

Exhibit C
Preparation Guideline for Statements of Work (SOW)
For Partnering Agreements

The Statement of Work for Partnering Agreements consists of the following twelve items of information. The amount of detail that is provided depends entirely on the scope of the proposed project. A more complex project should include more detail; a small, simple project can be abbreviated.

1. Header: Use the following standard text as the title for the statement of work:

"Appendix A - Statement of Work" for *Strategic Partnership Proposal (SPP) Agreements*
"Annex A – Statement of Work" for *Cooperative Research and Development Agreements (CRADAs)*

Note: If the form of agreement is not yet known, simply use "Statement of Work" for the Header.

- 2. Project Title:** Provide a concise but descriptive title for the project that will prevent confusion with other work but isn't a burden to use. Avoid acronyms or abbreviations.
- 3. Date:** Provide the creation or revision date of the Statement of Work.
- 4. Background:** Provide the context for the work to be performed. Describe the current state of the existing technology, process, or facility. Identify the existing deficiency or need, and the improvement that the work described is expected to achieve.
- 5. Objectives:** State the objectives of the project, defining what are the end goals. This should not be a reiteration of the deliverables (#9, below), but should include knowledge and experience to be gained, improvements sought over previous technology, understanding of identified issues, etc.
- 6. Scope:** Detail the specific work to be performed, by whom, and how it will be performed. Reference input specifications, process requirements, acceptance criteria and any other guidance that define what work is to be done and how. Identify any interfaces with other Fermilab or external organizations. Identify any special accommodations that will need to be made to perform the work, such as process or facility changes required, special workflows that may impact other work, etc. Identify any background intellectual property of DOE/Fermilab that may be involved. Identify which facilities at Fermilab will be utilized in the performance of the work.
- 7. Benefits:** Briefly describe how the performance of this work will enhance U.S. competitiveness and/or otherwise benefit or enhance the capabilities of the Partner, Fermilab, and DOE. Emphasize the unique facilities, capabilities, or intellectual assets of

Fermilab that will be utilized in performing the work (why has the Partner selected Fermilab). Describe how the work relates to other ongoing or planned work at Fermilab.

8. **Work Plan:** Specify the plan for accomplishing the work and define key subtasks leading to project milestones. Identify parallel process and any informational reviews that might impact project completion.
9. **Deliverables:** Detail the specific deliverables for this work, including tangible (e.g. coupler, scintillator material, etc.) and informational products (e.g. reports, test results, design documents, etc.)
10. **Schedule:** Define the schedule for the project, linking it to the work plan. Include the anticipated start date and durations for key subtasks, as well as the overall project duration. Defining the project end date by the overall duration from the start date will facilitate revision should the project start be delayed. For small projects, a simple list of tasks and target dates may be sufficient. For larger, more complex projects, a GANTT chart may be more appropriate.
11. **Progress Reporting and Communication:** Identify the Partner technical and business contacts. The technical contact is the person who will be responsible for the technical planning and execution of the work. The business contact is the person who will be responsible for reviewing and approving the legal terms and conditions, negotiating intellectual property provisions, and/or signing the agreement. Be sure to include contact information for both.

For Partner:

	Technical Contact (Principal Investigator)	Business or Commercial Contact (If different)	Optional contacts may be added (e.g., Financial, Export Control, Publication Review, Legal, etc.)
Contact name	Click here to enter text.	Click here to enter text.	Click here to enter text.
Street address	Click here to enter text.	Click here to enter text.	Click here to enter text.
City, State, Zip	Click here to enter text.	Click here to enter text.	Click here to enter text.
PO Box	Click here to enter text.	Click here to enter text.	Click here to enter text.

Phone	Click here to enter text.	Click here to enter text.	Click here to enter text.
Email	Click here to enter text.	Click here to enter text.	Click here to enter text.

For Fermilab:

	Technical Contact (Principal Investigator)	Administrative or Financial Contact	Optional contacts may be added (e.g., Financial, Export Control, Publication Review, Legal, etc.)
Contact name	Click here to enter text.	Click here to enter text.	Click here to enter text.
Phone	Click here to enter text.	Click here to enter text.	Click here to enter text.
Email	Click here to enter text.	Click here to enter text.	Click here to enter text.

Specify all reporting requirements such as weekly or monthly interim status reports, including distribution. Final project report format and content requirements should also be defined. If appropriate, link the reporting requirements to project milestones.

12. Work Resources: The Fermilab PI is responsible for preparing budgetary estimates for any work that will be reimbursed by the Partner (Funds-In) and any work that will be contributed without reimbursement by the Partner (In-Kind contributions). In addition, the Fermilab PI should coordinate with the Partner to develop an estimate of any work that the Partner will perform as an In-Kind contribution. The estimates must be developed using the Portfolio Analysis and Management System (PAMS), which must be reviewed and approved by the Field Financial Manager (FFM) in the PI's home organization.

A table should be inserted for each source of funding (Partner Funds-in, Partner In-Kind, and Fermilab In-Kind). The table should only be as detailed as needed to clearly communicate the estimates by type of expenditure (e.g., labor by job category, materials and services, travel, etc.) and by year for multi-year projects. Note that for any Funds-in contribution from the Partner, the table must include the DOE Administrative Fee as a separate line item. The PAMS workbook provides a summary tab to roll up the estimates, which may be copied and pasted here. In some cases, a simple description of the proposed total contributions may be sufficient in lieu of a table. PI should coordinate with assigned Partnership Coordinator to determine when this would be appropriate.

