance baseline that impact the HMESC cost, fee, schedule and/or PWS as a result of a contractor-submitted changes/request for equitable adjustment (REA), require resolution through the HMESC CO and appropriate contract change order processes depicted in Figure 7 (Acquisition Guide Chapter 43.201: Change Order Administration). Fee may be paid on contract change orders and REAs with entitlement in accordance with FAR 43.2, "Change Orders," and Acquisition Guide 15.402, "Pricing Contract Modifications." Contract change orders, including the associated contract fee, will be negotiated to the extent possible prior to the incurrence of significant costs. To the extent that changes and REAs involve significant

costs incurred prior to agreement on contract price, the fee objective will be reduced to reflect decreased risk.

3.13 Contractor Litigation Management

DOE established regulations covering contractor legal management requirements. Contractor legal management practices will comply with requirements specified in 10 C.F.R Part 719. The DPMS *Litigation Management - Contractor* crosscutting process was written to assist personnel in controlling and overseeing litigation costs for which contractors seek reimbursement under the terms of their contracts, including general legal services. It also provides information for instances when the contractor is required to provide RL chief counsel with a Staffing and Resource Plan for litigation where legal costs over the life of the matter are expected to exceed \$100,000.

3.14 Contractor Human Resource Management

The RL Procurement Support Division is responsible for ensuring that the Contractor conducts expedient reporting and processing of employee compensation claims. Contract requirements related to Contractor Human Resource Programs are included in the clauses of Section H of the HMESC. The DPMS Acquisition Management System contains a number of DOE Standards for the oversight of Contractor Human Resource Programs, including the following:

- DOE-STD-AM-50332, *Davis Bacon & Related Acts Administration and Enforcement* (CIR-011);
- DOE-STD-AM-50333, *Service Contract Labor Standards Administration* (CIR-014);
- DOE-STD-AM-50334, *Reductions in Contractor Employment* (CIR-040);
- DOE-STD-AM-50335, *Contractor Compensation* (CIR 051);
- DOE-STD-AM-50336, *Labor Relations – General* (CIR-010);
- DOE-STD-AM-50337, *Labor Standards Determinations* (CIR-012);
- DOE-STD-AM-50340, *Contractor Benefits* (CIR-050);
- DOE-STD-AM-50341, *Contractor Employee Pension Programs* (CIR-052); and
- DOE-STD-AM-50342, *Contractor Risk Management and Liability Programs* (CIR-053).

Post-contract liabilities include site pension and retiree medical expenses. The Contractor is tasked with prudently managing these benefits in accordance with DOE O 350.1, *Contractor Human Resource Management Programs*. The contract generally states that new (non-incumbent) employees will be offered “Market Based” employee benefits. By utilizing market-based employee benefits, the long-term liabilities should be reduced during the period of the contract. Because completion of all Site work will extend beyond the performance period of the HMESC, management of these programs may be transferred to HMESC successor contractor(s).

3.15 Contract Records

All records acquired or generated by the Contractor in performing this contract are the property of the government, except for those defined as “contractor-owned” in contract Clause I.186 “Access to and Ownership of Records (Oct. 2014)(Deviation)” (DEAR Clause 970.5204-3). These records must be delivered to the government or otherwise disposed of at contract completion or termination, as directed by the CO. Additional Contractor requirements concerning records management are found in contract Clauses H.28, “Privacy Act Systems of Records (Oct. 2014)(Revised)” and H.58, “Information.” Clause I.186 addresses records management with respect to occupational health records and radiation exposure records. All occupational

health records generated during the performance of Hanford-related activities will be maintained by the Occupational/Medical Services Contractor and are the property of DOE. All radiation exposure records generated during the performance of Hanford-related activities are the property of DOE and are maintained by Battelle staff at the Pacific Northwest National Laboratory.

3.16 Contract Closeout

When the Contractor has completed the workscope, the process of verification of contract completion and initiation of contract closeout can commence. The major elements of the contract closeout are found in DPMS in the *Closeout of Contract Files and Financial Assistance Files* procurement procedure. Contract closeout will conform to the requirements of FAR 4.804, "Closeout of Contract Files."

4.0 Contract Deliverables

Deliverables are identified in Section J, Attachment J.10, "Contract Deliverables." These deliverables are monitored by the responsible support organizations or subject matter experts assigned responsibility in RL's FRA.

Attachment J.10 summarizes the specific products the Contractor shall submit to DOE, type of action DOE will perform, the associated DOE response time, and the date/timeframe that the Contractor is required to submit the product. Upon DOE approval or acceptance, with no further action required by the Contractor, the Contractor may make a claim for applicable fee. Possible DOE actions, depending on the deliverable, are defined as follows:

- **Approve** – The Contractor shall provide the deliverable to DOE for review and approval. DOE will review the deliverable and provide comments in writing, if applicable. DOE will discuss the comments with the Contractor and the Contractor shall provide written responses. The Contractor shall rewrite the document to incorporate DOE mandatory comments and resubmit for DOE approval. Once approved by DOE, the deliverable shall be placed under change control and no changes shall be made, without DOE approval.
- **Review** – The Contractor shall provide the deliverable to DOE for review and comment. DOE will have the option to review the information and provide comment. The Contractor shall respond to written comments.
- **Information** – The Contractor shall provide the deliverable for information purposes only. DOE will have the option of reviewing the information and providing comments. Such comments do not require resolution under the Contract.

Specific deliverables associated with either objective or subjective criteria pertaining to fee determination will be shown in the PEMP.

In addition, the Contractor is required to provide input to support Hanford Site wide reporting performed (e.g., environmental permits, use of recovered materials, and pollution prevention activities), as defined in Section J, Attachments J.3a and J.3b, "Hanford Site Services and Interface Requirements Matrix." The contract defines requirements for the interfaces between the Contractor and OHC in Section H, Clause H.73, "Hanford Site Services and Interface Requirements Matrix."

5.0 Key Contract Vulnerabilities or Performance Risk Areas

The *Risk Management* procedure in the DPMS (DOE-RL-PPD-IMP-50396) crosscutting process provides processes for managing risks in a manner that will facilitate successful project execution and program management. It supports efficient allocation of resources, reduces the likelihood and effect

of events that could cause project failures, and increases an organization’s ability to take advantage of opportunities that could have a positive effect on the project or program.

Risk management is accomplished through a formal process that systematically identifies and assesses risks that have a potential for affecting the project/program and assures that appropriate risk-handling actions are identified and implemented throughout the life of a project/program. Consistent with DOE G 413.3-7A, *Risk Management Guide*, this program uses the term “risk” to encompass risks with negative effects (threats) as well as risks with positive effects (opportunities). The components of risk include the likelihood of a particular outcome and the consequences of that outcome. Risks associated with Hanford Site cleanup are managed at the contractor and the RL Project Baseline Summary Level.

Order DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, requires that a capital asset project’s risk management process be aligned with the project’s Critical Decision step, or project phase. This includes development of Risk Management Plans and a risk register at both the project and program levels. Project management practices suggest that the principles of risk management established for capital asset projects should be applied to operations activities. There are two types of operations activities:

1. Those activities that are discrete (project like) with definable start and end dates, discrete scopes of work, and measurable accomplishments; and,
2. Level of effort activities that are required to maintain the Site and continue indefinitely or until Site closure.

Due to the fact that project management principles suggest that operations activities should be managed the same as capital asset projects, both operations activities and Capital Asset Projects will follow the same process steps outlined in the Risk Management Program for assessing risks, estimating associated cost and schedule effects, and, when appropriate, establishing handling actions and/or managing contingency but may utilize tailoring, as necessary, to reflect complexity. Additionally, in accordance with Section C of the contract, the Contractor is required to implement a risk management process. Table 2 below delineates the risks and mitigation strategies that are critical to the overall success of the CMT.

Table 2 Risk and Mitigation Strategies

Risk Description	Basis	Mitigation Strategy
Ensuring the successful integration of new Site contracts: 222S, TCC, CPCC, DOC, HMESC, and ongoing HPMC and WTP	Medium	<ul style="list-style-type: none"> • Integrated meetings between TCC, CPCC, DOC, and the HMESC contractors • Open communication as a result of the IPTs and CMTs. • Joint ORP/RL configuration control of attachments J.3a, J.3b, J.13, and J.14, ensuring consistency among the Hanford contracts
Continuously changing directive system, affecting cost and schedule	Medium	<ul style="list-style-type: none"> • Precise specification of directive applicability • Be just as vigilant in regards to removing expired orders as we are in adding new ones • Have a questioning attitude. Why does this apply, how does it apply, what is the specific cost? • Request waivers for those that don’t provide a direct benefit

6.0 Contractor Past Performance Reporting Requirements

In accordance with the DPMS *Contract Management* crosscutting process, the Contractor Performance Assessment Report process, the CO, together with AMMS, will consolidate an assessment of the contractors performance and the CO will transmit the performance report through

the Contractor Performance Assessment Reporting System, as required by FAR 42.15, “Contract Performance Information,” and DOE procedure DOE-PRO-AM-50100 “Contractor Performance Assessment Reporting System” in DPMS.

7.0 DOE Oversight and Contractor Assurance System

The overall Contractor Assurance System requirements for oversight of the HMESC are described by RL’s *Contractor Integrated Performance Evaluation* (DOE-RL-SD-CIPE-50289) in DPMS, which references DOE O 226.1B, *Implementation of Department of Energy Oversight Policy*, and DOE O 414.1D, *Quality Assurance*. Oversight is defined as activities performed by DOE organizations to determine whether federal and contractor programs and management systems, including assurance and oversight systems, are performing effectively and complying with DOE requirements. Oversight programs include operational awareness activities, onsite reviews, assessments, self-assessments, performance evaluations, and other activities that involve evaluation of contractor organizations and federal organizations that manage or operate DOE sites, facilities, or operations.

Requirements upon which the Contractor Integrated Performance Evaluation Management System are identified in the Hanford FRA document located in DPMS under DOE-PPD-RPMS-50511. The Contractor Integrated Performance Evaluation identifies the crosscutting processes, procedures, and programs used by RL staff to plan and perform oversight of contractor work, as well as to evaluate and report contractor performance against applicable contractual requirements (e.g., Environment, Safety, Health & Quality; security and emergency services; and business management).

The *Integrated Oversight* procedure in the DPMS (DOE-PRO-CIPE-50085) crosscutting process describes an oversight process designed to be used in concert with the integrated Contractor Assurance System (iCAS) business enterprise suite that informs and supports DOE oversight. The active link to the business enterprise suite is available through Hanford Software Distribution. Administrative processes are configured and controlled through the business enterprise suite. The Contractor’s performance is documented via iCAS and communicated through a series of formal and informal methods. The Contractor’s performance determines its ability to earn fee on this contract and, ultimately, determines suitability to compete for other government contracts. The framework of formal and informal communications methods is illustrated in Figure 8 below.

The mechanisms of contractor feedback are comprised of the following:

For imminent safety issues, you have a responsibility to Stop-Work in accordance with DOE-0343 Stop Work Criteria, “Employee’s shall stop work if an activity or condition is believed to be unsafe. Conditions exist that pose an imminent danger to the health and safety of workers or the public or Conditions exist, that if allowed to continue, could adversely affect the safe operation of, or could cause serious damage to, the facility. Conditions exist, that if allowed to continue, could result in the release from the facility to the environment of radiological or chemical effluents that exceed applicable regulatory requirements or approvals.

On-the-Spot Correction (with potential follow-up) - Minor issues observed during field work can be resolved by discussing with onsite contractor supervision or simply by asking the individual a question. Example: A member of a work crew is not wearing protective glasses as required. One could either point this out to the FWS or ask the individual in question what the PPE requirement is. This should drive behavior change.

Discussion with Counterpart - Minor programmatic issues/trends can and should be discussed with contractor counterparts as part of routine interfaces. This is not contract direction. Preferred to give the contractor a chance to fix a problem first.

Escalate to your management - Often if you are not getting traction with your counterpart on an issue, it is advantageous to bring it to your supervisor so they can informally discuss with their counterpart to drive change.

Issue Observations/Finding through OADB or Surveillance - Observations are a more formal mechanism for transmitting opportunities for the contractor to improve performance. If it is a non-compliance with a requirement – Finding

Monthly AMSE Safety Report - For more programmatic trends or more significant issues, staff are encouraged to annotate issues on the monthly safety report which is discussed at the senior safety level of the contractor and DOE. Trends identified in oversight are often captured here to drive change in programs

Write a Finding for Ineffective Corrective Actions - Contractors are required to address issues to prevent recurrence. If the assessors previous issues are recurring or not correctly addressed, this is another mechanism for driving change.

Technical Discussion - The RL Manager’s Technical Discussion Meeting is a good way to escalate your issue to RL Senior Management for their awareness and action with the contractor (see next step). This should be considered for programmatic problems, or habitual unresolved issues.

Senior Management Discussion with Contractor Senior Management - Bringing programmatic problems or latent unresolved issues to Senior Management for them to discuss with their counterpart is a valuable tool if other methods are unsuccessful.

Letter to Contractor - Letters to the contractor are a formal mechanism for stating concerns with performance; can direct corrective action plan, extent of condition review, or other action to resolve. Sometimes, sending the letter is not necessary to drive change

CPARS - For programmatic issues, CPARS is an excellent tool to capture less than acceptable contractor performance. CPARS is “the Yelp” of DOE contractors and annotated poor performance can impact their ability to compete for future contracts.

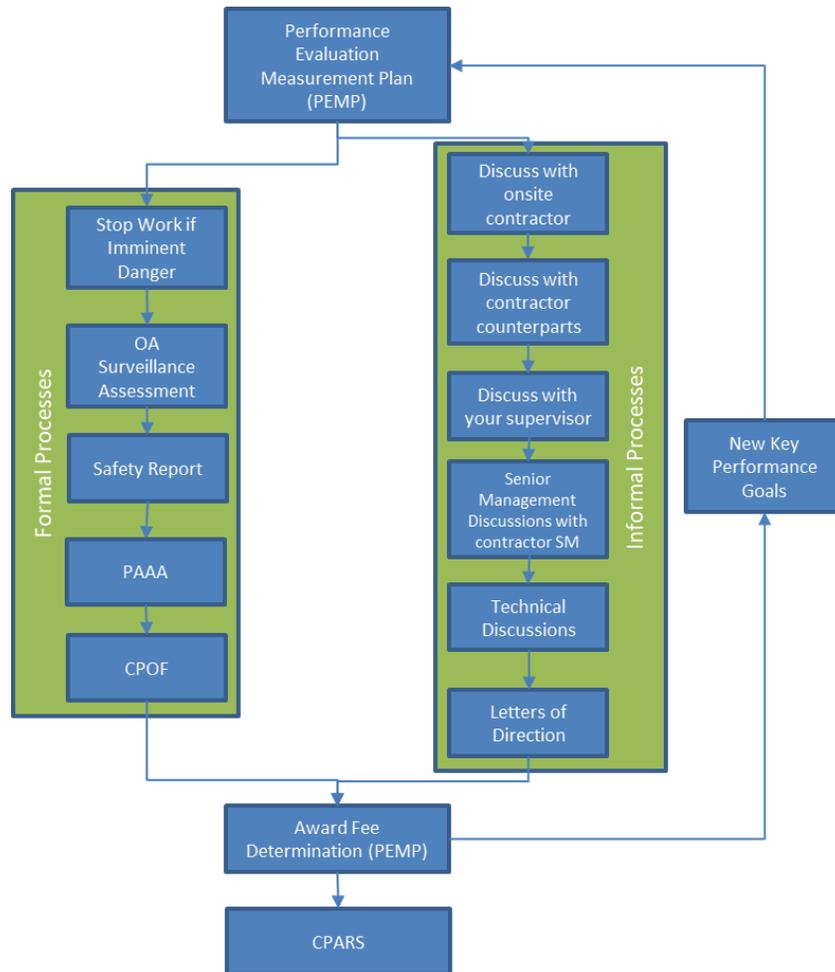
Award Fee - The contractors receive award fee in subjective and objective areas. Substantial subjective award fee is placed on safe and compliant work execution in addition to quality and timelines of key documents submitted. Providing Award Fee feedback to your management is a significant tool to improve behavior.

Suggest a Key Performance Goal (KPG) - Often when an assessor identifies areas where a contractor can improve, change can be driven by making the improvement an RL KPG. The contractor works hard to meet these KPG. Generally, KPGs should be focused on improving safety or efficiency of work.

PAAA Enforcement Action - Used for violations of nuclear safety requirements; non-compliances are investigated for enforcement action.

Conditional Payment of Fee (CPOF) - For severe programmatic issues, CPOF “takes money from the contractor” via a formal letter that invokes the contract and may result in a reduction in earned fee for the FY. It is for non-compliances that either have, or may have, significant negative impacts to the worker, the public, or the environment or that indicate a significant programmatic breakdown. These are a significant emotional event for the contractor and should be invoked judiciously. Varying degrees of CPOF are available depending on severity of the issue.

Figure 8 Contractor Feedback Mechanisms



8.0 Agreements with State, Community, or Other Entities

The Contractor and/or RL are parties to agreements and understandings with federal, state, and local Government agencies, as mentioned in the PWS, Section C.4, “General Requirements.” There are a wide variety of agreements, which includes but is not limited to, fire and emergency services, GSA for use of vehicles, requests for services from other Government entities, BPA transmission agreements, inter-entity work orders, and agreements on the use of the HAMMER facility and providing training.

The TPA is maintained collectively by DOE, the U.S. Environmental Protection Agency, and the State of Washington Department of Ecology. The HEMSC is responsible for performance of two milestone deliverables associated with the TPA. The first is a biennial *Assessment of Information and Data Needs* (M-035-09x). The second is the triennial *Hanford Lifecycle Scope, Schedule and Cost Report* (M-036-01x).

9.0 Unique Contract Terms and Conditions

The HMESC is devoted exclusively to providing infrastructure and support services to the Hanford mission contractors. Contract clauses and requirements unique to the HMESC include the following:

- H.78, Organizational Conflict of Interest Between Hanford Site Contracts.

- H.79, Organizational Conflict of Interest – Affiliate(s).
- Section J, Attachment 2, CRD O 473.3A, Chg 1, Protection Program Operations.
- Section J, Attachment 2, CRD O 484.1, Reimbursable Work for the Department of Homeland Security.

The Hanford Site Services and Interface Management Requirement Matrix (Clause H.73, Section J, Attachment J-3a and J-3b) are in the Hanford Site major prime Contracts to maintain consistency of the interface and service matrix.

10.0 Hanford Mission Essential Services Contract Invoice Review Process

The DPMS *Invoice Review and Approval Process* (DOE-PRO-AM-50489) describes the RL process to perform invoice reviews. The process is graphically illustrated by Figure 9, “Hanford Mission Essential Services Contract Invoice Review.” Staff assignments are documented in Table 3, “Hanford Mission Essential Services Contract – Contract Work Breakdown Structure Responsibility Assignment Matrix.” This matrix is dynamic in nature and will be maintained separately from this plan.

Contractor billing instructions are identified in Section G.5 of the HMESC contract. Section I Clause I.39, FAR 52.216-7, Allowable Cost and Payment (Jun 2013), identifies that cost and fee invoices will be paid by the designated payment office on the 30th day after receiving a proper payment request.

Figure 9 Hanford Mission Essential Services Contract Invoice Review

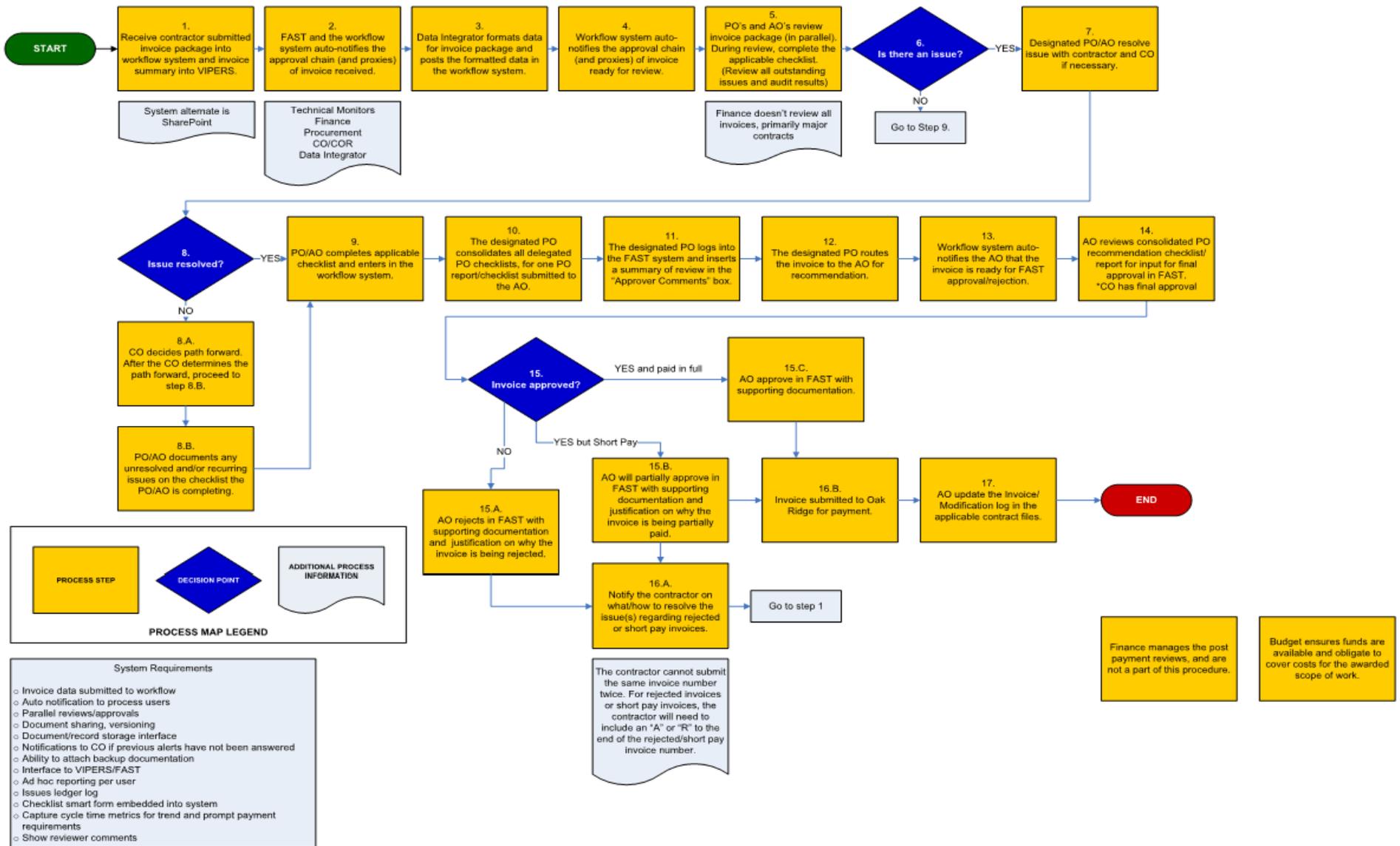


Table 3 Hanford Mission Essential Services Contract -- Contract Work Breakdown Structure Responsibility Assignment Matrix

Level 4 - CWBS Number	Level 4 - CWBS Title	Level 5 - CWBS Number	Level 5 - CWBS Title	Technical Monitor (TM) / Activity Monitor (AM)	TM/AM Supervisor
4001.01.01.01	Contract Transition			Hathaway, Henry B	Corbett, Timothy E
4001.02.01.01	HMESC Hanford Site Pension Plan (HSPP) Contribution			Mamiya, Kay K.	Morris, Ashley
4001.02.01.02	HMESC HEWT Medical/Dental/Misc. Benefits Contribution			Mamiya, Kay K.	Morris, Ashley
4001.02.01.03	HMESC Hanford Site Saving Plan Contribution			Mamiya, Kay K.	Morris, Ashley
4001.03.01.01	Fernald Legacy Medical Benefits Contribution			Mamiya, Kay K.	Morris, Ashley
4001.03.01.02	Mound Legacy Medical Benefits Contribution			Mamiya, Kay K.	Morris, Ashley
4001.03.01.03	Rocky Flats Legacy Medical Benefits Contribution			Mamiya, Kay K.	Morris, Ashley
4001.04.01.01	Electrical Transmission and Distribution, and Energy Management			Madderom, Sean R	Dickinson, Sharee L
4001.04.01.02	Water System			Sedgwick, Jeffrey M	Dickinson, Sharee L
4001.04.01.03	Sewer Systems			Sedgwick, Jeffrey M	Dickinson, Sharee L
4001.04.01.04	Sanitary Waste Management and Disposal			Sedgwick, Jeffrey M	Dickinson, Sharee L
4001.04.01.05	Roads and Grounds			Ortiz, Dickie J	Dickinson, Sharee L
4001.04.01.06	Railroad System			Ortiz, Dickie J	Dickinson, Sharee L
4001.04.02.01	Motor Carrier Services			Chapin, Douglas H	Dickinson, Sharee L
4001.04.02.02	Fleet Services			Chapin, Douglas H	Dickinson, Sharee L
4001.04.02.03	Crane and Rigging			Chapin, Douglas H	Dickinson, Sharee L
4001.04.03.01	Protective Forces			Yaroch, Christopher P	Haddick, Timothy J
4001.04.03.02	Physical Security Systems			Rogers, Loren E	Haddick, Timothy J
4001.04.03.03	Information Security			Goldberg, Glenn I	Low, Corey
4001.04.03.04	Personnel Security			Peters, Lori L	Haddick, Timothy J
4001.04.03.05	Nuclear Materials Control and Accountability			Haddick, Timothy J	Haddick, Timothy J
4001.04.03.06	Safeguards and Security Program Management			Haddick, Timothy J	Haddick, Timothy J
4001.04.04.01	Fire and Emergency Response Services			Yaroch, Christopher P	Haddick, Timothy J
4001.04.04.02	Emergency Operations			Sanders, Stephen W	Haddick, Timothy J
4001.04.04.03	Radiological Assistance Program			Gilbert, Conrad	Gilbert, Conrad
4001.04.05.01	Volpentest HAMMER Federal Training Center			Conrad, Jill A	Zimmerman, Pamela
4001.04.06.01	Information Technology Core Services			Eddy, Mike W	Ellison, Benjamin A
4001.04.06.02	Cyber Security			Desnoyers, Stephen W	Ellison, Benjamin A

Level 4 - CWBS Number	Level 4 - CWBS Title	Level 5 - CWBS Number	Level 5 - CWBS Title	Technical Monitor (TM) / Activity Monitor (AM)	TM/AM Supervisor
4001.04.06.03	Information Technology Infrastructure			Eddy, Mike W	Ellison, Benjamin A
4001.04.06.04	End-User Computing Services			Maruska, Tamara R	Ellison, Benjamin A
4001.04.06.05	Communications			Eddy, Mike W	Ellison, Benjamin A
4001.04.06.06	Mission Information Technology			Ellison, Benjamin A	Ellison, Benjamin A
4001.04.06.07	Records Management			Milligan, Margaret E	Ellison, Benjamin A
4001.04.06.08	Correspondence Control			Milligan, Margaret E	Ellison, Benjamin A
4001.04.06.09	Multi-Media Services			Milligan, Margaret E	Ellison, Benjamin A
4001.04.06.10	Site Forms Management			Milligan, Margaret E	Ellison, Benjamin A
4001.04.07.01	Personal Property Management Program			Gagnon, James Dennis	Lutz, Karen E
4001.04.07.02	Energy Employees Occupational Illness Compensation Program Act Support			Conrad, Jill A	Franco Jr., Jose R
4001.04.07.03	Hanford Workforce Engagement Center			Conrad, Jill A	Franco Jr., Jose R
4001.04.07.04	External Affairs			Tyree, Geoffrey T	Meyer, Carrie C
4001.04.07.05	Courier Services			Milligan, Margaret E	Ellison, Benjamin A
4001.04.07.06	Mail Services			Milligan, Margaret E	Ellison, Benjamin A
4001.04.07.07	Reproduction Services			Milligan, Margaret E	Ellison, Benjamin A
4001.04.07.08	DOE Receptionists			Elsen, Michael J	Lutz, Karen E
4001.04.07.09	Site Safety Standards – Common Safety Processes			Branch, Stanley O	Pak, Paul M
4001.04.08.01	Planning and Budgeting			Elsen, Michael J	Lutz, Karen E
4001.04.08.02	Conduct of Maintenance			Higgins, Eugene W	Dickinson, Sharee L
4001.04.08.03	Facilities Information Management System (Reporting Systems)			Pressentin, Roger A	Lutz, Karen E
4001.04.08.04	General Purpose Facility Planning and Management			Pressentin, Roger A	Lutz, Karen E
4001.04.09.01	Land Management			Bedlington, So Yon	Lutz, Karen E
4001.04.09.02	Site Access and Use			Grindstaff, Keith D	Lutz, Karen E
4001.04.09.03	Post-Cleanup Surveillance and Maintenance			Grindstaff, Keith D	Lutz, Karen E
4001.04.09.04	Tribal Nations			Phillips, Gregory K	Lutz, Karen E
4001.04.09.05	Hanford Natural Resource Damage Assessment			Post, Thomas C	Lutz, Karen E
4001.04.10.01	NEPA Planning and Program Support			Kreske, Diori L	Lutz, Karen E
4001.04.10.02	Cultural and Historic Resource Program			Hurley, Warren F X	Lutz, Karen E
4001.04.10.03	Environmental Compliance Support			Ferns, Thomas W	Pak, Paul M

Level 4 - CWBS Number	Level 4 - CWBS Title	Level 5 - CWBS Number	Level 5 - CWBS Title	Technical Monitor (TM) / Activity Monitor (AM)	TM/AM Supervisor
4001.04.10.04	Environmental Regulatory Management			Ferns, Thomas W	Pak, Paul M
4001.04.10.05	Environmental Mitigation Strategy and Planning			Ferns, Thomas W	Pak, Paul M
4001.04.10.06	Environmental Permits and Compliance			Ferns, Thomas W	Pak, Paul M
4001.04.10.07	Natural Phenomena Monitoring			Rankin, Kyle M	Reyes, Brandon N
4001.04.10.08	Radiological Site Services			DeMers, Joseph W	Pak, Paul M
4001.04.11.01	Organizational/Safety Culture			Branch, Stanley O	Pak, Paul M
4001.04.11.02	Radiation Protection			Branch, Stanley O	Pak, Paul M
4001.04.11.03	Worker Safety and Health Management			Branch, Stanley O	Pak, Paul M
4001.04.11.04	Workplace Substance Abuse Programs			Peters, Lori L	Haddick, Timothy J
4001.04.11.05	Event Notification, Reporting, and Investigation			Yakawich, Martin	McCranie, Deanna
4001.04.11.06	Activity Level Work Planning and Control Program			Yakawich, Martin a	McCranie, Deanna
4001.04.11.07	Quality Assurance			Hahn, Sheila M R	Rankin, Kyle M
4001.04.11.08	Conduct of Operations			Yakawich, Martin	McCranie, Deanna
4001.04.11.09	Beryllium			Branch, Stanley O	Pak, Paul M
4001.04.12.01	Engineering			Hahn, Mark	Rankin, Kyle M
4001.04.12.02	Business Administration			Einan, Steven R	Frey, Jeffrey A
		4001.04.12.02.01	Chief Financial Officer Services	Urban, Jim A	Coronado, Mark A
		4001.04.12.02.02	Contracts/Procurement	Hargroves, Stephanie T	Corbett, Timothy E
		4001.04.12.02.03	Finance/Accounting	Kemp, David C – Finance Etheridge, Dragana - Accounting	Toon, Thomas L
		4001.04.12.02.04	President’s Office	Einan, Steven R	Frey, Jeffrey A
		4001.04.12.02.05	Independent Oversight	Berkenbile, Michael J	Hirschman, Paul R
		4001.04.12.02.06	Legal	Davis, Paul	Schroeder, Joe
		4001.04.12.02.07	Strategy Management	Einan, Steven R	Frey, Jeffrey A
		4001.04.12.02.08	Communications	Tyree, Geoffrey T	Meyer, Carrie C
		4001.04.12.02.09	Human Resources	Flowers, Cory E	Morris, Ashley
		4001.04.12.02.10	HMESC Hanford Site Pension Plan (HSPP) Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.11	HMESC HEWT Medical/Dental/Misc. Benefits Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.12	HMESC Hanford Site Saving Plan Administration	Mamiya, Kay K.	Morris, Ashley

Level 4 - CWBS Number	Level 4 - CWBS Title	Level 5 - CWBS Number	Level 5 - CWBS Title	Technical Monitor (TM) / Activity Monitor (AM)	TM/AM Supervisor
		4001.04.12.02.13	HMESC Market-Based Medical/Dental/Misc. Benefits Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.14	HMESC Market-Based Medical/Dental/Misc. Benefits Contribution	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.15	HMESC Market-Based Retirement Saving Plan Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.16	HMESC Market-Based Retirement Saving Plan Contribution	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.17	Fernald Legacy Benefits Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.18	Mound Legacy Benefits Administration	Mamiya, Kay K.	Morris, Ashley
		4001.04.12.02.19	Rocky Flats Legacy Benefits Administration	Mamiya, Kay K.	Morris, Ashley
4001.04.12.03	Internal Audit			Kemp, David C	Toon, Thomas L
4001.04.12.04	Employee Concerns Program			Collins, Michael	Franco Jr. ,Jose R
4001.04.12.05	Strategic Partnership Projects			Einan, Steven R	Frey, Jeffrey A
4001.04.12.06	Program and Project Performance Management			Einan, Steven R	Frey, Jeffrey A
4001.04.12.07	Hanford Portfolio Analysis, Project Support and Independent Assessment			Einan, Steven R	Frey, Jeffrey A
4001.05.01.01	DOE Small Business Procurement Pre-Award Support			Hargroves, Stephanie T	Corbett, Timothy E
4001.06.01.01	Usage-Based Services to Be Provided to Other Hanford Contractors			Einan, Steven R	Frey, Jeffrey A
4001.07.01.01	Infrastructure Reliability Projects			Smith, Douglas C	Dickinson, Sharee L
4001.08.01.01	DOE Small Business Procurement Post-Award Support			Hargroves, Stephanie T	Corbett, Timothy E
4001.08.01.01	Other Directed Work Scope			Einan, Steven R	Frey, Jeffrey A
	Portfolio Management Task Orders			Louie, Cathy S	Frey, Jeffrey A
	Strategic Partnership Projects			Dove, Debra L.	Coronado, Mark A.

Note: CWBS = contract work breakdown structure.

Table 4 Hanford Mission Essential Services Contract Points of Contact

HMESC ADMINISTRATION	PRO LEAD	PRO BACKUP	RL LEAD
CLIN 001 – Contract Transition	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	B. Hathaway
CLIN 002 – Hanford Site Benefit Plans	K. Barott-Wolff	P. Weichel, A. Page, and Contractor Support	K. Mamiya
CLIN 003 – Legacy Benefit Plans & Legacy Workers Compensation	K. Barott-Wolff	P. Weichel, A. Page, and Contractor Support	K. Mamiya
CLIN 004 – Infrastructure & Site Services	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	J. Frey
Utilities & Infrastructure	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Dickinson
Transportation	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Dickinson
Safeguards & Security	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	C. Low
Emergencies & First Responders	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	C. Low
Training & Workforce Readiness	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	J. Conrad
IT & IT Management	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	C. Low
Business Services	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	C. Low
Real Property Asset Management	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	K. Lutz
Environmental Stewardship & Management	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	K. Lutz
Environmental Integration	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	K. Lutz/P. Pak
Safety & QA	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	P. Pak
General Performance Requirements including:	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Engineering</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Business Administration</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan

<i>Internal Audit</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Employee Concerns</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Strategic Partnerships</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Program & Project Performance Management</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
<i>Portfolio Management</i>	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
CLIN 005 – DOE Small Business Procurement Pre-Award Support	S. Hunt (CO for new awards)	T. Corbett (CPARS, Award Fee, etc.) and S. Hargroves	J. Frey
CLIN 006 – UBS to OHCs	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	J. Frey
CLIN 007 – Infrastructure Reliability Projects	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel and A. Page	S. Dickinson
RFP Development	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel and A. Page	Various SMEs
Proposal evaluation	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel and A. Page	Various SMEs
Coordinate reviews	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel and A. Page	S. Einan
Special Equipment Requests	S. Hargroves	T. Corbett and A. Page (for Review of Requests)	D. Chapin/ S. Einan
CLIN 008 – DOE Small Business Procurement Post Award Support and Other DDWS	S. Hunt, S. Hargroves, and T. Corbett	K. Barott-Wolff, P. Weichel, A. Page, and Contractor Support	
RFSs/IEWOs/DDWS/PMTO	S. Hargroves and T. Corbett	K. Barott-Wolff, P. Weichel, A. Page and Contractor Support	J. Urban/ S. Einan
Post Award SB Support	S. Hargroves and T. Corbett	K. Barott-Wolff, P. Weichel, A. Page and Contractor Support	A. Wirkkala/ S. Hunt
SB Prime Contract Administration	S. Hunt	TBD	TBD
GENERAL TOPICS			
Contract Changes/ REAs	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	S. Einan
Baseline Management/ EVMS	T. Corbett	S. Hargroves	S. Einan
Laws, Regs, & Directives	S. Hargroves and K. Barott-Wolff	P. Weichel and A. Page	Various SMEs
Provisional Fee, Final Fee Determination & Payment	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, A. Page, and Contractor Support	J. Frey/A. Stoddard
PEMP	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel and A. Page	J. Frey/A. Stoddard

CPAR	P. Weichel	T. Corbett, S. Hargroves, K. Barott-Wolff, and A. Page	J. Frey/A. Stoddard
Correspondence & Tracking	Contractor Support	T. Corbett, S. Hargroves, A. Page and K. Barott-Wolff	Various SMEs
Invoices Review & Approval	K. Barott-Wolff and Contractor Support	T. Corbett, S. Hargroves, P. Weichel, and A. Page	Various SMEs
<i>Issues, Short pay, & resolution, etc.</i>	T. Corbett	S. Hargroves and K. Barott-Wolff	
EEO / Diversity	T. Corbett	S. Hargroves	S. Ortega
Employee Concerns	T. Corbett	S. Hargroves	M. Collins
Parent Organization Support	T. Corbett	S. Hargroves, P. Weichel, and A. Page	D. Kemp/ P. Mendez/ P. Davis
Plant Force Work Reviews	S. Hargroves (LSB Meetings)	T. Corbett (Letters)	C. Flowers/ A. Trukositz
Website updates Conformed Contract Updates	Contractor Support	A. Page and K. Barott-Wolff	A. Wirkkala
HMESC/TCC/CPCC/OCC Med interfaces (contract modifications)	T. Corbett and S. Hargroves	K. Barott-Wolff, A. Page, and Contractor Support	J. Connerly/ W. Hader/ R. Dawson/ M. Aplet-Zelen /A. Wirkkala / M. McCusker
AMB – Budget/ Finance			
Allowability of Costs (incurred cost audit reports and FIN reviews)	P. Weichel	T. Corbett and A. Page	T. Toon/ D. Kemp /P. Mendez
Provisional Billing Rates, Forward Pricing Rates, Final Rates, and administration/monitoring of Rates	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	T. Toon/ D. Kemp /P. Mendez
CAS Compliance/ Issues	T. Corbett	S. Hargroves, P. Weichel, and A. Page	T. Toon/ D. Kemp /P. Mendez
Disclosure Statement changes, reviews, and approvals	T. Corbett	S. Hargroves, P. Weichel, and A. Page	T. Toon/ D. Kemp /P. Mendez
Funding Modifications	Contractor Support	K. Barott-Wolff, P. Weichel, and A. Page	T. Yager/ D. Dove
AMB – Procurement Support Division			
Contractor Industrial Relations	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel, and A. Page	C. Flowers
Key Personnel	T. Corbett	K. Barott-Wolff, A. Page, and Contractor Support	C. Flowers/ K. Mamiya
Wage Determinations	Contractor Support	K. Barott-Wolff	A. Trukositz
Compensation Fund Increases	T. Corbett	S. Hargroves	C. Flowers/ K. Mamiya
Cost Estimating (IGCEs and technical evaluation support)	T. Corbett and S. Hargroves	A. Page and K. Barott-Wolff	S. Korenkiewicz
AMB – Procurement			
Purchasing System Approval	T. Corbett	S. Hargroves	
Subcontract Consent	K. Barott-Wolff	A. Page and Contractor Support	T. Corbett
Advanced Acquisition Notifications	P. Weichel	A. Page and Contractor Support	Various SMEs
Purchasing Cards	T. Corbett	S. Hargroves	D. Kemp/ P. Mendez

Various Reviews (IG, GAO, and HQ)	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	S. Ortiz
Small Business	R. Whitney	T. Corbett and K. Barott-Wolff	A. Wirkkala
Small Business Subcontracting Plan	R. Whitney	T. Corbett and K. Barott-Wolff	A. Wirkkala
Management System Reviews	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	T. Corbett	A. Wirkkala
Meeting Minutes	Contractor Support	Contractor Support	T. Corbett
Status Reports (HQ, CFO, AMMS, & PRO) & Dashboard	Contractor Support	T. Corbett, K. Barott-Wolff, and S. Hargroves	A. Wirkkala
iCAS Actions	T. Corbett and S. Hargroves	K. Barott-Wolff, P. Weichel, and A. Page	B. Hathaway
Office of Chief Counsel			
Claims & Litigation Management	T. Corbett	S. Hargroves, P. Weichel, and A. Page	M. Roy/ J. Schroeder/ P. Davis /A. Unsicker
Intellectual Property	S. Hargroves	P. Weichel and T. Corbett	G. Drew
General Legal Support	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	M. Roy/ J. Schroeder/ P. Davis /A. Unsicker
Office of Communications			
Congressional Notifications	S. Hargroves, K. Barott-Wolff, and T. Corbett	P. Weichel and A. Page	C. Meyer/ G. Tyree
Communication Plans (Desk Statements)	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	C. Meyer/ G. Tyree
External Affairs Issues (newspapers, litigation, etc)	T. Corbett	S. Hargroves, K. Barott-Wolff, P. Weichel, and A. Page	C. Meyer/ G. Tyree
CONTRACTING OFFICER			
Unlimited	T. Corbett		
Limited to \$5M	S. Hargroves		
Unlimited – Overall Backup	S. Hunt		
Unlimited – Overall Backup	A.Wirkkala		
CONTRACTING OFFICER REPs			
General and Legal CORs	P. Weichel	T. Corbett	J. Frey/ M. Marvin/ M. Roy