

ONE HUNDRED FOURTEENTH CONGRESS  
**Congress of the United States**  
**House of Representatives**

COMMITTEE ON ENERGY AND COMMERCE

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WASHINGTON, DC 20515-6115

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March 23, 2016

Dr. Jared L. Cohon  
President Emeritus  
Carnegie Mellon University  
107B Porter Hall  
5000 Forbes Avenue  
Pittsburgh, PA 15213

Dear Dr. Cohon:

Thank you for appearing before the Subcommittee on Oversight and Investigations on Wednesday, February 24, 2016, to testify at the hearing entitled "DOE for the 21st Century: Science, Environment, and National Security Missions."

Pursuant to the Rules of the Committee on Energy and Commerce, the hearing record remains open for ten business days to permit Members to submit additional questions for the record, which are attached. The format of your responses to these questions should be as follows: (1) the name of the Member whose question you are addressing, (2) the complete text of the question you are addressing in bold, and (3) your answer to that question in plain text.

To facilitate the printing of the hearing record, please respond to these questions with a transmittal letter by the close of business on Friday, April 6, 2016. Your responses should be mailed to Greg Watson, Legislative Clerk, Committee on Energy and Commerce, 2125 Rayburn House Office Building, Washington, DC 20515 and e-mailed in Word format to [Greg.Watson@mail.house.gov](mailto:Greg.Watson@mail.house.gov).

Thank you again for your time and effort preparing and delivering testimony before the Subcommittee.

Sincerely,



Tim Murphy  
Chairman  
Subcommittee on Oversight and Investigations

cc: Diana DeGette, Ranking Member, Subcommittee on Oversight and Investigations

Attachment

**Attachment — Additional Questions for the Record**

**The Honorable Tim Murphy**

1. Your report recommends abandoning incentive award fees for M&O contracts in favor of a fixed fee.
  - a. What prompted this recommendation?
  - b. What are the advantages of a fixed fee versus an incentive fee?
  - c. What is your reaction to the Department's response to this recommendation?
  - d. How can we measure meaningful progress by the Department in addressing this recommendation?
  
2. Your report highlights opportunities for NNSA to leverage best practices from other DOE program offices – such as the Office of Science – to improve engagement between NNSA and their labs.
  - a. Why hasn't this occurred in the past?
  - b. How does the current organizational and statutory structure between NNSA and DOE affect this type of collaboration?