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Use Of Consultant Services And Related Procurement Activities

Federal Energy Administration

UNITED STATES
GENERAL ACCOUNTING OFFICE

OSP-75-8 BEST DOCUMENT AVAILABLE

JAN 17 1975

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ASSISTANT COMPTROLLER GENERAL OF THE UNITED STATES

WASHINGTON, D.C. 20548

B-181013

The Honorable Charles A. Vanik
House of Representatives

Dear Mr. Vanik:

In your May 7, 1974, letter, you asked that we determine the extent to which the Office of Economic and Data Analysis and Strategic Planning of the Federal Energy Office¹ used consultant services.

Specifically you asked that we determine:

--The number of consultants hired by firm name and a staff list for each firm.

--Whether American Management System, Inc. (AMS), was hired as a consultant firm, and if so:

1. The names of persons holding financial interests in AMS.
2. Whether contracts were let with normal bidding procedures.
3. If firm personnel attended planning meetings on any of the contracts which were to be let.

--Whether any persons with financial interests in any of the consultant firms were related to any of the staff of OPA, and if so, the relationships.

--Financial interests held by OPA personnel in consultant firms doing business with OPA.

¹As a result of a reorganization and the subsequent creation of the Federal Energy Administration (FEA), the functions of the Office of Economic and Data Analysis and Strategic Planning were transferred to the Office of Policy and Analysis (OPA). Accordingly this report we have used the abbreviations FEA and OPA.

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BEST DOCUMENT AVAILABLE

We earlier briefed your staff on our work and provided them with documents pertaining to your request. Your staff requested that we present this information in a report to you including additional information on:

1. The background, experience, and qualifications for procurement work of FEA's Director of Procurement.
2. The duties of staff members of FEA's Procurement Office including student interns.
3. FEA's contract with Cameron Engineers, Inc., to determine whether it is a personal services contract.
4. Evidence of legal review by the Department of Interior on certain consultant contracts let for FEA.
5. Funds expended by FEA for AMS procurement request 14-01-0001-1675.
6. The scope and details of FEA procurement request 14-01-0001-1717 with AMS.
7. Evidence of signed financial disclosure statements for all GS-13s and above employed by OPA.
8. Individuals employed by consultant firms but physically located in FEA offices, including a determination of FEA services provided in relation to contract terms.
9. Details of contracts providing professional services to OPA.

We reviewed official FEA contract files, consultant contract listings of awarded contracts, and other pertinent documents. We interviewed the former and acting FEA Director of Procurement, contract negotiators, contract specialists, and other FEA officials.

Before June 27, 1974, FEA had no procurement authority. Executive Order 11748, December 4, 1973, transferred the functions of four Department of the Interior energy offices--the Office of Petroleum Allocation, Oil and Gas, Energy Data and Analysis, and Energy Conservation--to FEA, including staff, resources, and their active energy-related contracts. Although the functions of these offices were transferred, Interior retained their procurement responsibilities. In December 1973 the Bureau of Mines assumed responsibility for FEA procurement functions, including authorization and contract payments.

In January 1974, with FEA procurement activity increasing and anticipating that the Bureau could not handle the procurement contract load, FEA officials asked the Secretary of the Interior to delegate procurement authority to FEA's Procurement Director. Although the Secretary was willing, he could not grant the authority because the Procurement Director was not an Interior employee.

The Director was then detailed to Interior and the Secretary of the Interior issued order number 2963, February 22, 1974, establishing an Interior Energy Procurement Coordinator and designating the Director to the position. The Procurement Coordinator was responsible for processing, approving, issuing, executing, and administering all contracts, related actions, and documents for the four offices which had been transferred to FEA. The Director was detailed back to FEA as an Interior employee, and his staff assumed the procurement functions.

Initially, FEA used prescribed Interior contracting procedures. However, FEA's emergency nature and the time restraints on most of its actions led FEA to use a shortcut approach. This approach comprised the following steps:

- The initiating FEA office prepared a procurement request form and submitted it to the FEA Procurement Office.
- The FEA Procurement Office checked to see if the form was properly filled out, and if so, approved the request.

After approval by the Procurement Office, the request was sent to Interior's Fiscal Services Division. It determined whether funds were available, and if so, funds were obligated. Subsequently, the request was forwarded to the Solicitors Office for legal review.

We believe that the exercise of procurement functions by FEA, in the manner indicated above, was questionable prior to June 27, 1974.

As of June 27, 1974, FEA received authority to enter into contracts under section 7(g) of the Federal Energy Administration Act of 1974 (15 U.S.C. 761). In carrying out its contracting responsibility, FEA's Procurement Office operates in accordance with Federal procurement regulations, which are supplemented by internal FEA negotiation and award procedures. In addition, the Procurement Office holds periodic meetings with representatives of various operating groups within FEA to explain current contracting procedures and policies.

In your request, you asked 16 questions regarding OPA's and FEA's procurement functions. The information you requested follows.

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THE NUMBER OF CONSULTANT FIRMS
HIRED BY FIRM NAME AND A
STAFF LIST FOR EACH FIRM

As of August 30, 1974, FEA had contracted with 56 consultant firms for services to OPA. A list of these firms and their key staff members is included as appendix I.

WHETHER AMS WAS HIRED AS A CONSULTANT FIRM

AMS had three contracts with OPA through August 30, 1974. One contract, providing professional services to support the Mandatory Petroleum Allocation Program and other related energy programs, was originally let by the Department of the Interior on October 6, 1973, and was transferred to FEA when it was established in December 1973. The work involved designing systems, programs, procedures, and analysis of existing energy data and computer systems. The contract, amounting to \$128,900, was completed in December 1973.

The remaining two contracts were letter contracts.¹ One, dated May 1, 1974, called for AMS to (1) develop and maintain FEA's Project Independence plan, (2) resolve problems of duplication or interaction involving several of the task groups working on Project Independence, (3) anticipate and assist in resolving specific trouble spots, and (4) provide support to the Project Independence Material, Equipment and Construction Committee. The contract's cost was estimated at \$85,400. On June 30, 1974, the contract was modified to increase the scope of work at an additional estimated cost of \$40,000.

The other letter contract, dated June 5, 1974, called for AMS to design, develop, and operate a weekly petroleum reporting system and related supporting activities at an estimated cost of \$250,000.

As of November 4, 1974, no new contracts had been awarded to AMS; the above-mentioned letter contracts had been definitized and completed; and \$123,000 and \$242,000, respectively, had been spent on them.

¹A letter contract is a written preliminary contractual instrument authorizing immediate performance of services. A letter contract may be entered into when there is insufficient time to negotiate a contract through normal procedures. The letter contract shall be superseded by a definitive contract at the earliest possible date (usually between 90 - 180 days from award of the letter contract). Letter contract provisions specify that the maximum liability of the Government generally shall not exceed 50 percent of the total estimated cost of the procurement, but may be increased in accordance with agency procedures.

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NAMES OF PERSONS HOLDING
FINANCIAL INTERESTS IN AMS

We reviewed the names of persons holding common and preferred stock in AMS as of May 1, 1974. A comparison of this list with a list of OPA employees as of July 9, 1974, indicated that no OPA employee held common or preferred stock in AMS. A list of AMS stockholders was given to your staff at an earlier briefing.

WHETHER CONTRACTS WITH AMS
WERE LET WITH NORMAL BIDDING PROCEDURES

All three contracts with AMS were awarded on the basis of unsolicited, noncompetitive proposals. Federal Procurement Regulations permit the award of contracts without formal advertising when securing competition is impracticable. Interior and FEA determined, in accordance with Federal Procurement Regulation 1-3.202, that the public exigency would not permit the delay incident to advertising. They further determined that AMS was the only source capable of providing the services required and hence the AMS contracts were negotiated on a sole-source basis.

IF AMS PERSONNEL ATTENDED ANY
FEA PLANNING MEETINGS ON AMS CONTRACTS
WHICH WERE TO BE LET

We found no evidence that AMS representatives had been included in FEA planning meetings on proposed contracts to be let to AMS.

WHETHER ANY PERSONS WITH FINANCIAL INTERESTS
IN ANY OF THE CONSULTANT FIRMS
WERE RELATED TO ANY OF THE OPA STAFF
AND IF SO, THE RELATIONSHIPS; AND

FINANCIAL INTERESTS HELD BY OPA PERSONNEL
IN CONSULTING FIRMS DOING BUSINESS WITH OPA

FEA's Assistant Administrator for Policy and Analysis would not permit us to question OPA staff as to their relationships, if any, with persons holding financial interests in consulting firms dealing with OPA without FEA's Office of General Counsel's clearance. We met with General Counsel officials to obtain clearance and to gain access to financial disclosure statements OPA employees submitted.

The officials told us our request required further study and the issue remained unresolved. As your staff directed, we have expedited this report without obtaining this information. We will continue to pursue access to the information; and if and when it is obtained, we will brief members of your staff on the results.

BACKGROUND, EXPERIENCE, AND QUALIFICATIONS
FOR PROCUREMENT WORK OF FEA'S DIRECTOR OF
PROCUREMENT

Mr. John E. Daniels was appointed temporary Director of Procurement in mid-June 1974 with responsibility for managing the Procurement Office until the appointment of a permanent director. Mr. Daniels served as Director until July 5, 1974. A biographical sketch provided us by Mr. Daniels (see app. II) indicates that he had no prior experience in procurement work. On August 23, 1974, Mr. Daniels was appointed Associate Assistant Administrator for Management Sciences and Budget in FEA's Office of Management and Administration.

Mr. Carl Blakely was appointed Acting Director of Procurement on July 6, 1974, with responsibility for policy and procedures governing all procurement actions, including contracts, grants, leases, and interagency agreements. Mr. Blakely is empowered to commit and obligate FEA in unlimited amounts in the procurement area. Mr. Blakely's biographical sketch (see app. III), indicates that he held many procurement-related positions before his appointment as FEA's Acting Director of Procurement.

DUTIES OF STAFF MEMBERS OF
FEA'S PROCUREMENT OFFICE,
INCLUDING STUDENT INTERNS

As of August 30, 1974, FEA's Office of Procurement had a staff of 24, including 17 permanent employees, 2 temporary employees, and 5 employees detailed to FEA from other Federal agencies. Appendix IV lists FEA Procurement Office employees and shows GS grade levels, positions, and status (permanent, temporary, or detailed). Also included in appendix IV are copies of job descriptions for the Director of Procurement, Chief of Contracts, supervisory contract negotiator, contract negotiator, contract specialist, and administrative assistant. Job descriptions for the Executive Assistant; Chief, Small Purchases; and secretaries were not available. Student interns were not employed by the office.

FEA'S CONTRACT WITH CAMERON ENGINEERS, INC.,
TO DETERMINE WHETHER IT IS A
PERSONAL SERVICES CONTRACT

On January 15, 1974, Cameron Engineers, Inc., submitted to FEA's Deputy Administrator a proposal to assist in the development of the organization, strategy, and policies of FEA's Office of Energy Resource Development. The proposal stated that the studies extend from February 1 through June 30, 1974, at an estimated cost of \$38,000.

On January 24, 1974, FEA's Director of Procurement wrote to a Department of the Interior contracting officer stating that Cameron's services were essential to FEA's efforts and requesting the contract be expedited so it could begin on February 1, 1974. On February 5, 1974, a finding and determination was issued justifying negotiation with Cameron on a sole-source basis. The officer noted that personal services were required to meet the contract's objectives because Interior lacked a suitably skilled staff and it was impracticable to recruit highly specialized staff within the 5-month work period.

On February 21, 1974, the Chief, Branch of Contracts and Grants, Department of the Interior submitted the Cameron contract to Interior's Acting Associate Solicitor, Division of General Law, for review, and on February 25, 1974, legal approval was given subject to certain minor changes in the general conditions of the contract.

The contract, which essentially repeated the proposal's terms, was signed by the contracting officer and the president of Cameron Engineers on March 21, 1974. The contract described the general scope of work as follows:

"The Contractor will assist in the development of organization, strategy and policies for the Federal Energy Office, with emphasis on the identification of constraints and prospects for the utilization of a multiplicity of fuel resources in the national energy mix.

"In an effort to aid the Federal Energy Office in better understanding the technical readiness of all domestic energy resources, the Contractor will provide at least one staff member to work, at the direction of the Office of Energy Resources Development, in developing strategy and plans."

On June 18, 1974, the contract was amended to require Cameron to prepare two additional reports and to provide FEA with a complete set of Cameron's quarterly reports on synthetic fuels for library use. The

contract's completion date was extended to July 31, 1974, and the contract's amount was increased by about \$15,000. The amendment also made certain language changes to the original contract. In the first paragraph of the scope of work section the phrase "will assist in the development of organization, strategy and policies for the Federal Energy Office," was changed to read "will provide technical assistance to the Federal Energy Office." The second paragraph was changed to read:

"In an effort to aid the Federal Energy Office in better understanding domestic energy resources, the Contractor will provide technical assistance to the Office of Energy Resource Development."

In addition, provisions in the original contract calling for "energy industry liaison" and "assistance in organizational planning and staff requirements identification for Office of Energy Resources Development" were deleted from the contract. Finally, a provision which read "Assist in overall strategy planning for meeting the goal of the Office of Energy Resources Development" was modified to read "Provide technical assistance to Office of Energy Resource Development with regard to its mission."

According to the Acting FEA Director of Procurement, the original Cameron contract could be construed as a personal services contract.

When the Acting Director first became aware of the elements of the Cameron contract, he investigated how the contract was being operated. He interviewed Cameron's staff working on the project and the Office of Energy Resource Development staff--the requesting FEA office.

The Acting Director determined that the contract was not operated as a personal services contract and recommended to FEA's General Counsel that its language be changed to reflect the services actually being performed. The contract was amended on June 18, 1974, as described above.

On the basis of the Cameron contract and other pertinent documents, the original contract contained elements of a personal-services-type contract. However, we believe important consideration should be given to how the contract was carried out as well as to the contract's language. We were unable to determine how the contract was being carried out because contract work was completed in June 1974 and FEA's and Cameron's staffs involved in the contract's execution were no longer available to discuss the contract.

Under section 3109 of title 5 of the United States Code, the personal services of experts and consultants may be contracted for by the head of an agency when so authorized by an appropriation or other statute, but

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payment for rates of services in excess of the highest rate payable under section 5332 of title 5 of the United States Code (GS-15) is prohibited in the absence of specific statutory authorization. The Federal Energy Administration, under Public Law 93-245, received appropriation for procuring expert and consultant services under section 3109 of title 5 of the United States Code, but at rates not to exceed the per diem equivalent of the rate for grade GS-18. A breakdown of estimated costs for the Cameron contract indicated anticipated reimbursement for services in excess of the GS-18 limit.

As shown above, FEA amended the language and terms of the contract to reflect the services reportedly being performed in June 1974. The purpose of the changes was to ensure that the contract, as amended, cannot be construed as a personal-services-type contract.

EVIDENCE OF LEGAL REVIEW BY THE
DEPARTMENT OF THE INTERIOR OR FEA
ON OPA CONSULTANT CONTRACTS

We reviewed 52 of the 71 OPA contracts for fiscal years 1974 and 1975 through August 30, 1974. Of the 52 OPA contracts, 34 showed evidence of legal review by either Interior's Office of the Solicitor or FEA's Office of General Counsel. At the time of our review, the remaining 19 contracts were circulating within FEA's Procurement Office and could not be located.

FUNDS EXPENDED BY FEA FOR AMS
PROCUREMENT REQUEST 14-01-0001-1675

No funds were expended under procurement request 14-01-0001-1675. FEA's Director of Procurement said FEA had rejected this request, but AMS resubmitted the proposal and it was given a new contract number, 14-01-0001-2025. A contract was eventually awarded to AMS to design and operate previously described weekly petroleum reporting system. As of November 4, 1974, \$242,000 had been spent under this contract.

OBTAIN THE SCOPE AND DETAILS OF
PROCUREMENT REQUEST 14-01-0001-1717 WITH AMS

Procurement request 14-01-0001-1717 provides for establishing a more responsive and economical system for obtaining crude oil production information. AMS submitted the proposal to FEA's Office of Policy, Planning, and Regulation (the requiring office) on March 15, 1974. In April 1974 a recommendation was made to enter into the contract on a noncompetitive basis. On June 28, 1974, the contract was awarded as recommended in the amount of \$47,600. Its scheduled completion date was September 30, 1974.

EVIDENCE OF SIGNED FINANCIAL DISCLOSURE
STATEMENTS FOR ALL GS-13s AND ABOVE
EMPLOYED BY OPA

As stated on page 5, we were unable to review the disclosure statements for all GS-13s and above employed by OPA. However, we will continue to pursue this matter and will brief members of your staff on any results obtained.

INDIVIDUALS EMPLOYED BY CONSULTANT FIRMS
BUT PHYSICALLY LOCATED IN FEA OFFICES,
INCLUDING A DETERMINATION OF FEA SERVICES
PROVIDED IN RELATION TO CONTRACT TERMS

As of September 17, 1974, FEA had about 16 employees of 7 contractors in its facilities. According to FEA's Acting Director of Procurement, contracts contemplating providing agency services--such as office and desk space; office supplies; and secretarial, telephone, and reproduction services--should specify the services to be provided. Contracts for two of the seven contractors provided for office or desk space. None of the contracts provided for furnishing office supplies or secretarial, telephone, or reproduction services; however, all seven contractors have used one or more of these services.

FEA's Acting Procurement Director said he had not known of any of the above services being provided to consultants physically located within FEA offices. He said that he relied heavily on FEA's requesting office and technical project officer to carry out and uphold the contract's provisions and that remedial action would be taken when contractors exceeded their contract terms.

Appendix V shows which FEA offices are using the consultants and the consultant firms, names of contractors' employees located in the FEA building, contract provisions for services to be provided by FEA, and actual services provided to contractors.

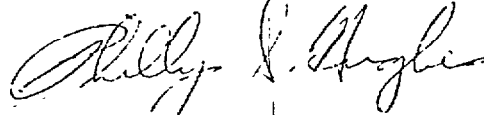
DETAILS OF CONTRACTS IDENTIFIED AS
PROVIDING PROFESSIONAL SERVICES TO OPA

In fiscal year 1974, OPA obtained the services of 51 consultant firms under 65 contracts totaling \$6.5 million. In fiscal year 1975 (as of August 30, 1974), six additional contracts totaling \$516,459 had been awarded. Of the 71 contracts, 24 were awarded after competitive bidding and 47 were awarded on a noncompetitive basis. Appendix VI lists OPA contracts for fiscal years 1974 and 1975 through August 30, 1974. Included in the list are names of the contractors; types of negotiations; and a description of the contracts, their amounts, and their effective and completion dates.

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We have informally discussed the information in this report with FEA officials. We do not plan to distribute this report further unless you agree or publicly announce its contents.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Phillip S. Hughes".

Phillip S. Hughes
Assistant Comptroller General

APPENDIX I

LISTING OF CONSULTANT FIRMS AND THEIR KEY STAFF MEMBERS PROVIDING SERVICES TO CFA AS OF AUGUST 30, 1974

<u>Firm</u>	<u>Staff</u>
American Management Systems, Inc.	Marilyn Bracy, Michael J. Burke, Susan T. Cattano, Donna E. Deeley, Samuel Fife, Robert T. Lindsay, Thomas E. Martin, Glenn R. Miller, George Molaski, Darien Alpern, Randolph Bracy, Kathy G. Burke, Mary L. Chipman, Wilfred J. Gallant, Elizabeth Geller, Joel S. Goldhammer, Barbara G. Hollatz, Zbigniew Krula, Cynthia Flickenschield, Sara Harvey, Fred L. Forman, Patrick W. Gross, Jan M. Lodal, Frank A. Nicolai, Charles O. Rossotti, Robert C. Brayton, Daniel M. Brophy, Albert G. Conrad, Jr., Kersy B. Dastur, Phillip M. Guintini, John Grillos, Jerrold M. Growchow, Larry Mayer, George Revesz, Larry Seidel. Richard Snyder, William Sweeney, Merle Morrison, N.K. Narayan, Ann Pottala, Joyce C. Stakley, Sidney N. Stone, Gregory T. Struebing, Roswell A. Taylor, Mike Walker, Fred N. Wilson, Janet Landtbom, Diane Levine, Robert McPherson, John D. Medlin, Shamira Mikhailoff, Habibolah Partow, Martin Rosenweig, Michael Simcock, Bruce Stratman, Donald Young, Sunny G. Yoder, Jacquiline Bravo, W. Bartz Schneider, Ivan Selin, James W. Stone, Harvey I. Susswein, Mike Von Borsig, Edward McConnaughey, George R. Mitchell, Aslan Palachi, Richard S. Rothstein, Roderick S. Walker, Glenn L. White, Richard Witschonke, Mitchell Burken, John M. Giarrusso, David L. Hunsberger, Leo Jed, Shiraz Kotadia, Stephen Hollatz

APPENDIX I

Firm

American Gas Association
 Analysis and Programming Corporation

Battelle Memorial Institute

Bonner and Moore Associates, Inc.

Bookstax of Britain, Inc.

Booz-Allen and Hamilton, Inc.

CACI, Inc.

Chaney, Miller, Ellis, and
 Associates

Chase Econometric Associates, Inc.

Clovis Heimsath and Associates

Control Data Corporation

Data Resources, Inc.

Delex Systems, Inc.

Development Planning and Research
 Associates, Inc.

Staff

(note a)

Charles Sheffield, Joyce Burkett,
 James Smith, Marylyn King, Edward
 Abranowitz, Alan Blackman, Stuart
 Johnson, Fran Regan, Kevin Moisard,
 David Stowe, Andrew Fleming, Debra
 Lough, L. Rauber

Phillip Beltz, Gary Anderson, C.M.
 Allen, Dale Wiesz, J. Richard
 Schorr, Berry Johnson, Robert
 Giammar, Dave Ball, Ronald Ayers,
 Harry Barr, Jr., Dr. Elton Hall

(note b)

(note a)

John Reilly, Dr. Robert Shaw, Jr.,
 Stephen Julias, Kathleen Zacher,
 Frank Varasano, Susan Fruskin, J.
 Roberts, George Taylor, Robert
 Clinkscale, David Weiss

Conrad Strack, Roland Steorts,
 Dr. William Spackman, Manning

H. Crane Miller, Marcella Jansen

M.K. Evans, M.F. Elliott-Jones
 L.B. Hilimire, L.W. Taub

(note b)

(note a)

Frank Ripley, Susan Steinberg,
 Charles Warden

Richard Abrams

(note a)

APPENDIX I

<u>Firm</u>	<u>Staff</u>
ERCO, Inc.	R.H. Rosen, Charles Dennis, M. Piret, D.R. Light, John B. Edwards, J. Stone, R. Cartner, M. Sutterfield, D. Yates, M. Taylor, T. Conlon, R. Largo, J. Hodder, V. Bennett, A. Piret, D. Kolb
Faucett, Jack	Jack Faucett, Barbara Kates, Harry Kaufman, Joe Mueller, Andrew Leiter, Jack Altermann, William Reany
Gas Development Corporation	Thomas Joyce, S.J. Carber, J. Glenn Seay, R. Bruce Foster, Amanullah Khan, Henry Linden
General Electric Corporation	R.H. McMahan
Hittman Associates, Inc.	Charles Mallory, Charles Jedlicka
ICF, Inc.	Angie Hogan, C. Hoff Stauffer, Jr., Tom Johnston, Bruce Oliver, Patricia Martin, Dr. Erickson, Dr. Robert Spann, William Stitt, Dr. Winokur
International Research and Technology Corporation	Dr. James Saxton
Kearney, A.T., Inc.	Warren Cline, Jr., E.S. Files, J.B. Fischer, J.A. Greenberg, G.W. Asper, J.R. Linden, S.L. Goldberg, F.W. Bernitt, G. Bechtald
Kooharian, Anthony, Dr.	Anthony Kooharian, Henry Young
LaRue, Moore, and Schafer	Robert McCleskey, Jr., T. Dale Badgwell, Robert Schafer, Joe Moore, John LaRue
Little, Arthur D., Inc.	(note b)
Lundberg Survey, Inc.	(note a)
MIT Energy Laboratory	Howard Lahman, David Clark, Joseph Debanne

APPENDIX I

<u>Firm</u>	<u>Staff</u>
Martingale	(note b)
Mathematica, Inc.	Dilip Limaye, John Sharko, Robert Ciliano, Joseph Orlando
Nathan, Robert R. & Associates	W.C. Troppner, John Wu
National Opinion Research Corporation	(note a)
Nossman, Waters, Scott, Krueger and Riordan	Robert B. Krueger
OE Enterprises Corporation	Olin Elster
On-Line Systems, Inc.	Robert Curtis, Bruce Whitner
Pace Consultants	(note b)
Peat, Marwick, Mitchell, and Company	Malcolm Laughlin, Robert Leilrch, Charles Hoppe, G. Bruce Douglas
Polk, R.L. and Company	Nation-wide staff to furnish FEA with gasoline service station listing
Queen, Douglas, M., Inc.	Douglas Queen
Rand Corporation	(note b)
Resource Planning Associates, Inc.	(note a)
Science Communications, Inc.	D.O. Myatt, M.L. Kastens, C.S. Grove, H. Poterfield
Shriver, R. Associates	Don Van Doren, Bryce Thomson
Snell, Foster D., Inc.	Herbert Terry, Joseph Nemes, Jr., Stephen Nagy
Sobotka and Company	David Hart, Stephen Sobotka, William Hamburger, Rhoda Altman, Thomas Domencich
Spectrolab, Inc.	Eugene Ralph, John Castle
Stanford Research Institute	Gordon F. Jensen

<u>Firm</u>	<u>Staff</u>
TRW	(note b)
Technical Management, Inc.	Clark Zakoui
Teleprocessing Industries	(note b)
Temple, Barker, and Sloane, Inc.	(note b)
Tetra Tech., Inc.	Salvatore Cassese, Samuel Furcron
Ultra Systems	Dale Molesberry
Utility Network of America, Inc.	(note b)
Versar, Inc.	D.H. Sargent, J.R. Crane, E.F. Abrams, H.C. Kube, C.L. Parker, E.F. Rissman, L.C. Candless, R.G. Shaver, R.C. Smith, Jr.
Western Union Telegraph Company	(note a)

(a) Contract does not specify key staff members.

(b) Contract file with contract negotiator and was not obtainable.

BIOGRAPHICAL SKETCH OF JOHN E. DANIELS

Executive Officer to the Assistant Administrator for Policy and Analysis, GS-15, FEA - December 1973 to Mid-June 1974

In this position I am responsible for the prompt, efficient execution of all necessary management and administrative support to Mr. Zausner, his Deputies, and his Office Directors. I have directed a staff of six professionals that processed over 300 personnel actions, \$11 million of procurement actions, prepared two budgets and provided other administrative reviews to an office that grew from 50 to over 250 people.

Transportation Security Specialist, GS-14, Department of Transportation - June 1972 to December 1973

Responsible for the implementation of the Government's Cargo Security Program in all modes of transportation. Specialized assignments included the first coordinated City Cargo Security Program in Philadelphia, baggage cargo security, transit security, and personnel screening techniques as they related to employee theft.

Special Assistant to the Assistant Secretary, GS-14, Department of Transportation - November 1970 to June 1972

In this position I advised the Assistant Secretary on all policy matters. In addition, I helped establish the Federal Government's anti-hijacking program. I also did extensive advance work for the Assistant Secretary on consumer public hearings.

Management of Special Projects Staff - Computer Usage Corporation - July 1969 to November 1970

I directed the marketing and special projects efforts of one of the largest Washington-based computer software firms.

Administrative Officer to the Assistant Secretary, GS-15, Department of Transportation - May 1967 to June 1969

In this position I was responsible for all administrative matters for the Assistant Secretary for Research and Technology in the Department of Transportation.

Digital Computer Systems Analyst and Management Analyst, GS-7 - GS-14 -
December 1956 to May 1967

During this period I occupied key positions of responsibility with the Federal Aviation Administration and the U.S. Navy. In these positions I designed and installed data processing systems and performed specialized training in course data automation, information storage and retrieval and computer feasibility studies.

Masters Degree in Business Administration from George Washington
University - 1963

Bachelor of Arts Degree in Political Science from Notre Dame - 1954

BIOGRAPHICAL SKETCH OF CARL BLAKELY

WORK EXPERIENCE

Acting Director of Procurement, Office of Contracts and Procurement Management, GS-15, FEA - July 1974 to Present

Chief, Contracts Division, Office of Contracts and Procurement Management, GS-15, FEA - January 1974 to June 1974

Grants Officer, Procurement Division, ACTION - 1971 to 1973

Washington Office, Manager of the Consultant Firm of Havbridge House, Inc., (Group Manager of Procurement Consulting Operations) - 1965 to 1971

Division Chief, U.S. Army Material Command, Colonel, U.S. Department of the Army - 1963 to 1965

Director, U.S. Army Procurement Center (European Branch), Colonel, U.S. Department of the Army - 1960 to 1963

Deputy Chief of Contracts, Office, Deputy Chief of Staff for Logistics, Lt. Colonel, U.S. Department of the Army - 1955 to 1960

Deputy Commander, Rochester Procurement District, Lt. Colonel, U.S. Department of the Army

EDUCATION

Pre-Doctorate work, University of Alaska - 1950 to 1952

Masters Degree in Business Administration, University of Chicago Business College, University of Chicago - 1949

Bachelor of Arts Degree in Economics, Holy Cross College - 1938

Masters Institute of Government Contracts, Marshall Wyeth School of Law, William and Mary College (course attended related to procurement work)

APPENDIX IV

OFFICE OF CONTRACTS AND PROCUREMENT MANAGEMENT
AS OF AUGUST 30, 1974

<u>Grade</u>	<u>Name</u>	<u>Position</u>	<u>Status</u>
GS-15	Blakely, Carl P.	Director for Procurement	Permanent
GS- 7	Boucher, Rosalina M.	Secretary - Steno	Permanent
GS-14	Canning, Thomas	Contract Negotiator (Senior)	Permanent
GS- 4	Easterling, Janet	Secretary	Detaillee
GS-12	Einsman, Vincent	Contract Negotiator	Permanent
GS-11	Ellis, Shirley	Contract Specialist	Permanent
GS- 6	Gimpelman, Zelma	Secretary	Detaillee
GS- 4	Greene, Lyndia	Clerk-Typist	Permanent
GS- 7	Hose, Patricia A.	Administrative Assistant	Permanent
GS-13	Mackie, John V.	Executive Assistant	Temporary
GS- 9	Marshall, Rosemarie	Contract Specialist	Permanent
GS- 5	Master, Viola	Secretary	Detaillee
GS-13	McGuire, Daniel	Contract Negotiator	Permanent
GS-12	Mignone, Newchy	Contract Negotiator	Detaillee
GS- 6	Peace, Miriam	Secretary	Permanent
GS-13	Piasecki, Leo A.	Contract Negotiator	Permanent
GS- 9	Reamy, Shirley	Procurement Assistant	Permanent
GS-11	Ross, Luba A.	Contract Specialist	Permanent
GS-15	Shank, Charles C.M.	Chief Contract Negotiator	Permanent
GS-12	Sparks, Hoyt	Contract Negotiator	Permanent

APPENDIX IV

<u>Grade</u>	<u>Name</u>	<u>Position</u>	<u>Status</u>
GS- 4	Swenholt, Donald W.	Contract Negotiator Trainee	Temporary
GS- 7	Thompson, Dale	Contract Negotiator Trainee	Detaillee
GS-13	Wheeler, William J.	Chief, Small Purchases Division	Permanent
GS-15	Woods, Paul R.	Contract Negotiator (Senior)	Permanent

DIRECTOR OF PROCUREMENT DIVISION
GS-15I. INTRODUCTION

The incumbent serves as the Director of the Procurement Division of the Office of the Assistant Administrator for Management. The incumbent is responsible for the policy and procedures governing all procurement actions in the Agency. These include contracts, grants, leases, inter-agency agreements.

The incumbent shall have three (3) branches reporting directly to him. These branches are Contracts, Grants and Small Purchases.

The Division represents the Federal Energy Administration in its daily relationships with representatives of leading industrial and educational organizations as well as top representatives of other Government entities. The incumbent serves as the principal advisor to the Federal Energy Administration staff on all procurement matters.

The incumbent shall be empowered to commit and obligate the FEA in unlimited amounts in the area of procurement. This authority shall be redelegatable at the discretion of the incumbent.

II. DUTIES

1. Serves as Director of the Procurement Division and as principle Contracting Officer of the Agency.
2. Directs the activities of a staff of specialists in contract and grant management.
3. Makes final Contracting Officer determinations relative to claims arising from contractual or grant actions.
4. Advises in difficult negotiations and assists in such negotiations where necessary.
5. Directs the continuing development of FEA plans, policies and procedures for the implementation of procurement actions.
6. Serves as principle advisor within the Agency on procurement matters.

III. SCOPE AND EFFECT OF WORK

The incumbent's authority as Director of the Procurement Division, delegated to him from the Administrator of the Federal Energy Administration, covers all procurement actions required in the performance of the Agency's objectives. The incumbent is the Agency Administrator's chief representative in all procurement matters. Final Contracting Officer decisions are his responsibility.

IV. SUPERVISION

The incumbent serves under the general direction of the Assistant Administrator for Management and reports directly to him. The incumbent is, however, virtually independent and is held responsible for his actions as a Contracting Officer under Federal Law..

CHIEF, CONTRACTS BRANCH
GS-1102 GS-15

I. INTRODUCTION

The incumbent serves as the Chief of the Contracts Branch in the Procurement Division. The incumbent is responsible for directing the operations of negotiating and administering agreements, grants and contracts. These contracts and grants are for training, research, evaluation and administrative services throughout the United States and are of a novel nature and subject to constant change and improvement.

The Contracts Branch represents the Federal Energy Administration daily in its relationships with representatives of leading industrial and educational organizations, and representatives of Government agencies. The incumbent serves as the principal advisor to the Federal Energy Administration staff on contract and grant plans, policy and related matters.

II. DUTIES

1. Serves as the Chief of the Contracts Branch, and as a Contracting Officer directs the activities of a staff of specialists in contract and grant negotiation and the administration of FEA programs.
2. Leads negotiations of the most complex nature, which must be set forth in the broadest terms. Makes determinations of the findings and sets forth the Government's position in complex cases. Resolves difficult and complex problems on contract administration involving negotiation of terms, settlements of claims, method of contracting, determinations of findings, etc.
3. Directs the continuing development of Federal Energy Administration plans, policies and procedures for the implementation of procurement actions and the establishment of standards, terms of reference such as FEA procurement regulations, procedures and policies.

III. SCOPE AND EFFEC. OF WORK

The incumbent's authority is as Chief of the Contracts Branch, combined with delegated authority from the Director of the Procurement Division to act for him in carrying out the provisions of FEA legislation. He is the Director's chief repre-

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sentative in all contracting matters, and his decisions have an effect upon every phase of FEA programs and their implementation. Decisions, often of a precedent making nature, must be frequently made upon limited notice and under near emergency conditions. Accurate and rapid action, including the introduction of varied contract and grant techniques, are required on the part of the incumbent to accomplish the goals of the program.

IV. SUPERVISION AND GUIDANCE

The incumbent serves under the general direction of the Director of the Procurement Division and reports directly to him. He is, however, virtually independent and is held primarily responsible for his actions as a Contracting Officer under Federal Law.

I. INTRODUCTION

The incumbent serves as a Senior Contract Specialist in the Contracts Branch of the Procurement Division, which is responsible for the negotiation and administration of contracts and grants to fulfill the Federal Energy Administration program requirements.

The incumbent represents the Federal Energy Administration contractually on a daily basis in its relationship with personnel of commercial firms, state governments, educational institutions and non-profit organizations throughout the United States. The Division procures from commercial, educational and other sources the material and services required to conduct our programs.

Because of the techniques and methods in the special educational and training areas involved, most of the procurement accomplished entails the development of highly complex contractual agreements which are very difficult to negotiate and administer; and they involve extensive cost and price analyses, progress or advance payments, terminations and special pricing arrangements (e.g. cost reimbursement, cost sharing, cost incentive, fixed price with redetermination or escalation provisions) etc.

II. DUTIES

A. Serves as contract specialist for programs for the research, development, experimentation, training, evaluation, supplies and supporting services required for the accomplishment of Federal Energy Administration programs.

B. Leads negotiations on the most difficult phases of the procurement. Analyzes contractor expenses, overhead rates, etc. Determines reasonable profit in view of contractual risks involved and known proficiency of the contractor.

C. Develops new or novel contract or grant provisions to fit special requirements. Such provisions are particularly difficult because of the frequently nebulous nature of the product.

D. Provides technical advice to other lower-grade contract specialists who consult with him, as required.

E. With specific reference to all matters relating to contracting for complex and specialized programs assigned to him, performs the following highly technical functions:

1. Determines reliable, competent and capable sources of supply, adequacy of competition, most efficient method of contracting, specific terms and conditions, etc., to assure most efficient, timely and equitable contractual satisfaction.
2. Evaluates proposals, performing most involved and complex cost analyses, to determine reasonableness of offer.
3. Manages the administration of, and personally performs the most difficult work involved in the administration of contracts from time of award until final completion, including a continuing evaluation of contractors' progress.
4. Handles termination proceedings. Fixes amounts of FEA liability; determines allowable costs for unused materials, settlement costs, etc., included in contractor's settlement cost claims. Arranges for disposition of materials. Executes such supplemental agreements as are required to effect final termination.
5. Conducts hearings on claims arising under contracts. Develops and prepares final fact-and-findings regarding these claims.

III. SCOPE AND EFFECT OF WORK

The incumbent's authority to commit the Federal Energy Administration by his decisions and determinations to specific courses of action will have far reaching impact on the effective execution and successful completion of ACTION projects and programs.

The decisions he reaches in his contracting efforts frequently are precedent-making and to this extent thus influence the shaping of future FEA policy.

His business contacts are often at high industry level; and as a spokesman for FEA he must work tactfully, prudently and wisely in representing the Government in these negotiations.

IV. SUPERVISION AND GUIDANCE RECEIVED

The incumbent receives policy and administrative direction from the Branch Chief. He is expected to arrive at and act on all technical decisions within his functional area independently. He must conduct his assigned programs using his own judgment and initiative to secure the best results within the broad general framework established for him.

V. MENTAL DEMANDS

The incumbent must have a broad knowledge and understanding of FEA programs and requirements. He must have the highest level of technical proficiency to achieve the administrative and technical aspects of his assignments. He must be well-grounded in contract law and skilled in interpreting regulations and law governing the entire gamut of contracting operations.

He must have the intelligence and skill and originality to operate diplomatically and effectively with the public under extreme pressure.

VI. PERSONAL WORK CONTACTS

As one of the primary points of liaison with other services and offices inside Federal Energy Administration and with other agencies and private companies, the incumbent maintains personal work contacts with technical and managerial officials at all levels. He conducts conferences with representatives from the highest level of business and Government.

CONTRACT NEGOTIATOR
GS-1102 GS-12-13I. INTRODUCTION

The incumbent serves as the Contract Specialist of the Contracts Branch of the Procurement Division which is responsible for: (1) the establishment of procurement and grant policies and procedures; (2) providing contracting officer services for the program activities; (3) the negotiation of contracts and grants to fulfill the requirements; and (4) the administration of contracts awarded.

The Division represents Federal Energy Administration contractually on a daily basis in its relationship with personnel of commercial firms, state governments, educational institutions and other non-profit organizations throughout the United States. The Division procures from commercial, educational and other sources the material and services required to conduct our programs.

Most of the procurement accomplished by the Division entails the development of highly complex contract and grant agreements which are extremely difficult to negotiate and administer; and they involve extensive cost and price analyses, progress or advance payments, terminations and special pricing arrangements (e.g., cost reimbursement, cost sharing, cost incentive, fixed price with redetermination or escalation provisions), etc.

II. MAJOR DUTIES AND RESPONSIBILITIES

A. Serves as negotiator engaged in negotiation and administration of contract and grant programs for the research, development, experimentation, training, evaluation, and supporting services.

B. Analyzes contractor expenses, overhead rates, etc. Determine reasonable profit in view of contractual risks involved and known proficiency of the contractor.

C. Is responsible for planning, programming and scheduling all procurement actions in all areas of work assigned the branch.

D. With specific reference to all matters relating to contracting for complex and specialized programs assigned to him, performs the following highly technical functions:

1. Determines reliable, competent and capable sources of supply, adequacy of competition, most efficient method of contracting, specific terms and conditions, etc., to assure most efficient, timely and equitable contractual satisfaction.

8. Reducing or increasing the amount of Government-furnished material.

III. SCOPE AND EFFECT OF WORK

The incumbent must be familiar with the correct legal interpretation of phrases which are used and which must be used to avoid any misunderstandings as to the intent of the contracting parties. Such phraseology must be used by the incumbent in drafting amendments and other contractual documents, which reflect agreements reached in negotiations conducted, in the administration of contracts. The contractual documents drafted by the incumbent, in numerous cases, cover complex technical or program undertakings where concise language is essential. A mistake could result in the Agency's obtaining services or materials unfit for the purpose for which it was intended. It also could result in claims against the Government to amend the contract with consideration to reflect the intent of the contracting parties.

IV. SUPERVISION AND GUIDANCE RECEIVED

The Contract Specialist works under the general supervision of a senior Contract Negotiator, who gives specific and general instructions as to the scope of an assignment, the broad objectives to be achieved and any new major problems to be expected. The incumbent provides an initial solution, when confronted with unusual problems, before seeking the advice and guidance of the senior Contract Negotiator. All work is reviewed for compliance with general instructions and policies, adequacy, and soundness of conclusions.

CONTRACT SPECIALIST

GS-1102 - GS-9/11

I. INTRODUCTION

This position is that of a Contract Specialist in the Contracts Branch of the Procurement Division, Assistant Administrator for Management, Federal Energy Administration.

II. MAJOR RESPONSIBILITIES AND DUTIES

The incumbent must review procurement documents and incoming correspondence to determine what contractual or administrative action is required. This review entails research and accumulation of data from and coordination with the requiring offices Budget and Finance Offices, General Counsel, industrial and educational institution executives and numerous other sources to resolve contractual problems.

This position requires the incumbent to establish and maintain current, a Master Qualified Bidders list and files for the use of the entire FEA staff.

The types of problems resolved and determinations made include, but are not limited, to the following subjects:

- A. The position requires with instructional supervision adequate negotiation ability to handle resolution of less complex audit cost questions, disputes regarding contractual interpretation questions and the modification of contracts, as required, to reflect agreement.
- B. Prepares amendments to existing contracts which may provide for:
 - 1. Change in scope of work which may increase or decrease the contract amount or may be accomplished at no change in cost.
 - 2. Extension of period of performance of contract.
 - 3. Appropriation changes.
 - 4. Changes in delivery schedules.
 - 5. Incremental funding.
 - 6. Changes in provisional overhead rates.
 - 7. Finalization of negotiated overhead rates.

III. SUPERVISION AND GUIDANCE RECEIVED

Under general supervision of Branch Chief and Director of Procurement performs duties relating to maintaining officewide control of contract awards and also administration. Independently accomplishes work assigned with a minimum of supervision, exercising wide latitude of judgement and initiative in handling procurement office management matters. Work is reviewed for overall accuracy and adequacy and effectiveness as to internal office administration.

ADMINISTRATIVE ASSISTANT

GS-1102 - 7/9

I. INTRODUCTION

Serves as the Administrative Assistant to the Chief, Contracts Branch, Procurement Division, Federal Energy Administration.

II. DUTIES AND RESPONSIBILITIES

- A. Receives telephone and personal callers, and in the absence of the supervisor screens those which in her judgement can be handled by other members of the staff and tactfully refers them. Personally takes care of many matters including answering questions of a substantive nature requiring extensive procurement knowledge.
- B. Maintains master control registers for procurement requests received, assigns contract numbers, establishes deadlines for accomplishment of procurement actions, and maintains continuous monitoring controls, notes actions required of the Branch Chief such as preparation of status reports, answering correspondence, attendance at meetings, etc. Determines priorities for incoming correspondence, reports, routes to negotiators for action where necessary, etc. Composes replies to procurement general correspondence, including correspondence requesting procurement information or informational material, independently prepares correspondence covering matters on which procurement policy has been firmly established. Obtains data and prepares periodic reports on contract activities within the entire Procurement Division.
- C. Examines procurement requests and related documents as received to insure adequacy of required documentation for successful procurement action.
- D. Establishes and maintains procurement policy and procedural files and determines the necessity for new files, the elimination or consolidation of existing files, and the disposition of non-contract file material to be sent to storage.

2. Evaluates proposals, performing most involved and complex cost analyses, to determine reasonableness of offer.

3. Administers contracts from time of award to final completion.

These functions include:

(a) Negotiating modifications of original terms and conditions as needed to reflect changing requirements in specifications, in types and quantities of Government-owned materials involved in stop-orders, completion dates, etc.

(b) Approving programs, partial and final payments, incentive fees, etc., and negotiating cost changes and contract price adjustments, resulting from modifications of contract price.

(c) Determining the course of action involved in failure of contractor to comply with contract terms, including such investigation as is necessary to determine and provide findings regarding action to be taken.

(d) Determining that contractor properly fulfills all contract provisions, such as compliance with labor laws, progress reporting, etc.

(e) Developing facts-and-findings on all disputes between the parties.

(f) Reviewing subcontracts under cost contracts for (i) propriety of subcontracting, (ii) capability of subcontractor, and (iii) adequacy of contracting arrangement.

4. Handles termination proceedings. Fixes amounts of FEA's liability; determines allowable costs for unused materials, settlement of cost claims. Arranges for disposition of materials. Executes such supplemental agreements as are required to effect final termination.

III. SCOPE AND EFFECT OF WORK

The incumbent's authority to commit the Federal Energy Administration by his decisions and determinations to specific courses of action will have far reaching impact on the effective execution and successful completion of projects and programs.

His business contacts are often at the highest possible industry level; and as a spokesman for Federal Energy Administration he must work tactfully, prudently and wisely in representing the Government in these negotiations.

IV. SUPERVISION AND GUIDANCE RECEIVED

The incumbent receives policy and administrative direction from the Branch Chief and is under direct supervision of the Branch Chief. He is expected to arrive at and act on all technical decisions within his functional area independently. He must conduct his assigned programs using his own judgment and initiating to secure the best results within the broad general framework established for him.

V. MENTAL DEMANDS

The incumbent must have a broad knowledge and understanding of FEA type programs and requirements. He must have the highest level of technical proficiency to achieve the administrative and technical aspects of his assignments. He must be well-grounded in contract law and skilled in interpreting regulations and laws governing the entire gamut of contracting operations.

VI. PERSONAL WORK CONTACTS

As one of the primary points of liaison with other services and offices inside Federal Energy Administration and with other agencies and private companies, the incumbent maintains personal work contacts with technical and managerial officials at all levels. He conducts conferences with representatives from the highest level of business and Government.

LISTING OF CONSULTANT FIRM STAFF
PHYSICALLY LOCATED IN FEA OCCUPIED SPACE

<u>FEA office</u>	<u>Consultant</u>	<u>Name of individuals located in the FEA building</u>	<u>Contract provision for FEA services</u>	<u>Services provided by FEA</u>
Office of International Affairs	Dr. Anthony Kooharian	Dr. Anthony Kooharian	None	No permanent office space provided; space provided on "if available" basis. Telephone and copying machine used.
Office of Policy and Analysis	Computer Science Corporation	Gordon Becker Ward Wood Ted Compton James Kumnick Tom Trexler Dick Wilson	Provision for office or desk space.	Office space provided--permanently assigned. Have used office supplies, secretarial personnel, telephone, and reproduction services.
	On-Line Systems, Inc.	Robert Curtis Bruce Whitner	Provision for office or desk space.	Office space provided. Have used office supplies and telephone service.
	Analysis and Programming Corporation	Jack Burkett Connie Mitchell Mr. Thomas	None	Office space provided on permanent basis. Have used telephone service.
	R. Shriver Associates	Don Van Doren Bruce Thomson	None	Office space provided on permanent basis. Have used telephone and reproduction services. Secretarial services used on occasion.
Office of Energy Resource Development	Science Applications, Inc.	Robert B. Ryan	None	Office space provided on permanent basis. Has use of telephone, office supplies, and reproduction service. Secretarial services used on occasion.
	Lesko Associates	Robert Lesko	None	Office space provided on "if available" basis. Has used telephone service.

APPENDIX V

BEST DOCUMENT AVAILABLE

LISTING OF CONTRACTS OF OFFICE OF POLICY AND ANALYSIS
FY 1974 AND FY 1975 (THROUGH AUGUST 30, 1974)

Contractor	Amount	Effective date	Description of requirement	Type of negotiation	Completion date
American Management Systems, Inc.	\$128,900	12-23-73	Planning for Mandatory Petroleum Allocation Program	Noncompetitive	6-30-74
	250,000	6- 5-74	Design, develop, and implement the weekly reporting system	Noncompetitive	10-15-74
	125,400	5- 1-74	Blueprint studies--materials, equipment, and construction crosscut subcommittee	Noncompetitive	8-28-74
American Gas Association	90,000	6-28-74	Provide FEA with duplicate copy of TERA computer system, data base, and supporting documentation	Noncompetitive	6-30-74
Analysis and Programming Corporation	142,100	3-22-74	Professional services for design, development, and implementation of an integrated petroleum impact data reporting system	Noncompetitive	6-30-74
Battelle Memorial Institute	109,913	6- 3-74	Impact-nonferrous metals industries	Competitive	9-13-74
	50,160	5-30-74	Impact-glass industry	Competitive	10-30-74
Bonner and Moore Associates, Inc.	189,000	3-22-74	Consulting and reporting services for Bonner and Moore refinery modeling system	Noncompetitive	(a)
Bookstax of Britain, Inc.	6,210	6-13-74	Provide commercial books, documents, and reports	Competitive	6-30-74
Booz-Allen and Hamilton, Inc.	19,400	6-28-74	Consequences to all leisure-related commerce of current energy construction	Competitive	1-31-74
	54,000	3-26-74	Impact-iron and steel industries	Competitive	6- 4-74
CACI, Inc.	60,000	6-28-74	Computer system support of interim coal monitoring system	Noncompetitive	12-15-74

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<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Chaney, Miller, Ellis and Associates	\$105,516	6-30-74	Proposed speakers for Project Independence hearings	Noncompetitive	10-31-74
Chase Econometric Associates, Inc.	54,000	8- 9-74	Develop model to perform part of econ-impact for Project Independence	Noncompetitive	9-30-74
Clovis Heimsath and Associates	150,000	6-28-74	Analysis, development, and plan implementation of a reprofit package for development houses	Competitive	(a)
Control Data Corporation	189,202	6- 3-74	Computer support for energy balancing of supply and demand in Project Independence	Noncompetitive	12-31-74
Data Resources, Inc.	4,500	2-15-74	Conversion of mineral industry surveys data to machine readable form	Competitive	3-22-74
	100,000	(a)	Improvement of Jorgensen model for estimating demand for elect. and demand by the elect. utility sector for fossil fuels. Regionalization of demand equations	Noncompetitive	(a)
	12,500	6-29-74	Provide FEA with a Houthakker Kennedy petroleum model and forecast system	Noncompetitive	9-30-74
	97,943	6-17-74	Econometric modeling service	Competitive	6-30-74
Delex Systems, Inc.	54,435	3- 8-74	Economic impact of energy shortages on the logging and sawmills, paper and allied products industries	Competitive	6-28-74
Development Planning and Research Associates, Inc.	78,840	1-23-74	Economic impact of energy on the food and kindred products industries	Competitive	5-10-74
ERCO, Inc.	24,231	1- 2-74	Study on gasoline use by commercial farms and the Government	Noncompetitive	1-31-74
Faucett, Jack	230,228	6-28-74	Development of macroeconomic energy model	Competitive	6-27-75

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<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Gas Development Corporation	\$ 9,200	6-21-74	Blueprint for the natural gas task force	Noncompetitive	7-31-74
General Electric Corporation	13,000	5-14-74	Electric power transfer between pools-- training of FEA personnel	Noncompetitive	6-30-74
	83,200	5- 1-74	A report on what is needed to support the Project Independence production scenarios in the years 1977, 1980, 1985, 1990	Noncompetitive	8-31-74
Hittman Associates, Inc.	39,500	1-24-74	Impact-coal industry	Noncompetitive	5-74
ICF, Inc.	50,000	6-13-74	10 key data policy tasks	Noncompetitive	11- 1-74
International Research and Technology Corporation	68,898	3- 1-74	Economic impact of energy shortages in the industrial chemicals industry	Competitive	6-11-74
	89,375	6-21-74	Expansion of short-term petro. supply and demand capability to include end use and trends in use	Noncompetitive	8-31-74
Kearney, A.T., Inc.	70,763	2-27-74	Microeconomic impact-motor vehicles and equipment industry	Noncompetitive	7- 6-74
Kooharian, Dr. Anthony	30,000	6- 3-74	Formulate overall international assessment approach, develop task force supporting studies, review and intergrate findings into overall international assessment of Project Independence	Noncompetitive	8- 9-74
LaRue, Moore, and Schafer	87,338	6-26-74	Provide consulting services to the FEO oil task force in its mission of providing the Project Independence blueprint	Noncompetitive	6-30-74

APPENDIX VI

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<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Little, Arthur D., Inc.	\$131,219	7-24-74	Provide crosscut studies (labor, environment, finance, capital goods, etc.) and assistance concerning (1) deepwater oil terminal and ports, (2) offshore oil and gas exploration, (3) oil and gas production, and (4) solar energy studies	Noncompetitive	12-31-74
	108,000	6- 4-74	Identify energy financing problems and solutions concerning the size and nature of capital financing in the energy industry between 1974 and 1990	Noncompetitive	(a)
Lundberg Survey, Inc.	228,730	6-30-74	Survey of retail outlet gasoline and dealer buying, gasoline share of the market, provide computer tape data	Noncompetitive	5-31-75
MIT Energy Laboratory	36,500	6-28-74	Determine the current parameters of the North American pipeline network and forecast the extent of and costs of capacity expansions to that network	Noncompetitive	8-31-74
	109,500	6-15-74	Design and prepare information systems to provide leading indicators of energy sufficiency	Noncompetitive	12-31-74
Martingale	10,550	(a)	Modify Martingale Charter and existing proprietary program to make input and output suitable for time sharing	Noncompetitive	(a)
Mathematica, Inc.	64,500	6-30-74	Provide consulting services on the modified version of the TERA model	Noncompetitive	9-29-74
	99,000	6-15-74	Determine the varying economic impacts of changing prices of energy sources consumed by the household sector according to incremental income levels	Noncompetitive	5- 1-75
	28,778	9- 3-74	Design and implementation of computer system	Competitive	10- 5-74

BEST DOCUMENT AVAILABLE

<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Nathan, Robert R., and Associates	\$ 4,541	2-20-74	Design program implementation manual	Noncompetitive	4-74
National Opinion Research Corporation	29,234	6-24-74	FEO study on income as related to energy prices	Noncompetitive	10-24-74
Nossman, Waters, Scott, Krueger, and Riordan	300,000	6-30-74	Study of the role of Government and industry in U.S. energy supply Project Independence	Noncompetitive	9- 9-74
OE Enterprises Corporation	200,000	9-12-74	Search services	Competitive	6-30-75
On-Line Systems, Inc.	745,200	12-21-73	Time-sharing computer (continue services new proposal received on 7-9-74)	Noncompetitive	8-20-74
Pace Consultants	27,500	6- 1-74	Develop data to support Project Independence task force in area of gas processing plants and refineries	Noncompetitive	9- 1-74
Peat, Marwick, Mitchell and Company	83,447	3-11-74	Impact-ground freight transportation	Competitive	6-21-74
Polk, R.L., and Company	9,920	8- 8-74	Procurement of gasoline service station list	Noncompetitive	8- 7-75
Queen, Douglas M., Inc.	20,400	2- 4-74	Impact-hydraulic cement industry	Competitive	4- 4-74
Rand Corporation	91,500	6-20-74	Project Independence blueprint support-- policy development	Noncompetitive	(a)
Resource Planning Associates, Inc.	208,816	4- 3-74	FEO study of the administrative, regulatory, and industrial constraints in development and use of new energy sources	Noncompetitive	4-15-74
Science Communications, Inc.	51,761	9- 3-74	Intra-industry capability to substitute fuels	Competitive	10-11-74
Shriver, R., Associates	172,000	8-26-74	Analysis of worldwide petroleum information and survey	Noncompetitive	6-30-75

APPENDIX VI

BEST DOCUMENT AVAILABLE

<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Snell, Foster D., Inc.	\$ 59,840	2- 1-74	Economic impact of energy shortages in the plastic and rubber industries	Competitive	5-11-74
Sobotka and Company	12,500	1-24-74	Impact-petroleum refining industries	Competitive	3-23-74
	24,620	1-29-74	Petroleum refinery yield variability analysis	Noncompetitive	2-15-73
Spectrolab, Inc.	10,325	6-28-74	Support in the solar cell industry for Project Independence	Noncompetitive	8-27-74
Stanford Research Institute	51,600	4- 1-74	Impact-concrete gypsum and plaster	Competitive	7-11-74
TRW	492,731	6-30-74	Report on potentials of coal and synthetic fuels production at prices in the years 1977, 1980, 1985, and 1990	Noncompetitive	8-31-74
Technical Management, Inc.	93,000	5-16-74	Identify energy information requirements within FEA	Noncompetitive	8-15-74
Teleprocessing Industries	71,000	6- 2-74	Collect mailgram in route to FEA	Competitive	4-30-75
Temple, Barker, and Sloane, Inc.	61,700	6-28-74	Structuring of a coal monitoring system	Noncompetitive	12-20-74
24 Tetra Tech., Inc.	142,488	4- 4-74	Impact-contract construction industries	Competitive	7-14-74
	100,000	7-29-74	Assess future U.S. energy import requirements as a function of the economic, political and national security factors affecting the balance of world energy demands and supplies	Noncompetitive	8- 9-74
Ultra Systems	52,334	6-28-74	Creation of an international petroleum data bank	Competitive	1-75
Utility Network of America, Inc.	50,000	6-19-74	Computer services for Project Independence	Noncompetitive	10-15-74
Versar, Inc.	56,912	4-30-74	Impact-drug manufacturing	Competitive	10-10-74

APPENDIX VI

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APPENDIX VI

<u>Contractor</u>	<u>Amount</u>	<u>Effective date</u>	<u>Description of requirement</u>	<u>Type of negotiation</u>	<u>Completion date</u>
Western Union Telegraph Company	\$ 25,000	6-13-74	Provide mailgram service	Noncompetitive	6-30-74

(a) Contract does not specify effective and/or completion dates.

BEST DOCUMENT AVAILABLE