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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. report	[Personally Identifiable Information] [partial] (1 page)	01/14/1981	b(6)

COLLECTION:
Clinton Presidential Records
Staff Secretary
Todd Stern
OA/Box Number: 9310

FOLDER TITLE:
Inspector General Documents [Folder 2] [3]

2019-0774-S
rs3392

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Inspector General

U.S. Department of Labor

Warning: The attached document is the property of the Inspector General, U.S. Department of Labor.

This document is part of the OIG investigative files system which is exempt from various provisions of the privacy act, title 5 U.S.C. 552 A. Requests for access to or disclosure of the attached document must be referred to the Director, Information, Privacy and Management Information Systems, Office of Inspector General, Frances Perkins Building, Room S5512, 200 Constitution Avenue, N.W., Washington, D.C., 20210.

Date:	JANUARY 14, 1981
OIG File NO.	50-0599-0029
From:	Deirdre M. Tanaka, Regional Special Agent-In-Charge, Chicago RIO
To:	Thomas C. Komarek, Regional Administrator, Employment and Training Administration, Region V
Subject:	Alleged overbilling on U.S. Department of Labor funded contracts by JAMES H. LOWRY & ASSOCIATES, Chicago

Unless noted below, the attached documentation may be disclosed to Department of Labor Personnel whose official duties require access thereto. It must not be filed in personnel records or retained in other files except on a temporary basis. It is furnished for the following purpose and subject to the disposition indicated below:

- ☐ This document is referred for review and/or action by your agency.
- ☐ Please advise this office of action taken.
- ☒ Report is referred for information purposes. No action is required.
- ☐ Return to this office within _____ days.
- ☒ Destroy when it has served the purpose for which provided.
- ☐ Other:

Deirdre M. Tanaka

Deirdre M. Tanaka, Regional Special Agent-In-Charge

GPO 871 987

OIG-104D
(Revised July 1980)

Inspector General U.S. Department of Labor

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Date: January 14, 1981

OIG File NO. 50-A550-0021

From: James M. Tabib, Regional Special Agent-in-Charge, Chicago FIL

To: Thomas C. Komarek, Regional Administrator, Employment Standards Administration, Region V

Subject: Fil[illegible] on U.S. Department of Labor funded contract by [illegible] & ASSOCIATES, Chicago

Unless noted below, the attached documentation may be disclosed to Department of Labor Personnel whose official duties require access thereto. It must not be filed in personnel records or retained in other files except on a temporary basis. It is furnished for the following purpose and subject to the disposition indicated below:

- ☐ This document is referred for review and/or action by your agency.
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- ☒ Report is referred for information purposes. No action is required.
- ☐ Return to this office within _____ days.
- ☐ Destroy when it has served the purpose for which provided.
- ☐ Other:

James M. Tabib, Regional Special Agent-in-Charge

GPO 871 987

OIG-104D
(Revised July 1980)

INVESTIGATIVE MEMORANDUM

CAC:CC JANUARY 14, 1981

CHICAGO, ILL: Alleged overbilling on U.S. Department of Labor funded contracts by JAMES H. LOWRY & ASSOCIATES, Chicago, Illinois.

1. Investigation is based upon referral of OLAP Incident Report #000229, dated August 22, 1980, which reflected information furnished by an anonymous caller to the DOL Hotline. The caller alleged that LOWRY & ASSOCIATES held two contracts with DOL and that LOWRY overbilled those contracts by charging for hours of work not actually performed by LOWRY staff. This case has been the subject of personal attention by OIG Special Agent CLARENCE A. COLLINS at Chicago, Illinois, on various dates commencing on October 28, 1980. LOWRY & ASSOCIATES is located at Suite 1340, 303 East Wacker Drive, Chicago, Illinois.

2. On October 28, 1980, I interviewed JOHN HONDA at his office at 230 South Dearborn, Chicago. HONDA is the Regional Cost Negotiator and his position is located within the Region V, OASAM. HONDA advised that he had negotiated indirect cost rates with LOWRY for 1979 and 1980 and that he has not seen any prior year audits of LOWRY. HONDA had no knowledge of any irregularities regarding information provided by LOWRY in the development of indirect cost rates for these contracts.

3. On October 29, 1980, I interviewed C. THOMSON ROSS, Regional Administrator, ETA, Region V, at his office at 230 South Dearborn, Chicago. ROSS advised that LOWRY was a minority contractor who had received a contract to evaluate prime sponsor's Management Information Systems. ROSS did not know of any problems regarding the LOWRY contract.

4. On November 14, 1980, I interviewed TERRY MONTGOMERY at her place of employment, the Chicago ETA Regional Office at 230 South Dearborn, Chicago. MONTGOMERY is a Supervisory Management Analyst who serves as Project Officer for the LOWRY MIS Evaluation Contract. MONTGOMERY provided the following information. The contract with LOWRY was negotiated by Regional Office staff, but it was negotiated within a range of unit prices suggested by the ETA National Office. For Phase 1, the prime sponsor MIS evaluation phase, the unit price was set at $1,550.00 per evaluation report submitted. For Phase II, LOWRY is to provide technical assistance to prime sponsors that were identified by ETA staff as requiring assistance. The unit price was set at $322.89 per technical assistance person day. MONTGOMERY must approve all technical assistance work plans in advance and she is provided a back-up sheet for each invoice that shows on-site and off-site days by person. MONTGOMERY was not aware of any problems with the invoices submitted to DOL. On November 19, 1980, MONTGOMERY provided me with a list of prime sponsors who had been evaluated by LOWRY.

5. On November 12, 1980, I interviewed RAY ENBURG at his place of employment, the Chicago ETA Regional Office at 230 South Dearborn, Chicago. ENBURG is Chief of Management Data Systems and Analysis and he is MONTGOMERY's Supervisor. ENBURG confirmed the information provided by MONTGOMERY regarding the contract negotiations; however, ENBURG did not have any knowledge of irregularities regarding the contract negotiations or subsequent submission of invoices to DOL.

Withdrawal/Redaction Sheet
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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

6. On November 12, 1980, I interviewed MICHAEL MEYER and PETER BYNOE at their place of employment, LOWRY & ASSOCIATES, at Suite 1340, 303 East Wacker Drive, Chicago. MEYER is the Project Manager for the MIS Evaluation Contract and BYNOE is a Vice-President of LOWRY & ASSOCIATES. MEYER provided background information regarding the contract and provided a detailed analysis of personnel utilization for the ETA MIS contract. BYNOE advised that there was a subcontractor for this contract that performed approximately one-half of the evaluations for LOWRY. That subcontractor, the FARGO COMPANY, was chosen from a list of three (3) recommendations from Chicago ETA Regional Office staff. Both MEYER and BYNOE claimed that the invoices submitted to DOL were true and accurate. BYNOE provided a copy of another contract between LOWRY and the City of Chicago for my examination. That contract required LOWRY to deliver 1,600 separate Labor Market Orientation (LMO) workshops for 25 participants each to summer youth program participants. The maximum amount to be invoiced under the LMO contract is $371,360.00 and the maximum amount to be invoiced under the MIS contract is $383,110.98.

7. On November 14, 1980, I interviewed, individually, the following LOWRY employees at 303 East Wacker Drive, Chicago: CHARLES STEVENSON, RICHARD CRAWFORD, WILLIAM REYBURN and DAVID MORRISON. Each confirmed the dates reported for their on-site visits to prime sponsors and for their off-site efforts, also.

8. On Novmeber 21, 1980, I interviewed DONALD BOZZI at the OIG Chicago RIO. BOZZI is a Management Analyst with the Chicago ETA Regional Office. He had participated in joint efforts with LOWRY and subcontractor staff but he had no knowledge of any other activities by LOWRY or the FARGO COMPANY.

9. On November 25, 1980, I telephoned five (5) prime sponsors in Ohio: ASHTABULA County, ALLEN County, BUTLER County, CLARK County, and the CLERMONT/WARREN CONSORTIUM. All five (5) prime sponsors confirmed visits by LOWRY or subcontractor staff as shown on invoices submitted by LOWRY.

10. On December 23, 1980, I completed the telephone survey of prime sponsors. In addition to the five (5) prime sponsors listed in paragraph number 9, the following prime sponsors were also surveyed. ILLINOIS: Balance of State, DuPage County, McHenry County, Peoria, Rockford, Shawnee Consortium, St. Clair County, and McLean County. INDIANA: Gary, Elkhart County, LaPorte County, Madison County, Southwest Consortium and Tippecanoe County. MICHIGAN: Ann Arbor, Dearborn, Livonia, St. Clair County, Warren and Wayne County. MINNESOTA: Rural Minnesota CEP, St. Paul and Dakota County. OHIO: Columbiana County, Central Ohio Rural Consortium, Cuyahoga County, Lorain County, Portage County, and Trumbull County. WISCONSIN: Outaganie County, W-O-W Consortium, and Winne-Ford Consortium.

11. Additionally, Chicago Regional ETA confirmed four (4) visits as follows: MONTGOMERY confirmed the LOWRY staff visit to the City of Chicago; BOZZI confirmed the LOWRY staff visit to Hammond and the subcontractor staff visit to Lake County; and AL BOSS confirmed the LOWRY staff visit to Detroit. Of the 76 prime sponsors that the contract called for LOWRY to evaluate, I sampled 41 and confirmed 41 visits. Of the 41 visits confirmed, 15 were performed by subcontractor staff.

12. On December 19, 1980, I telephoned HARRY BATES at 312/785-7913. BATES provided the following information. BATES is a former employee of LOWRY who currently resides at 10040 South Lafayette, Chicago, Illinois 60628. His Social Security number is (b)(6) BATES consulted his appointment book and confirmed the dates that he made visits to prime sponsors as shown on the LOWRY invoices. BATES stated that he did not work on the technical assistance phase of the contract.

13. On December 30, 1980, I interviewed CERATHEL BURGESS at her residence at 16 North Lockwood, Chicago, Illinois (Telephone: 312/379-4852). BURGESS provided the following information. She worked for LOWRY during the summer of 1980 as a Supervisor with the LMO program. BURGESS' worksite was at Olive-Harvey College for the first week and at Malcolm X College for the balance of the summer. She recalled a schedule change for the first day of the program (July 7) because the agency (America's Music) scheduled for workshops for that day, asked for a change at the last minute. BURGESS also stated that some of the buses bringing the participants to the college had as few as 12 participants on board although each bus could hold 44 people. As part of her job, BURGESS kept a tally of participants at her worksite which she turned over to LOWRY staff.

14. On December 31, 1980, I telephoned DEBRA MAHONE at 312/524-2373. MAHONE provided the following information. She worked for LOWRY during the summer of 1980 as a Counselor with the LMO program. MAHONE's worksite was at the Malcolm X College. She stated that all classes there were generally filled with 50-60 students and sometimes with as many as 80 students. None of the LMO program classes were cancelled to her knowledge.

15. On December 31, 1980, I telephoned EDWARD JOHNSON at 312/261-7988. JOHNSON provided the following information. He worked for LOWRY during the summer of 1980 as a Counselor with the LMO program. He was assigned to Olive-Harvey College except for one week that he spent at Malcolm X College. JOHNSON stated that on some days, in particular rainy days, all of the classes were not filled. In such cases the available staff would be split among those classes that were conducted.

16. On January 2, 1981, I telephoned TYRONE EVANS at 312/248-7174. EVANS provided the following information. He worked for LOWRY during the summer of 1980 as a Counselor with the LMO program. He was assigned to Truman College except for the last week of the program when he was assigned to Malcolm X College. At Truman, the staff size was approximately six (6). If there were not enough participants to fill classes as scheduled, then the counselors would double-up. He advised that there was a problem getting participants to classes on time.

17. On January 2, 1981, I telephoned PHYLIS LUMLEY at 312/871-3249. LUMLEY provided the following information. She worked during the summer of 1980 as a Counselor with the LMO program. She was assigned during various periods of the summer to Truman College, Malcolm X College and Olive-Harvey College. LUMLEY advised that attendance was good, in fact, at times there were too many participants in a class and extra chairs had to be found. She did not know of any significant problem with the program.

18. On January 6, 1981, I interviewed JAMES SPEARS, President of SPEARS TRANSPORTATION, INCORPORATED, at his office at 7149 South Exchange, Chicago, Illinois. SPEARS provided the following information. SPEARS TRANSPORTATION provided buses for the LMO program conducted by LOWRY during the summer of 1980. He recalled that on July 7, 1980, his company may have provided one bus to transport counselors to work sites. The buses provided were generally filled to capacity but on a rare occasion, the participants may have not been at the right place for the bus to pick them up. SPEARS acknowledged that the billing for August 18, 1980, on invoice number 3351 which read ten (10) buses at $2,325.00 was incorrect; however, at that time, he could not state if the correct billing was ten (10) buses at $1,550.00 or 15 buses at $2,325.00.

19. On January 7, 1981, I telephonically interviewed BYNOE who was at LOWRY's Washington, D.C. office, telephone number 202/466-4730. BYNOE provided the following information. He had contacted his subcontractor (FARGO COMPANY) for the ETA MIS contract. The subcontractor informed him that they had evaluated the Ft. Wayne prime sponsor but had failed to bill for it and at the same time, double billed for Hennepin County, Minnesota. BYNOE advised that the subcontractor would provide him with a letter containing the above explanation. BYNOE also explained that it was the responsibility of the Mayor's Office summer program worksites to assemble the summer participants at scheduled pick-up points where the participants would board buses provided by LOWRY. The buses would then transport the participants to classrooms at one of the following sites: Olive-Harvey College, Truman College, Malcolm X College or the Center for Inner City Studies at Northeastern Illinois University. BYNOE advised that attendance averaged 4700 participants per week. This amounted to approximately 80 percent of the planned summer total of 40,000 participants. BYNOE further advised that America's Music (a Mayor's Office summer worksite) was scheduled for the first day of the LMO program; however, since they did not have a contract with the Mayor's Office as yet, the first day was cancelled. America's Music did attend the LMO program later that summer. BYNOE states that LOWRY provided more than the 1600 LMO workshops required by the Mayor's Office contract.

20. On January 7, 1981, I telephonically interviewed BROTHER ED BARREN of the Chicago Archdiocese Youth Programs Office at 751-5290. BROTHER ED provided the following information. There were multiple problems with the LMO program including the fact that pick-up and drop-off points were not convenient to the participants and that the Archdiocese had to tailor its schedule to fit into the LOWRY schedule. BROTHER ED has reservations about the program because he feels that it is not worthwhile for summer participants.

21. Due to the fact that this investigation did not develop any evidence of criminality, the Chicago RIO is closing this file.

Clarence A. Collins, Jr.

Clarence A. Collins, Jr.
Special Agent

AGENT ACTIVITY SUMMARY	Case: 50-0594-0029

Time & Date / Agent	Summary of Investigative Activity
1-7-81 C. Collins	(continued) for the 1980 summer program. It was also his recollection that the first day of the program was for America's Music and that they provided ~~Have~~ their own transportation; however, the staff person who would know for sure was not in today and he doesn't know for sure.
1-7-81 C. Collins	I talked via telephone with Brother Ed Barrea, chief of youth programs for the Chicago Catholic Archdiocese (751-5290). He stated that there were multiple problems with the LNO workshops including the fact that pick-up and drop-off points were not convenient to the participants. Brother Ed also stated that the Archdiocese's program schedule had to be tailored to the Lowry program. Brother Ed has strong reservations about the program and thinks that it is not worthwhile for summer participants.
1-7-81 C. Collins pm	I talked on the telephone with Peter Bynoe at 202-466-4730. Bynoe provided the following information. America's Music was scheduled for the first day of the LNO program; however, America's Music did not have a contract with the Mayor's Office as yet. Therefore, America's Music cancelled for that day although they did attend later in the summer. Bynoe states that at least 1600 workshops, as required by the contract with the Mayor's Office, were delivered.

Analysis of Contracts from approximately 1/78 thru 3/81

JAMES H LOWRY & ASSOC.

Contract #	Starting Date	Ending Date	Amount
79-9-2175-33-50	5/1/79	10/31/80	$300,000.00
79-0-2175-33-51	7/9/80	7/9/81	364,229.00
79-0-2750-33-69	7/22/80	7/22/81	109,270.00

444 N. Michigan Ave,
Suite 810
Chicago, Ill. 60611

1178 thru 3187

JAMES H LOWRY + ASSOC.

Contract #	Starting Date	Ending Date	Amount
7-9-2175-33-50	5/1/79 Lucy Johnson	10/31/80	300,000.00
7-0-2175-33-51 X	7/9/80	7/9/81	364,229.00
7-0-2750-33-69 X	7/22/80	7/22/81	109,270.00

444 N. Michigan Ave,
Suite 810
Chicago, Ill. 60611

99-0-2175-33-51
James H Lowry and Associates
444 North Michigan Avenue, Suite 810
[redacted] Chicago, Illinois 60611
Peter Bynoe (312) 329-1290

$364,229. CETA Title II Part A-Subpart 3
Cost Reimbursable - 1074-M (YETP)-1026

Fed Rep. Mary Brown - Deborah J. Barnett

Period of performance 12 month from date of execution (July 9, 1980)

signed
Peter C.B. Bynoe 6/27/80
William Kacvinsky 7/9/1980

Mod. 1 No monetary change - Change of Address James H Lowry + Associates
303 East Wacker Drive
Suite 1340
Chicago, Illinois 60601
signed William J. Kacvinsky 9/28/1980
No Contractors signature

Mod. 2 - Increased by $299,044. New total $663,273
signed Peter Bynoe 1/19/81
Lamond Godwin 1/19/81
Purpose: Expanded Services

FED. PROC. REG. (41 CFR) 1-16.101

1. AMENDMENT/MODIFICATION NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST NO.	4. PROJECT NO. (If applicable)
2	Execution	N/A	N/A

5. ISSUED BY	CODE	6. ADMINISTERED BY (If other than block 5)	CODE
U.S. Department of Labor/ETA ONP/Office of Contracting Services 601 D St., N.W., Room 6328 Washington, D.C. 20213 L. Johnson)		N/A	

7. CONTRACTOR NAME AND ADDRESS — CODE — FACILITY CODE

(Street, city, county, state, and ZIP Code)
James H. Lowry and Associates
303 East Wacker Drive
Suite 1340
Chicago, Illinois 60601

8.
- ☐ AMENDMENT OF SOLICITATION NO. _____
  DATED _____ (See block 9)
- ☒ MODIFICATION OF CONTRACT/ORDER NO. 99-0-2175-33-51
  DATED 7/9/80 (See block 11)

9. THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods:

(a) By signing and returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

10. ACCOUNTING AND APPROPRIATION DATA (If required) 2074-M-(YETP)-506

CETA Title IV, Part A Subpart 3 YETP Increase $299,044.00

11. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

(a) ☐ This Change Order is issued pursuant to _____

The Changes set forth in block 12 are made to the above numbered contract/order.

(b) ☐ The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

(c) ☒ This Supplemental Agreement is entered into pursuant to authority of 41 U. S. C. 252 (c) (10)

It modifies the above numbered contract as set forth in block 12.

12. DESCRIPTION OF AMENDMENT/MODIFICATION

This modification hereby authorizes the following:

Clause 1 - Statement of Work is amended to provide for the accomplishment of the expanded services outlined in the attached Statement of Work page 2 of this modification.

Contract Budget, page II-S-42 of the Schedule, is hereby deleted and superseded by a revised budget attached hereto as page 3 of this modification.

As a result of the above, the estimated cost for the performance of this contract is hereby increased by $299,044.00 from $364,229.00 to $663,273.00.

Except as provided herein, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

13. ☐ CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT ☒ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 4 COPIES TO ISSUING OFFICE

14. NAME OF CONTRACTOR/OFFEROR	17. UNITED STATES OF AMERICA
BY Peter C. B. Bynre (Signature of person authorized to sign)	BY Lamond Godwin (Signature of Contracting Officer)

15. NAME AND TITLE OF SIGNER (Type or print)	16. DATE SIGNED	18. NAME OF CONTRACTING OFFICER (Type or print)	19. DATE SIGNED
PETER C. B. BYNRE VICE PRESIDENT	1/19/81	LAMOND GODWIN CONTRACTING OFFICER	JAN 1 8 1981

30-101

INCREASING MBE PARTICIPATION IN PSIP YOUTH PROGRAMS

Revisions to the Original Statement of Work - October 1980

Work Statement is revised to include four rather than two demonstration sites. Activities in the sites selected under the initial contract, that is, in Oakland, California, will primarily address the needs of Black MBEs; while research in the two new sites will seek to define the needs of Hispanic MBEs in relation to PSIP youth activities. The new sites will aslo operate under different labor market conditions: one site will be located in an area of high unemployment and the other will be in an area of low unemployment.

Our preliminary research suggest that we should undertake our analysis of Hispanic MBEs in Albuquerque, New Mexico, and Tampa, Florida. The Prime Sponsors and PICs in these cities service large Hispanic communities that own and manage MBEs. Moreover, in June, 1980, the unemployment rate was 10.5% in Albuquerque, contrasted with 4.8% in Tampa.

The project's end-products will reflect a more comprehensive data base than originally proposed due to the analysis of Hispanic MBE needs. Specifically, the deliverables will include:

- More refined definitions of different MBE needs under various labor market conditions and in relation to PSIP youth programs;
- More comprehensive recommendations on how Private Indus Councils can work effectively with MBEs; and,
- An increase in the number of services provided to MBEs and economically disadvantaged youths in the demonstrat sites. We anticipate providing customized technical assistance to 60-90 MBEs in each new site.

CONTRACT BUDGET SHEET

COST CATEGORIES	CONTRACT BUDGET	EXTENSION	REVISED BUDGET
A. DIRECT COSTS:			
1. Staff salaries/Wages	$ 69,200	21,700	90,900
2. Fringe Benefits for Staff	$ 6,920	2,170	9,090
3. Staff Travel and Per Diem	$ 48,960	14,790	63,750
a. Travel $ 48,750			
b. Per Diem $ 15,000			
4. Consultant Fees	$ -	144,000	144,000
5. Consultant Travel and Per Diem	$ -	10,000	10,000
a. Travel $ 10,000			
b. Per Diem $			
6. Materials and Supplies	$ 3,600	8,400	12,000
7. Communications: (Telephone, Telegraph, Postage)	$ 3,600	8,400	12,000
8. Supportive Services not covered under Items 1 through 7 above (i.e. temporary help for field studies, etc.)	$ 3,600	8,400	12,000
9. Subcontract Costs	$ 124,000	38,000	162,000
TOTAL ESTIMATED DIRECT COSTS	$ 259,880	255,860	515,740
B. INDIRECT COSTS:			
1. Overhead at 110 % of $ 99,990 Dollar Ceiling $ 111,989	$ 83,732	26,257	109,989
2. General and Administrative at ____ % of $ ____ Dollar Ceiling $ ____	$ -	-	-
TOTAL ESTIMATED INDIRECT COSTS	$ 83,732	26,257	109,98
C. TOTAL ESTIMATED DIRECT AND INDIRECT COSTS	$ 343,612	282,117	625,72
D. FIXED FEE (IF APPLICABLE)	$ 20,617	16,927	37,54
E. TOTAL ESTIMATED COST INCLUDING FIXED FEE	$ 364,229	299,044	663,2

F T

2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REQUISITION/PURCHASE REQUEST NO.	5. PROJECT NO. (If applicable)
1	Execution	N/A	N/A

6. ISSUED BY	CODE	7. ADMINISTERED BY (If other than block 5)	CODE
U.S. Department of Labor/ETA ONP, Division of Contracting Services 601 D Street, N.W., Room 6320 Washington, D.C. 20213 (L. Johnson)		N/A	

8. CONTRACTOR NAME AND ADDRESS (Street, city, county, state, and ZIP Code)	CODE	FACILITY CODE
James H. Lowry and Associates 303 East Wacker Drive Suite 1340 Chicago, Illinois 60601		

9. [ ] AMENDMENT OF SOLICITATION NO. _____

DATED _____ (See block 9)

10. [X] MODIFICATION OF CONTRACT/ORDER NO. 99-0-2175-33-51

DATED 7/9/80 (See block 11)

9. THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS

[ ] The above numbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers [ ] is extended, [ ] is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods:

(a) By signing and returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

10. ACCOUNTING AND APPROPRIATION DATA (If required)

No Change

11. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

(a) [ ] This Change Order is issued pursuant to _____

The Changes set forth in block 12 are made to the above numbered contract/order.

(b) [X] The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

(c) [ ] This Supplemental Agreement is entered into pursuant to authority of _____

It modifies the above numbered contract as set forth in block 12.

12. DESCRIPTION OF AMENDMENT/MODIFICATION

Contractor's address is hereby changed from:

James H. Lowry & Associates
444 North Michigan Avenue
Suite 810
Chicago, Illinois 60611

TO: James H. Lowry & Associates
303 East Wacker Drive
Suite 1340
Chicago, Illinois 60601

Except as provided herein, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

13. [X] CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT [ ] CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _____ COPIES TO ISSUING OFFICE

14. NAME OF CONTRACTOR/OFFEROR JAMES H. LOWRY & ASSOCIATES	17. UNITED STATES OF AMERICA
BY _____ (Signature of person authorized to sign)	BY _____ (Signature of Contracting Officer)
15. NAME AND TITLE OF SIGNER (Type or print)	16. DATE SIGNED
18. NAME OF CONTRACTING OFFICER (Type or print) WILLIAM J. KACVINSKY CONTRACTING OFFICER	19. DATE SIGNED JUL 28 1980

30-101

* U.S. GOVERNMENT PRINTING OFFICE : 1966 O—233-148—66

CONTRACT (Proc. Inst. Ident.) NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST/PROJECT NO.	4. CERTIFIED FOR NATIONAL DEFENSE UNDER DMS REG. 2 AND/OR DMS REG. 1. RATING:
99-0-2175-33-51	Execution	TYCR FY 80	N/A

5. ISSUED BY CODE	6. ADMINISTERED BY (If other than block 5) CODE	7. DELIVERY
U.S. Department of Labor/ETA Office of National Programs/DCS 601 D Street, N.W., Room 6328 Washington, D.C. 20213 (L.Johnson)	U.S. Department of Labor/ETA Office of Youth Programs/DPRA 601 D Street, N.W. Washington, D.C. 20213	☐ FOB DESTINATION ☒ OTHER (See below) See Clause 2

8. CONTRACTOR NAME AND ADDRESS (Street, city, county, State, and ZIP code) CODE / FACILITY CODE	9. DISCOUNT FOR PROMPT PAYMENT
James H. Lowry and Associates 444 North Michigan Avenue, Suite 810 Chicago, Illinois 60611 Peter Bynoe (312) 329-1290	N/A 10. SUBMIT INVOICES (4 copies unless otherwise specified) TO ADDRESS SHOWN IN BLOCK 6

11. SHIP TO/MARK FOR CODE	12. PAYMENT WILL BE MADE BY CODE
See Block 6	U.S. Department of Labor/ETA Office of Contract Payments 601 D Street, N.W., Room 4122 Washington, D.C. 20213

13. THIS PROCUREMENT ☐ ADVERTISED, ☒ NEGOTIATED, PURSUANT TO ☐ 10 U.S.C. 2304 (a)( ) ☒ 41 U.S.C. 252 (c)(10)

14. ACCOUNTING AND APPROPRIATION DATA 1074-M-(YETP)-1026 [redacted]

CETA, Title IV, Part A - Subpart 3 Cost Reimbursable $364,229.00

15. ITEM NO.	16. SUPPLIES/SERVICES	17. QUANTITY	18. UNIT	19. UNIT PRICE	20. AMOUNT
	The contractor shall provide the necessary staff to accomplish the work outlined in the Schedule attached hereto. The Period of Performance under this contract shall be twelve (12) months from the date of execution. DUNS CONTRACTOR ESTABLISHMENT NO. 990903478 CONTRACTOR'S PRINCIPAL PLACE OF PERFORMANCE UNDER THIS CONTRACT				
21.				ESTIMATED TOTAL AMOUNT OF CONTRACT	$ 364,229.00

CONTRACTING OFFICER WILL COMPLETE BLOCK 22 OR 26 AS APPLICABLE

22. ☒ CONTRACTOR'S NEGOTIATED AGREEMENT (*Contractor is required to sign this document and return* 4 *copies to issuing office.*) Contractor agrees to furnish and deliver all items or perform all the services set forth, or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (*Attachments are listed herein.*)

26. ☐ AWARD (*Contractor is not required to sign this document.*) Your offer on Solicitation Number _____, including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

23. NAME OF CONTRACTOR James H. Lowry & Associates Peter C.B. Bynoe (Signature of person authorized to sign)	27. UNITED STATES OF AMERICA BY William S. Heaney (Signature of Contracting Officer)
24. NAME AND TITLE OF SIGNER (Type or print) Peter C.B. Bynoe Vice President	25. DATE SIGNED 6/27/80
28. NAME OF CONTRACTING OFFICER (Type or print) WILLIAM S. HEANEY CONTRACTING OFFICER	29. DATE SIGNED JUL 9 1980

105

U.S. GOVERNMENT PRINTING OFFICE : 1967 O—269-055

PART II - THE SCHEDULE

SECTION I - STATEMENT OF WORK/REPORTS/DELIVERABLE/ITEMS

CLAUSE 1 STATEMENT OF WORK -

James H. Lowry & Associates (JHL&A), working with the National Business League (NBL), will develop two demonstration sites which will provide information on increasing minority business enterprise (MBE) participation in CETA, PSIP-Youth activities.

The specific tasks to be undertaken are described below:

PHASE I: Determine CETA Prime Sponsor Activities with MBEs and Analyze Barriers to Prime Sponsor/MBE Cooperation

During the initial phase of the project, JHL&A will accomplish three objectives: 1) establish a solid working relationship with the city's CETA prime sponsor director and staff, and the Private Industry Council (PIC); 2) identify and understand the kinds of private sector activities and services for youth the prime sponsor and PIC are providing with local businesses through the Private Sector Initiative Program and other CETA programs; and 3) analyze the CETA youth private sector services to determine the level of activity with minority-owned businesses and to identify any existing barriers to participation of MBEs. At the end of Phase I, the project team will have a comprehensive picture of the prime sponsor's private sector efforts in youth programming and the status of relations with local MBEs.

The first phase would be accomplished in five sequential steps over the first month of the project.

Step 1 - Project Orientation

The first important step in the conduct of the first project phase, and the total project, is for the project team and DOL-OYP to gain a clear under standing of the project goals and the important factors necessary to meet these

goals. JHL&A will carefully review the proposed engagement plan with the project officer and develop a more detailed monthly task plan following his/her comments and recommendations.

The project director will take several actions in the first weeks of the project to establish relations with the prime sponsor and PIC in the project sites. Immediately following initial meetings with DOL/ETA staff, JHL&A will request that the National Field office contact the regional offices to inform them of the prime sponsor selections and the plans for the project. Upon regional office notification to the prime sponsors, JHL&A will contact the prime sponsor director in each city by telephone and follow-up letter to discuss the plans for research and technical assistance activities. In the process of attempting to gain their participation and cooperation, JHL&A will impress upon the prime sponsors the importance of the demonstration project that would be conducted in their community and the direct benefits that would accrue to the prime sponsor, the PIC, and MBEs from these efforts.

An important element of the project orientation period would also be the establishment of the project team in each site. Field staff of the National Business League in each selected city will provide the personnel for marketing and technical assistance activities. Professional staff of JHL&A will be assigned to the project team in each city, with the JHL&A engagement manager and the NBL central staff providing overall project direction. The combination of staff backgrounds and expertise in business development, minority business enterprises, CETA private sector programs, research and evaluation, and technical assistance represented in the NBL and JHL&A will provide a team with strong qualifications in each selected city. Following initial development of the prime sponsor relationship by the project director, the project team members

in each city will personally establish working relations with the prime sponsor staff and PIC members.

Step 2 - Develop Methodology for Collecting Information on the CETA Prime Sponsor's Private Sector Youth Activities and MBE involvement

The central project staff and the project site teams will collaborate to develop an appropriate methodology for collection of information on prime sponsor private sector activities that serve youth and MBE involvement in those services and activities. The basic question guidelines for interviews with prime sponsor officials and staff, and an outline for collecting data on existing program activities from plans, contracts, reports, and the MIS, can be designed centrally. However, the project site teams will need flexibility to adopt the information collection process to the particular organizational and programmatic systems of each prime sponsor. The on-site team will also need to adjust the procedures for interviewing to the number and types of personnel that are involved in private sector program planning, development, services delivery, and monitoring and evaluation. The outcome from the methodology design process would be an interview and information collection guide for use in each project site and a plan for how to adopt the guide to the specific characteristics of each site.

Step 3 - Collect Information on Current Prime Sponsor Private Sector - Youth Activities and MBE Involvement

The project site team will conduct in-depth interviews with prime sponsor staff and PIC members and collect other data and information on private sector programs serving youth. Interviews would be requested with all the key staff and PIC members involved in private sector programs. We anticipate that the following types of personnel would be included in most sites:

- Prime sponsor director

- Planning staff
- Private sector programs operations staff
- Job developers
- OJT specialists
- Monitoring and evaluation staff
- Members of the PIC (or, at a minimum, the officers and a representative sample of members).

The interviews will focus on the process by which program services under PSIP and other private sector programs, including OJT and TJTC, have been developed, types of program services and employers, and the involvement of MBEs. Within these general areas, several specific items of information will be collected, including:

- Development of the PIC; selection of members
- Policy decisions of the PIC
- Methods of recruitment of employers
- Advertising and marketing techniques
- Level of MBE involvement; types of businesses
- Types of businesses and industry in which PSIP has been effective/ineffective
- Problems related to MBE participation
- Potential job areas for expansion of PSIP
- Private sector activities that were attempted but have not been successful
- Prime sponsor knowledge of MBEs and areas in which PSIP could be of assistance.

In addition to responses of staff and PIC members that would be collected through interviews, the project team will collect additional information on private sector activities by reviewing the plans for Titles II, IV, and VII;

ES or CETA job development and placement records; OJT or classroom training contracts; and other kinds of data that will indicate the level of participation by MBEs. These kinds of information will also help to verify the interview information provided by prime sponsor staff and PIC members.

Step 4 - Analyze Information on MBE Participation in Private Sector Programs and Make Preliminary Determinations of Any Problems in and Barriers to Participation by MBEs

The information on each prime sponsor's private sector programs collected from records and interviews with PIC members and prime sponsor staff will form the basis for an analysis of existing programs with reference to local MBEs. Each project site team will make preliminary determinations concerning the existing barriers to and problems with MBE participation in prime sponsor youth programs within that community. The analysis will be aided by the use of all available background information on the community's economic, social, and political climate.

Step 5 - Identify Factors Which Have the Potential for Facilitating Increased MBE Involvement in Private Sector Programs

Based upon the analysis of prime sponsor youth programs in the private sector and the kinds of barriers to MBE involvement that may exist, the project site team would attempt to isolate the major factors that would contribute to increasing MBE involvement. By the end of the first month of the project, the team members working with each site would have identified several specific actions that could be taken to improve MBE involvement in prime sponsor programs. These identified potential actions for increasing prime sponsor/MBE cooperation would be tentative since they are based only on analyses of the prime sponsor activities. The means of overcoming barriers to MBE participation

would be further refined following the analysis of local MBEs in the next project phase.

PHASE II: Analyze MBEs in the Prime Sponsor's Target Area and Develop Profiles of Local MBEs

A prerequisite to increasing the participation of MBEs in prime sponsor activities is the improvement of the prime sponsor's methods of outreach to minority business employers. A key to further understanding of barriers to existing prime sponsor/MBE cooperation and to improvement of outreach and marketing of PSIP services among MBEs is expansion of the information base on local MBEs. In order to develop program services that will appeal to minority employers and to determine how prime sponsor youth activities can improve MBE business operations, JHLA/NBL will conduct an analysis of local minority businesses with regard to their involvement, or potential involvement, in CETA private sector youth programs. Information for the analysis will be obtained from several sources, including published information, local business and minority organizations, and from discussions with owners of minority businesses. Together with the analysis of prime sponsor private sector activities (Phase I), the information on MBEs that have participated, or could participate in CETA programs, would form the basis for the marketing of PSIP services in the next project phase.

The following steps will be carried out in each project site to complete the analysis of MBEs and develop profiles of the businesses.

Step 1 - Develop Local Strategy for Determining Status of MBEs

Using James H. Lowry & Associates' background and knowledge of community economic development, our expertise in business development with MBEs, and specific information on the problems of MBEs in each selected community, each project team will develop a strategy for obtaining information on the current

Contract No. 99-0-2175-33-51
Modification No.

CONTRACT BUDGET SHEET

COST CATEGORIES

A. DIRECT COSTS:

1.	Staff salaries/Wages	$ 69,200
2.	Fringe Benefits for Staff	$ 6,920
3.	Staff Travel and Per Diem	$ 48,960
	a. Travel $ 33,210	
	b. Per Diem $ 15,750	
4.	Consultant Fees	$
5.	Consultant Travel and Per Diem	$
	a. Travel $	
	b. Per Diem $	
6.	Materials and Supplies	$ 3,600
7.	Communications: (Telephone, Telegraph, Postage)	$ 3,600
8.	Supportive Services not covered under Items 1 through 7 above (i.e. temporary help for field studies, etc.)	$ 3,600
9.	Subcontract Costs	$ 124,000
	TOTAL ESTIMATED DIRECT COSTS	$ 259,880

B. INDIRECT COSTS:

1.	Overhead at 110 % of $ 76,120 Dollar Ceiling $ 85,254.00	$ 83,732
2.	General and Administrative at ____ % of $ ____ Dollar Ceiling $ ____	$
	TOTAL ESTIMATED INDIRECT COSTS	$ 83,732
C.	TOTAL ESTIMATED DIRECT AND INDIRECT COSTS	$ 343,612
D.	FIXED FEE (IF APPLICABLE)	$ 20,617
E.	TOTAL ESTIMATED COST INCLUDING FIXED FEE	$ 364,229

DEPARTMENT OF LABOR EMPLOYMENT
AND TRAINING ADMINISTRATION
601 D STREET NORTHWEST
WASHINGTON, D.C. 20213

1172-1-2-A-321-15231-2330-000 1/15/81

DEBORAH BARNETT 202/376-6705 DC

JAMES H. LOWRY ASSOCIATES
303 EAST WACKER DRIVE #1380
CHICAGO, ILLINOIS 60601

ATTN: PETER C. B. BYNOE

FROM: LAMOND GODWIN KACVINSKY
ADMINISTRATOR BARNICLE
OFFICE OF NATIONAL PROGRAMS

SUBJECT: MODIFICATION TO CONTRACT NO. 99-9-2175-33-51
INCREASING MINORITY BUSINESS ENTERPRIZE
PARTICIPATION IN THE PRIOR DEMONSTRATION
PROGRAM

THIS IS TO AUTHORIZE YOU TO INCUR COSTS UNDER THE ABOVE SUBJECT PROJECT MODIFICATION. COST SHALL NOT EXCEED $50,000 FOR THE PERIOD JANUARY 15, 19 DB 1981 TO FEBRUARY 29, 1981.

A CONTRACT MODIFICATION SUBJECT TO FINAL NEGOTIATION WILL FOLLOW.

cc:Kacvinsky,Barnicle,Mapp,Davies,Slobig,Scott,Barnett,Files
TYCR: DBARNETT;vrg:1/15/81 - Rm 7122 x66705

CONCURRENCES								
Initials	DB	HQ1	ND		FB 108	XHA		
Date	1/16/81	1/16	1/16	1/16	1/16	1-16-81		
Last Name	Barnett	Scott	Davies		Barnicle	Cobb		
Office Symbol	TYCR	TYCR	TYCR					

ROUTING AND TRANSMITTAL SI... 12/17/80 ISTRATION

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Charles B. Knapp		
2. ATTN: Xavier Vela		
3.		
4.		
5.		

	Action		File		Note and Return
X	Approval		For Clearance		Per Conversation
	As Requested		For Correction		Prepare Reply
	Circulate		For Your Information		See Me
	Comment		Investigate		Signature
	Coordination		Justify		

REMARKS

Please sign the enclosed Form ETA 3-93, "Justification for Sole Source Procurement." To expedite matters, after signing the ETA 3-93, please have your office call Deborah Barnett, Extension 66148 or Lera Penix, Extension 66248 to pick it up for use in completing the procurement process.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
Timothy M. Barnicle, Administra...	6000 PH
Office of Youth Programs	Phone No. 66148

5041-102 OPTIONAL FORM 41 (Rev. 7-76)
☆U. S. Government Printing Office: 1980—311-156/24 Prescribed by GSA FPMR (41 CFR) 101-11.206

B

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e Development Plan
Labor. Funds for the
). identified below:

Part A, Subpart 2 (YCCIP) :

Part A, Subpart 3 (YETP) : 663,907

Part C, (SYEP) :

Other (Specify) :

Attachment
Form ETA 3-93

U DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
WASHINGTON, D.C. 20213

MEMORANDUM FOR: CHARLES B. KNAPP

FROM: TIMOTHY M. BARNICLE TB

SUBJECT: Request for Sole Source Approval

This attached Form ETA 3-93 requests approval for discretionary youth project funding.

Project Title: Increasing Minority Business Enterprise Participation in the Private Sector Initiative Program

Organization: James H. Lowry & Associates

Original Amount of Project:	$ 364,229.00
Amount in Amendments to Date:	$ 0
Amount of this Action:	$ 299,678
TOTAL	$ 663,907

This project is in the FY 1980 Knowledge Development Plan approved by ASPER and the Secretary of Labor. Funds for the project are available from the source(s) identified below:

CETA Title IV (Discretionary)

Part A, Subpart 1 (YIEPP):	
Part A, Subpart 2 (YCCIP):	
Part A, Subpart 3 (YETP) :	663,907
Part C, (SYEP) :	
Other (Specify) :	

Attachment
Form ETA 3-93

U.S. DEPARTMENT OF LABOR — ...yment and Training Administration

JUSTIFICATION FOR ...E SOURCE PROCUREMENT

DATE: 12/17/80

1. OFFICE INITIATING PROCUREMENT
Office of Youth Programs

2. RESPONSIBLE OFFICIALS:

	ROOM NUMBER	BUILDING	TELEPHONE
a. PROGRAM (Name) TIMOTHY M. BARNICLE	6000	PHB	62646
b. CONTRACT (Name) DEBORAH BARNETT	7122	PHB	66148

3. DESCRIPTION OF PROPOSED PROCUREMENT (Use additional sheets if necessary):

SEE ATTACHMENT A

4. ESTIMATED COSTS
$ 299,678

5. PROPOSED PERIOD OF PERFORMANCE:
From April 1980 to January 1982

6. TYPE OF AGREEMENT CONTEMPLATED:
- [X] Cost-reimbursement Contract
- [ ] Cost + fixed-fee Contract
- [ ] Fixed-price Contract
- [ ] Grant
- [ ] Other (Specify)

7. PROPOSED SOLE SOURCE CONTRACTOR/GRANTEE
NAME: James H. Lowry & Associates
TYPE OF ORGANIZATION
ADDRESS: 303 East Wacker Drive Suite 1340
Chicago, Illinois 60601

8. If the request for sole source approval is based on an existing proposal, was proposal solicited? [ ] YES [ ] NO

9. If solicited, by what means? DISCUSSIONS WITH PROGRAM OFFICIALS

10. If unsolicited, were any actions taken to influence its submission? Explain.

11. The primary reason(s) that it is impracticable to secure competition is (are):

[List reason(s) with full explanation of each on separate sheet of paper. Include detailed information in the following categories, including biographies of key staff, as appropriate:

a. Specialized experience essential to the procurement;
b. Exceptional knowledge in a particular field; specialized skills or technical competence essential to the procurement;
c. Facilities, equipment, or location essential to procurement; SEE ATTACHMENT B
d. Other (Explain).]

12. Was consideration given to other sources for provision of supplies or services being procured? [X] YES [ ] NO

[If "yes," give names and addresses of other sources. If any of the sources were contacted, give dates and methods of contact and reasons that decision was made not to consider soliciting proposals to ensure competition. If "No," explain. Use additional sheets.] SEE ATTACHMENT C

13. Does proposed contractor or grantee have other contracts or grants with the Department of Labor? [X] YES [ ] NO

If "Yes," complete the following, using additional sheets, if needed:

TITLE OF PROJECT	PROCURING OFFICE
Evaluation of Youth Intermediaries	Office of Youth Programs
CONTRACT/GRANT NUMBER: 99-9-2175-33-50	PERIOD OF PERFORMANCE: From May 1, 1979 to January 30, 82

ACCOMPLISHED BY: [ ] Sole Source Procurement [ ] Competition

I believe that it is in the best interests of the Government to accomplish the proposed procurement without competition. Therefore, I request approval of the proposed sole source procurement.

SIGNATURE RESPONSIBLE PROGRAM OFFICER
Timothy M Barnicle

ETA 393 (Aug. 1976)

REVIEW NUMBER _____

[To be completed by reviewing official]

I recommend: ☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

SIGNATURE REVIEWING OFFICIAL

Charles B. Knapp, Deputy Asst. Secretary/ETA Date: Jan. 6, 1981

APPLICABLE FOR SOLE SOURCE PROCUREMENT REQUESTS OF $25000 or MORE

[To be completed by Chairman of Review Boad]

The members of the Sole Source Review Board have voted as follows:

☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

Therefore, I recommend that this request for sole source procurement be

SIGNATURE CHAIRMAN | DATE

I ☐ concur ☐ do not concur with the recommendations of the Sole Source Review Board. Therefore, the request for approval of sole source procurement is ☐ approved. ☐ disapproved. Where disapproved, a request for a further review may be made if additional substantive information becomes available:

ASSISTANT SECRETARY FOR ADMINISTRATION AND MANAGEMENT | DATE

GPO 870-148

ATTACHMENT A

Working in two sites, Lowry and Associates, will develop demonstration projects to increase the number of youth hired by minority business enterprises (MBE's) using PSIP incentives. Specifically, the procurement calls for:

- determining the extent to which MBE's have been involved in hiring youth through CETA prime sponsor activities under PSIP, placing special emphasis on PIC organization and management.

- developing a profile of MBE's that have been or could be involved in hiring youth using PSIP incentives.

- designing a comprehensive package of youth - PSIP services that would be of particular assistance to MBE's and disseminating this information through PIC's.

- working with all interested MBE's to assist them in taking advantage of youth-PSIP services by customizing technical assistance.

- developing an inventory of what works and what doesn't for different kinds of MBE's in terms of youth hiring under PSIP.

- analyze the impact of technical assistance provided on MBE's.

Attachment B

James H. Lowry & Associates, a minority owned management consulting firm is uniquely qualified to handle this modification to their current contract. This firm has a combination of experience in youth programs and in business development.

OYP has asked JHLA to expand their scope of work outlined in the original contract, to include the Hispanic MBE's in relation to PSIP youth activities. The new sites selected will operate under different labor market conditions. One site will be located in an area where the unemployment rate is 10.5 percent; the other is lower at a rate of 4.8 percent.

Adding the Hispanic MBE's to this research demonstration, JHLA proposes to compare the information collected to the Black MBE's. In this way, they will be able to better define the needs of the Hispanic and Black MBE's under various labor market conditions. Therefore, JHLA can offer a more comprehensive recommendation on how PICS can generate effective youth PSIP outreach and technical assistance programs for MBE's. Additionaly, JHLA plans to provide 150 MBE's with customized technical assistance to help them take advantage of PSIP services.

ATTACHMENT C

Yes other consideration was given to SER-Jobs For Progress, Inc. located in Dallas, Texas.

Date: June 6, 1980 (indepth review of proposal submitted to OYP).

Reason proposal was not solicited:

- The SER document dis not fully reflect the development of a comprehensive MBE package. In fact several components were lifted from the Lowry proposal and there was little originality.

- The SER Proposal was not cost effective and there were no explanations offered to support a two year budget for $3,141,380.00.

U.S. Department of Labor

Employment and Training Administration
601 D Street, N.W.
Washington, D.C. 20213

JAN 5 1981

MEMORANDUM FOR: WILLIAM J. KACVINSKY

ATTN: SANDY COHN

FROM: TIMOTHY M. BARNICLE

SUBJECT: Modification to Contract No. 99-9-2175-33-51, Increasing Minority Business Enterprise Participation in the Private Sector Initiative Program

This is a request for modification to the James H. Lowry and Associates contract. The present period of performance should be adjusted, with a new termination date of January 30, 1982. Additionally, OYP wishes to expand the scope of JHLA's current research demonstration to include a study on Hispanic MBE's. The costs for the new sites is $299,678.

Attached, you'll find a revised Budget, a new Statement of Work, and the Procurement Action Request. Should you have any further questions, please call Deborah Barnett at x66148.

Attachments

Sandy:
As per our discussion on Friday January 16, 1981 relative to sending this contract forward as a new procurement in order to obtain 8(a) credit, the following represents reasons why this activity is not possible:

1. Modification does not only add two Hispanic sites but also modifies the end products/deadlines of the original contract.

2. Funds in the modification will not only be used for two new sites but also to enhance the effort of the original two sites.

3. Therefore OYP cannot cut a new contract because of duplication of effort.

U.S. DEPARTMENT OF LABOR
Employment and Training Administration

PROCUREMENT ACTION REQUEST

1. DATE DOCUMENT PREPARED (Month, Day, Year)	2. OFFICE SYMBOL, DOCUMENT NO., AND FISCAL YEAR INITIATED
10/17/80	TYCR FY 1981

3. TO: Office of National Programs
Procurement Action Request Control Unit

4. FROM: Office of Youth Programs
Division of Program Review and Analysis

5. REQUIREMENT *(Identify the procurement action by specific program and project title.)* SOLE SOURCE JUSTIFICATION MUST BE APPROVED AND ATTACHED. *(See DLMS 2, Section 830)*

a. TYPE OF ACTION

☐ New Procurement
☒ Modification to Contract/Grant
No. 99-0-2175-33-51

b. NAME OF PROGRAM OFFICIAL TO BE CONTACTED AND TELEPHONE NUMBER
Deborah J. Barnett
(202) 376-6148

c. NAME OF CONTRACTOR/GRANTEE
James H. Lowry & Associates

d. NUMBER OF ENROLLMENT OPPORTUNITIES
N/A

e. INDICATE ACTION OFFICE

National Office	REGION
X	

f. DESCRIPTION OF PROJECT

Working with the National Business League (NBL), Lowry will establish a demonstration in two sites which will:

Determine CETA prime sponsor youth related activities with MBEs and analyze barriers to prime sponsor/MBE cooperation,

Collect data on MBEs in the prime sponsor's target area.

Work with the local PIC to package PSIP services for youth and market them to MBEs.

Provide MBEs with technical assistance to take advantage of CETA youth activities and services.

Analyze the impact of CETA-youth private sector services and project technical assistance on MBEs.

Report to DOL-OYP on increasing MBE participation on CETA-youth private sector programs.

Sole Source Attached

RECEIVED
JAN 9 4 20 PM '81
U.S. DEPT. OF LABOR

g. ENTER DOLLAR AMOUNTS — Total dollar estimate deemed necessary $ 299,678.

7. TYPE NAME AND SIGNATURE (Initiating Program Official)	8. TYPE NAME AND SIGNATURE (Program Administrator)
JANICE O. MAPP	TIMOTHY M. BARNICLE

9. PROGRAM ACTIVITY (Specify)	10. FUNDING SOURCE (Program requirement by Act, Title, Section)
Increasing minority Business Enterprise Participation in PSIP Youth Programs	CETA Title IV, Part A Subpart 3 (YETP)

11. IS PROGRAM/PROJECT INCLUDED IN ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING APPROVED PROJECT PLAN?
☐ YES ☐ NO IF "YES", ENTER PROJECT AMOUNT. $

ONP PROCUREMENT ACTION REQUEST CONTROL UNIT USE ONLY	FISCAL YEAR OF FUNDS	DOLLARS CURRENTLY AVAILABLE IN PROGRAM ACCOUNT
	2074-M-(YETP)-828	$

FINAL PROGRAM APPROVAL AND COMMITMENT OF FUNDS

12. ON BEHALF OF ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING (Administrator, ONP's signature)	DATE (Mo., Day, Yr.)
[signature]	1/6/81

(Formerly MA 3-81)

ETA 381 (Dec. 1978)

28/80

PROCUREMENT ACTION REQUEST

TYCR: FY 1980

Office of National Programs
"Procurement" Action Request Control Unit

4. FROM:
Office of Youth Programs
Division of Program Review
and Analysis

5. REQUIREMENT *(Identify the procurement action by specific program and project title.)* SOLE SOURCE JUSTIFICATION MUST BE APPROVED AND ATTACHED. *(See DLMS 2, Section 830)*

a. TYPE OF ACTION
- ☐ New Procurement
- ☒ Modification to Contract/Grant 44-0-2175-33-51
- No. ~~99-9-2175-33-50~~

b. NAME OF PROGRAM OFFICIAL TO BE CONTACTED AND TELEPHONE NUMBER
Mary Browne
(202) 376-6146
66277

c. NAME OF CONTRACTOR/GRANTEE
James H. Lowry and Associates

d. NUMBER OF ENROLLMENT OPPORTUNITIES
N/A

e. INDICATE ACTION OFFICE

National Office	REGION
X	

f. DESCRIPTION OF PROJECT

Working with the National Business League (NBL), Lowry will establish a demonstration in two sites which will:

Determine CETA prime sponsor youth related activities with MBEs and analyze barriers to prime sponsor/MBE cooperation.

Collect data on MBEs in the prime sponsor's target area.

Work with the local PIC to package PSIP services for youth and market them to MBEs.

Provide MBEs with technical assistance to take advantage of CETA youth activities and services.

Analyze the impact of CETA-youth private sector services and project technical assistance on MBEs.

Report to DOL-OYP on increasing MBE participation on CETA-youth private sector programs.

6. ENTER DOLLAR AMOUNTS → Total dollar estimate deemed necessary $364,374

7. TYPE NAME AND SIGNATURE *(Initiating Program Official)*
JANICE O. MAPP

8. TYPE NAME AND SIGNATURE *(Program Administrator)*
ROBERT TAGGART

9. PROGRAM ACTIVITY *(Specify)* Demonstration for Increasing Minority Business Enterprise Participation in PSIP-Youth Activity

10. FUNDING SOURCE *(Program requirement by Act, Title, Section)*
CETA, Title IV, Part A - Subpart 3 (YETP)

11. IS PROGRAM/PROJECT INCLUDED IN ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING APPROVED PROJECT PLAN?
☒ YES ☐ NO IF "YES", ENTER PROJECT AMOUNT. $364,374

ONP PROCUREMENT ACTION REQUEST CONTROL UNIT USE ONLY →	FISCAL YEAR OF FUNDS	DOLLARS CURRENTLY AVAILABLE IN PROGRAM ACCOUNT
	1074-11-(YETP)-639	$

FINAL PROGRAM APPROVAL AND COMMITMENT OF FUNDS

12. ON BEHALF OF ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING *(Administrator, ONP's signature)*
Charles B Knapp

DATE *(Mo., Day, Yr.)* 4-23-80

Formerly MA 3-81)

ETA 331 (Dec. 1978)

99-0-2750-33-69 - SB 5428 (a) 80-C396

To James H Lowry + Associates
303 East Wacker Drive
Suite 1340
Chicago, Illinois 60601

Issue Small Business Administration
Chicago District Office
219 S. Dearborn Street, Room 417
Chicago, Illinois 60604

$109,270. CETA, Title IV, Part A, Subpart 3
1074-M-(YETP)-1128

Fed Rep - Mary Rhoden

~~Issue US Dept of Labor ETA~~
~~Washington DC 20213 (Watts)~~

Signed: Peter B Bynoe 7/24/80
Richard Turner 7/28/80

Period of Performance - 1 year from date of execution (7/28/80 - 7/27/81)

Issue US Dept of Labor ETA
Washington DC 20213 (Watts)

To SBA
Chicago, Illinois 60604

Signed Richard Turner 7/28/80
William J. Kacvinsky 7/22/80

CONTRACT (Proc. Inst. Ident.) NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST/PROJECT NO.	4. CERTIFIED FOR NATIONAL DEFENSE UNDER BDSA REG. 2 AND/OR DMS REG. 1 RATING
99-0-2750-33-69	Execution	TYCR: FY 1980	N/A

5. ISSUED BY CODE	6. ADMINISTERED BY (If other than block 5) CODE	7. DELIVERY
U. S. Department of Labor, ETA Office of National Programs 601 D Street, N. W. Washington, D. C. 20213 (LWatts)	U. S. Department of Labor, ETA OYP, Division of Program Review & Analysis 601 D Street, N. W., Room 7122 Washington, D. C. 20213	☐ FOB DESTINATION ☐ OTHER (See below)

8. CONTRACTOR NAME AND ADDRESS (Street, city, county, State, and ZIP code) CODE / FACILITY CODE	9. DISCOUNT FOR PROMPT PAYMENT
Small Business Administration Chicago District Office 219 S. Dearborn Street, Room 417 Chicago, Illinois 60604	10. SUBMIT INVOICES (4 copies unless otherwise specified) TO ADDRESS SHOWN IN BLOCK 12

11. SHIP/MARK FOR CODE	12. PAYMENT WILL BE MADE BY CODE
	U.S. Department of Labor, ETA OYP, Division of Program Review & Analysis 601 D Street, N. W., Room 7122 Washington, D. C. 20213

13. THIS PROCUREMENT WAS ☐ ADVERTISED, ☒ NEGOTIATED, PURSUANT TO: ☐ 10 U.S.C. 2304 (a)( ) ☒ 41 U.S.C. 252 (c)(15) and 15 U.S.C. 637(a)

14. ACCOUNTING AND APPROPRIATION DATA

CETA, Title IV, Part A, Subpart 3

1074-M-(4ETP)-1128 MEF

15. ITEM NO.	16. SUPPLIES/SERVICES	17. QUANTITY	18. UNIT	19. UNIT PRICE	20. AMOUNT
	The services to be performed under this contract are set forth in Clause No. 1 entitled, "Statement of Work" Period of Performance - For one (1) year from date of execution. DUNS CONTRACTOR ESTABLISHMENT NO. 990903478 CONTRACTOR'S PRINCIPAL PLACE OF PERFORMANCE UNDER THIS CONTRACT Chicago, Illinois				

Estimated TOTAL AMOUNT OF CONTRACT $ 109,270.00

CONTRACTING OFFICER WILL COMPLETE BLOCK 22 OR 26 AS APPLICABLE

22. ☐ CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return 3 copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth, or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

26. ☐ AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number _____, including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

23. NAME OF CONTRACTOR BY (Signature of person authorized to sign)	27. UNITED STATES OF AMERICA BY (Signature of Contracting Officer)
24. NAME AND TITLE OF SIGNER (Type or print) Richard Turner Acting District Director	25. DATE SIGNED 28 JUL 1980
28. NAME OF CONTRACTING OFFICER (Type or print) William J. Lowney Contracting Officer	29. DATE SIGNED JUL 22 1980

26-105

U.S. GOVERNMENT PRINTING OFFICE 1967 O—268-055

1. CONTRACT (Proc. Inst. Ident.) NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST/PROJECT NO.	4. CERTIFIED FOR NATIONAL DEFENSE UNDER DMS REG. 2 AND/OR DMS REG. 1, RATING:
SB54-80(a)EC-C396			

5. ISSUED BY CODE	6. ADMINISTERED BY (If other than block 5) CODE	7. DELIVERY
Small Business Administration Chicago District Office 219 S. Dearborn Street, Room 417 Chicago, Illinois 60604	U.S. Department of Labor, ETA OYP, Division of Program Review & Analysis 601 D Street, N. W., Room 7122 Washington, D. C. 20213	☐ FOB DESTINATION ☐ OTHER (See below)

8. CONTRACTOR NAME AND ADDRESS (Street, city, county, State, and ZIP code) CODE FACILITY CODE	9. DISCOUNT FOR PROMPT PAYMENT
James H. Lowry & Associates 303 East Wacker Drive Suite 1340 Chicago, Illinois 60601	10. SUBMIT INVOICES (4 copies unless otherwise specified) TO ADDRESS SHOWN IN BLOCK 12

11. SHIP TO/MARK FOR CODE	12. PAYMENT WILL BE MADE BY CODE
	U.S. Department of Labor, ETA OYP, Division of Program Review & Analysis 601 D Street, N. W., Room 7122 Washington, D. C. 20213

13. THIS PROCUREMENT WAS ☐ ADVERTISED, ☒ NEGOTIATED, PURSUANT TO:
☐ 10 U.S.C. 2304 (a)( )
☒ 41 U.S.C. 252 (c)(15 and 15 U.S.C. 637(a)

14. ACCOUNTING AND APPROPRIATION DATA
CETA, Title IV, Part A, Subpart 3

15. ITEM NO.	16. SUPPLIES/SERVICES	17. QUANTITY	18. UNIT	19. UNIT PRICE	20. AMOUNT
	The services to be performed under this contract are set forth in Clause No. 1 entitled, "Statement of Work" Period of Performance - For one (1) your from date of execution. DUNS CONTRACTOR ESTABLISHMENT NO. 990903478 CONTRACTOR'S PRINCIPAL PLACE OF PERFORMANCE UNDER THIS CONTRACT Chicago, Illinois				

21. Estimated TOTAL AMOUNT OF CONTRACT $ 109,270.00

CONTRACTING OFFICER WILL COMPLETE BLOCK 22 OR 26 AS APPLICABLE

22. ☒ CONTRACTOR'S NEGOTIATED AGREEMENT *(Contractor is required to sign this document and return* 3 *copies to issuing office.)* Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. *(Attachments are listed herein.)*

26. ☐ AWARD *(Contractor is not required to sign this document.)* Your offer on Solicitation Number _____, including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

23. NAME OF CONTRACTOR	27. UNITED STATES OF AMERICA
BY [signature] (Signature of person authorized to sign)	BY Richard Turner (Signature of Contracting Officer)
24. NAME AND TITLE OF SIGNER (Type or print) PRES CB BYNOE Vice President	25. DATE SIGNED 7/24/80
28. NAME OF CONTRACTING OFFICER (Type or print) Richard Turner Acting District Director	29. DATE SIGNED 28 JUL 1980

26-105

U.S. GOVERNMENT PRINTING OFFICE : 1967 O—249-065

PART II - THE SCHEDULE

SECTION E - STATEMENT OF WORK/REPORTS/DELIVERABLE ITEMS

CLAUSE 1 STATEMENT OF WORK -

The Contractor shall provide the necessary and qualified personnel, services, facilities, materials, travel and per diem to accomplish the services outlined herein:

The two primary objectives for the study, which we previously discussed with you, summarize DOL-OYP's interest in determining both the lessons that can be directly learned from the implementation of the CYE project and the kinds of information that are being collected as part of the project. Thus, the two basic study objectives are:

1. Analysis of the data collected by CYE through its management information system, and
2. Independent research and analysis of CYE, its objectives, and impact.

Based upon these two basic objectives and our understanding of the goals and objectives of CYE and the YDC's, there are a series of eight specific analytical and policy-related objectives for the study. These objectives will form the basis of our methodological approach to the design of the study, the kinds of analyses which will be carried out, and the types of findings which will be reported to DOL-OYP at the completion of the study.

1. To what extent is CYE fulfilling its role as an intermediary, not for profit organization supported by three government agencies?
   - Is the implementation of CYE consistent with the operation and work plan proposed?
   - Have communication between CYE and the three agencies been efficiently arranged and utilized?

- Is the CYE Board of Directors active as a policy making body?

- Is its operation consistent with Boards of for-profit private sector companies?

- Has this enhanced the operational ability of CYE?

2. Determine the extent to which YDC's are fulfilling the role of local intermediaries to support ventures.

   - Are YDC's receiving assistance and technical support from CYE?

   - Are YDC's supporting the ventures with timely and appropriate technical assistance and support?

   - Have YDC's effectively leveraged local support and assistance from organizations such as banking, business, labor unions, educational institutions, Urban League, Chambers of Commerce, etc.?

   - To what extent and at what level?

3. Identify and describe the environmental, systematic and behavoral variables at the local level which enhance or inhibit optimal YDC performance and define to what extent those variables have impacted positively or negatively on YDC performance.

   - Does the local government provide support for youth programs? If so, to what extent?

   - Did business, labor and educational representatives and civic leaders readily participate as members of the Board of Directors of YDC?

   - Did the YDC's establish training programs from schools, or businesses to encourage youth to enter and remain in jobs or pursue careers as entrepreneurs?

4. What inferences can be drawn concerning the overall effectiveness of the CYE/YDC venture operations including major strengths and weaknesses which are consistent with a case oriented methodology?

   - Can youth be taught basic business principals and effectively assume management and ownership of ventures?

   - Are those modes of Board structure conducive to developing feasible business ventures?

- Wh[illegible] factors ([illegible] ness, acquisitions vs. start-ups, etc.) were critical to success (failure) of ventures?

5. Examine the procedures and criteria for reviewing, approving and funding local YDC's and their ventures.

   - How well did the proposals follow program planning criteria established by CYE?

   - Was the criteria balanced in emphasis and reflect a successful business prognosis?

   - Were training and motivational support made available in the ventures to youth participants?

   - Were realistic projections made to reflect the capital needs of developing ventures?

   - Were productivity projections realistic?

6. Analyze the method of generating data from the local to the national level.

   - Did the data collection system (MIS) facilitate CYE achieving all stated goals and objectives?

   - Were data adequate to effectively plan and implement necessary inputs of technical assistance and financial support?

7. Assess the coordination and complimentary activities between local business and civic communities with a national level of effort.

   - How can local governments and businesses become more effective in youth economic development efforts?

   - Can educational, economic theory and business profitability be merged into a philosophy understandable and feasible for potential replicability?

8. Identify policy implications of the CYE project as a basis for recommending legislative action in the area of youth unemployment.

   - What components of the CYE/YDC venture model suggest a positive impact on youth for future governmental support in entrepreneurial youth activities?

   - Was the packaging of employment, technical assistance and development funds through a national intermediary effective and replicable?

   - Are entrepreneurship and training of disadvantaged youth compatible and mutually beneficial?

and evaluation of a federally-supported experimental approach to the development of private sector-youth job program linkages. Since the CYE/YDC concept is itself a part of the DOL-OYP knowledge development effort, an assessment of the degree of success of the concept is an essential part of the knowledge to be derived from this experimental and demonstration project.

The two primary objectives for the study, which we previously discussed with you, summarize DOL-OYP's interest in determining both the lessons that can be directly learned from the implementation of the CYE project and the kinds of information that are being collected as part of the project. Thus, the two basic study objectives are:

1. Analysis of the data collected by CYE through its management information system, and
2. Independent research and analysis of CYE, its objectives, and impact.

Based upon these two basic objectives and our understanding of the goals and objectives of CYE and the YDC's, there are a series of eight specific analytical and policy-related objectives for the study. These objectives will form the basis of our methodological approach to the design of the study, the kinds of analyses which will be carried out, and the types of findings which will be reported to DOL-OYP at the completion of the study.

1. To what extent is CYE fulfilling its role as an intermediary, not for profit organization supported by three government agencies?
   - Is the implementation of CYE consistent with the operation and work plan proposed?
   - Have communication between CYE and the three agencies been efficiently arranged and utilized?

and evaluation of a federally-supported experimental approach to the development of private sector-youth job program linkages. Since the CYE/YDC concept is itself a part of the DOL-OYP knowledge development effort, an assessment of the degree of success of the concept is an essential part of the knowledge to be derived from this experimental and demonstration project.

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1. Analysis of the data collected by CYE through its management information system, and
2. Independent research and analysis of CYE, its objectives, and impact.

Based upon these two basic objectives and our understanding of the goals and objectives of CYE and the YDC's, there are a series of eight specific analytical and policy-related objectives for the study. These objectives will form the basis of our methodological approach to the design of the study, the kinds of analyses which will be carried out, and the types of findings which will be reported to DOL-OYP at the completion of the study.

1. To what extent is CYE fulfilling its role as an intermediary, not for profit organization supported by three government agencies?
   - Is the implementation of CYE consistent with the operation and work plan proposed?
   - Have communication between CYE and the three agencies been efficiently arranged and utilized?

E DOCUMENT PREPARED (Mth. Day, Year)
5/13/80

U.S. DEPARTMENT OF LABOR
Employment and Training Administration

PROCUREMENT ACTION REQUEST

2. OFFICE SYMBOL, DOCUMENT NO., AND FISCAL YEAR INITIATED
TYCR: FY 1980

TO:
Office of National Programs
Procurement Action Request Control Unit

4. FROM:
Office of Youth Programs
Division of Program Review
and Analysis

5. REQUIREMENT *(Identify the procurement action by specific program and project title.)* SOLE SOURCE JUSTIFICATION MUST BE APPROVED AND ATTACHED. *(See DLMS 2, Section 830)*

a. TYPE OF ACTION
☒ New Procurement
☐ Modification to Contract/Grant
No. 99-6-2750-33-69

b. NAME OF PROGRAM OFFICIAL TO BE CONTACTED AND TELEPHONE NUMBER
Mary Rhoden
(202) 376-6704
Rm. 7122

c. NAME OF CONTRACTOR/GRANTEE
James H. Lowery & Associates

d. NUMBER OF ENROLLMENT OPPORTUNITIES
165

e. INDICATE ACTION OFFICE
National Office: X
REGION:

f. DESCRIPTION OF PROJECT
Procurement action is being requested for the contractor to carry out the following objectives:

a. Evaluate the Corporation for Youth Enterprises as a means of alleviating high unemployment problem of youth.

b. Analysis of the data collected by CYE through its management information system.

c. Independent research and analysis to CYE, its objectives and impact.

d. Examine the procedures and criteria for reviewing, approving and funding local Youth Development Corporations and their business ventures.

e. Identify policy implications of the CYE project as a basis for recommending legislative action in the area of youth unemployment.

990903478

John Honda
OCR Chicago 312-886-5249

Sole Source Attached

6. ENTER DOLLAR AMOUNTS → Total dollar estimate deemed necessary
$ 109,270

7. TYPE NAME AND SIGNATURE *(Initiating Program Official)*
JAMES C. MAPP

8. TYPE NAME AND SIGNATURE *(Program Administrator)*
TIMOTHY M. BARNICLE

9. PROGRAM ACTIVITY *(Specify)*
E

10. FUNDING SOURCE *(Program requirement by Act, Title, Section)*
CETA, Title IV Part A Subpart 3

11. IS PROGRAM/PROJECT INCLUDED IN ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING APPROVED PROJECT PLAN?
☒ YES ☐ NO IF "YES", ENTER PROJECT AMOUNT. $ 109,270

ONP PROCUREMENT ACTION REQUEST CONTROL UNIT USE ONLY → → →

FISCAL YEAR OF FUNDS
1074-M-(YETP)-766
FY 80

DOLLARS CURRENTLY AVAILABLE IN PROGRAM ACCOUNT
$

FINAL PROGRAM APPROVAL AND COMMITMENT OF FUNDS

12. ON BEHALF OF ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING *(Administrator, ONP's signature)*
for Charles B. Knapp

DATE *(Mo., Day, Yr.)*
6/5/80

6/20/80

(Formerly MA 3-81)

ETA 381 (Dec. 1978)

.S. Department of Labor

Employment and Training Administration
601 D Street, N.W.
Washington, D.C. 20213

JUN 1 2 1980

MEMORANDUM FOR: LAMOND GODWIN

FROM: TIMOTHY BARNICLE

SUBJECT: Request for Procurement Action for James A. Lowery to Perform Evaluative Research of the Corporation for Youth Enterprises

The purpose of this memorandum is to request procurement action for a contract with James H. Lowery and Associates to perform evaluative research and analysis of the Corporation For Youth Enterprises. The total cost of the evaluation is $109,270.

Attached for your information and use are copies of the PAR, which I have signed, and the ETA 3-93 signed by the Deputy Assistant Secretary For Employment and Training, Charles B. Knapp.

Attachments

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
WASHINGTON, D.C. 20213

JUN 5 1980

MEMORANDUM FOR: CHARLES B. KNAPP

FROM: TIMOTHY M. BARNICLE TB

SUBJECT: Request for Sole Source Approval

This attached Form ETA 3-93 requests approval for discretionary youth project funding.

Project Title: Evaluating the Corporation For Youth Enterprises as a means of Alleviating High Unemployment Problems of Youth

Organization: James H. Lowry & Associates

Original Amount of Project: $

Amount in Amendments to Date: $

Amount of this Action: $ 109,270

TOTAL $ 109,270

This project is in the FY 1980 Knowledge Development Plan approved by ASPER and the Secretary of Labor. Funds for the project are available from the source(s) identified below:

CETA Title IV (Discretionary)

Part A, Subpart 1 (YIEPP):

Part A, Subpart 2 (YCCIP):

Part A, Subpart 3 (YETP) : 109,270

Part C, (SYEP) :

Other (Specify) :

Attachment
Form ETA 3-93

U.S. DEPARTMENT OF LABOR - Employment and Training Administration

JUSTIFICATION FOR SOLE SOURCE PROCUREMENT

DATE: 5-12-80

OFFICE INITIATING PROCUREMENT: Office of Youth Programs

2. RESPONSIBLE OFFICIALS:

	ROOM NUMBER	BUILDING	TELEPHONE
a. PROGRAM (Name) Timothy M. Barnicle	6000	PHB	376-2646
b. CONTRACT (Name) Mary Rhoden	7122	PHB	376-6705

3. DESCRIPTION OF PROPOSED PROCUREMENT (Use additional sheets if necessary):

Evaluating the Corporation for Youth Enterprises as a means of alleviating high unemployment problems of youth. Analysis of the data collected by CYE through its management information system. Identify policy implications of the CYE project as a basis for recommending legislative action in the area of Youth unemployment.

4. ESTIMATED COSTS: $ 109,270

5. PROPOSED PERIOD OF PERFORMANCE: From June 15 1980 to June 15 1981

6. TYPE OF AGREEMENT CONTEMPLATED:

- [X] Cost-reimbursement Contract
- [ ] Cost + fixed-fee Contract
- [ ] Fixed-price Contract
- [ ] Grant
- [ ] Other (Specify)

7. PROPOSED SOLE SOURCE CONTRACTOR/GRANTEE

NAME: James H. Lowry & Associates
444 N. Michigan Ave. Suite 810
Chicago, Illinois, 60611

TYPE OF ORGANIZATION

ADDRESS: 444 N. Michigan Ave. Suite 810
Chicago, Illinois 60611

8. If the request for sole source approval is based on an existing proposal, was proposal solicited? [X] YES [ ] NO

9. If solicited, by what means? Discussion with program officials

10. If unsolicited, were any actions taken to influence its submission? Explain.

11. The primary reason(s) that it is impracticable to secure competition is (are): See Attachment A

[List reason(s) with full explanation of each on separate sheet of paper. Include detailed information in the following categories, including biographies of key staff, as appropriate:

a. Specialized experience essential to the procurement;
b. Exceptional knowledge in a particular field; specialized skills or technical competence essential to the procurement;
c. Facilities, equipment, or location essential to procurement;
d. Other (Explain).]

12. Was consideration given to other sources for provision of supplies or services being procured? [ ] YES [X] NO

[If "yes," give names and addresses of other sources. If any of the sources were contacted, give dates and methods of contact and reasons that decision was made not to consider soliciting proposals to ensure competition. If "No," explain. Use additional sheets.]

13. Does proposed contractor or grantee have other contracts or grants with the Department of Labor? [ ] YES [ ] NO

If "Yes," complete the following, using additional sheets, if needed:

TITLE OF PROJECT	PROCURING OFFICE
Assessing the Intermediary non-profit corporations	Office Of Youth Programs
CONTRACT/GRANT NUMBER: 99-9-2175-33-50	PERIOD OF PERFORMANCE: From May 1,1979 To October 31,1980

ACCOMPLISHED BY: [X] Sole Source Procurement [ ] Competition

I believe that it is in the best interests of the Government to accomplish the proposed procurement without competition. Therefore, I request approval of the proposed sole source procurement.

SIGNATURE RESPONSIBLE PROGRAM OFFICER/
TIMOTHY M. BARNICLE

ETA 393 (Aug 1975)

W NUMBER _____

be completed by reviewing official]

ecommend: ☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

SIGNATURE REVIEWING OFFICIAL

Charles B. Knapp, Deputy Asst. Secretary/ETA Date: 6/15/88

APPLICABLE FOR SOLE SOURCE PROCUREMENT REQUESTS OF $25000 or MORE

[To be completed by Chairman of Review Boad]

The members of the Sole Source Review Board have voted as follows:

☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

Therefore, I recommend that this request for sole source procurement be

SIGNATURE CHAIRMAN | DATE

I ☐ concur ☐ do not concur with the recommendations of the Sole Source Review Board. Therefore, the request for approval of sole source procurement is ☐ approved. ☐ disapproved. Where disapproved, a request for a further review may be made if additional substantive information becomes available:

ASSISTANT SECRETARY FOR ADMINISTRATION AND MANAGEMENT | DATE

11. The primary reason(s) that it is impracticable to secure competition is (are)

The Office of Youth Programs contracted the services of James H. Lowry and Associates to assess the relative effectiveness of intermediary non-profit corporations in the delivery of employment and training services to youth. The Corporation For Youth Enterprises (CYE) is among these intermediaries presently being assessed. Since the study has been in progress almost a year, this firm has developed a profound knowledge base on the history and performance of (CYE), and of the start-up problems encountered in the establishment of the Youth Development Corporations. Much of the data needed for evaluative research on CYE has been gathered by Lowry & Associates in its data collection effort for the assessment of the intermediaries. Therefore, in terms of cost efficiency, this contractor would be the most logical choice in that the DOL would be able to capitalize on their present data base, and minimize the cost of a complete analysis of CYE.

ORANDUM OF NEGOTIATIONS

Subject: Exploratory, Negotiation and Award Recommendation - Evaluation of the Corporation for Youth Enterprises as a means of Alleviating High Employment Problems of Youth

Contractor: James H. Lowry & Associates
303 E. Wacker Drive
Suite 1340
Chicago, Illinois 60601

Based on negotiations conducted between James H. Lowry & Associates, and the Department of Labor, it was determined that James H. Lowry & Associates, be awarded a cost-reimbursable type contract in the estimated amount of $102,120.00, plus a fixed fee amount of $7,150.00 for a total estimated amount of $109,270.00, which is considered to be fair and reasonable.

The negotiated amount is considered the best and final offer by both parties. Legal review is not required within the Department of Labor, ETA for 8(a) requirements.

Using the general criteria set forth in FRP 1-1.1204, I hereby determine that the aboveOnamed contractor is responsible and has the necessary capability of performing the tasks and meeting its responsibilities under the contract

Contracting Officer
Office of National Programs

Lillie M. Watts
Contract Specialist
ONP

Mary Rhoden
Office of Youth Programs

EVALUATION OF CYE

BUDGET

I.	Direct Salaries	$38,280
	JHLA Staff	
II.	Fringe Benefits	3,828
	10% of Direct of permanent staff (10%) (38,280)	
III.	Overhead	
	110% of permanent direct salary and fringe (110%) (42,108) =	46,319
IV.	Travel	9,358
	Transportation Per Diem	
V.	Other Costs	2,685
IV.	Interviews	1,650
VII.	Fee	7,150
	TOTAL	$109,270.

Acceptable
Lus

ROLF K. BLANK

Rolf K. Blank is an Associate with James H. Lowry & Associates, specializing in manpower development and research systems design. Mr. Blank has acquired a solid base of experience in these fields by serving in the following positions:

Associate, Kirschner Associates, Inc., Washington, D.C. -- where he served as project director or associate project director for a number of studies, including an analysis of academic credit for work experience and transition services in the Maryland CETA-LEA programs; a study of LEA/CETA collaboration for career education under the Youth Employment and Training Program for the U.S. Office of Education; a survey of the educational needs of older citizens in the District of Columbia; and a descriptive analysis of health programs under CETA legislation for the Department of Health, Education, and Welfare and the Department of Labor. In all of these studies, Mr. Blank designed data collection instruments, developed data analysis procedures, arranged national and regional workshops, conducted surveys, and wrote case histories and final reports.

Research Associate, U.S. Office of Education, Washington, D.C. -- where he designed survey instruments, conducted an analysis of legislation and administrative regulations, and supervised field work for a national evaluation of bilingual vocational training for adults.

Research Assistant, Institute for Social Research, Tallahassee, Florida -- where he was on the staff of the Center for the Study of Education. Mr. Blank analyzed and interpreted data from a national survey of higher education faculty and institutions, leading to a number of reports on faculty teaching and research performance based on multivariate explanatory models. Mr. Blank also worked as a consultant in designing a survey instrument for a study done in conjunction with the Florida and National Science Foundations. The study involved an analysis of the patterns and frequency of usage of on-line information retrieval systems by academic and industrial scientists.

Assistant Professor, Department of Sociology, Lenoir Rhyne College, Hickory, North Carolina -- where he designed and implemented an evaluation procedure for interns in a probation/parole training program and supervised the program. Mr. Blank also taught courses in criminology, juvenile delinquency, social problems, and collective behavior.

In addition to his experience above, Mr. Blank has published numerous articles on educational and manpower development in such publications as the Journal of Higher Education and Sociological Inquiry. He has also presented papers on these subjects to the American Sociological Association and other learned societies.

Mr. Blank received his B.A. in Sociology from Luther College and his M.A. in the Sociology of Education from the University of Wisconsin at Madison. He received his Ph.D. in Sociology from Florida State University.

BRENDA WELBURN

Brenda L. Welburn is an Associate with James H. Lowry & Associates, specializing in manpower development, social service systems analysis and delivery, and legislative liaison. Ms. Welburn's extensive experience in these fields was gained through employment in the following positions:

Legislative Assistant, Select Committee on Assassinations, U.S. House of Representatives - where she conducted extensive research into the assassination of Dr. Martin Luther King, Jr. Ms. Welburn was responsible for the preparation and compilation of the briefing books used by members of the Committee during executive and public hearings. She also undertook several writing assisgnments in connection with the final report presented to the House of Representatives.

Social Worker, Women's Christian Alliance, Philadelphia - where she delivered direct services to foster children and their natural and foster families. Ms. Welburn was responsible for a continuing casework process adapted to the child's immediate and individual needs and for concurrent services to the child's natural and foster parents. She was also responsible for interfacing with school, community, and judicial officials concerned in specific cases. Ms. Welburn was chosen to represent the Women's Christian Alliance at several conferences and symposia on both the local and national levels.

Group Instructor, Hannahman Hospital, Philadelphia - where she served as an instructor in a program designed to teach organizations to effectively utilize the group process in problem solving and trouble shooting when dealing with customers and clientele.

Infant Developmental Specialist, Hannahman Hospital, Philadelphia - where she was trained to assess the natural developmental progress of newly-born infants and children up to three years of age. Ms. Welburn counseled staff members and natural or foster parents on the techniques for stimulating development in children with problems in this area.

Ms. Welburn received her B.A. in Political Science and Sociology from Howard University. She took graduate studies in Social Work from the University of Pennsylvania. She is a member of Alpha Kappa Alpha Sorority and the Black Women's Network.

JAMES F. FERGUSON

James F. Ferguson is a Consultant to James H. Lowry & Associates, specializing in manpower development, management analysis, and program product evaluation. Mr. Ferguson has been involved in a diagnostic review of the structure and operations of the Job Corps program of the Department of Labor, as well as in a series of other studies for the Manpower Administration. Among his assignments for the Manpower Administration were the reorganization of Regional Offices and the evaluation of the major manpower programs, such as the Concentrated Employment Program, the Work Incentive Program, the On-the-Job Training Program, and the Manpower Development and Training Administration. In addition to this work, Mr. Ferguson has over a decade's experience in the consulting field, including:

Founding Director, Ferguson, Bryan & Associates, Inc. -- where he developed a Handbook for Regulation Development for the Environmental Protection Agency which covers all significant regulation development activities, including initiation, formation of the group responsible for developing regulatory action, action development planning, preparation of advanced notice of proposed rulemaking, and publication of draft and final regulations. He has also worked to assist a major private consulting firm with its disadvantaged purchasing program, compiling a handbook of disadvantaged suppliers which matches the supplier's capability with the consulting firm's needs.

Principal, McKinsey & Company -- where he had over nine year's experience, taking part in studies for public and private clients in a wide variety of areas. In a management of audit of the Commodity Futures Trading Commission, Mr. Ferguson led the project team in evaluating the adequacy of the agency's organizational structure, staff, and programs, as well as helping to develop a Concept of Operations. Mr. Ferguson also worked with the Veterans Administration's Department of Medicine and Surgery to develop a new operational planning and budgeting system for the allocation of financial and human resources among the Department's more than 170 hospitals. For the National Center of Productivity and Quality of Working Life, he led a study to identify barriers to improved Federal productivity. In the private sector, Mr. Ferguson has worked for clients in such diverse areas as communications, weapons manufacturing, and banking. He has structured new organizations, conducted new products market analyses, structured economic profiles of existing products, developed strategic approaches to capturing additional market shares, and identified actions that could be taken to control rising expense levels.

Mr. Ferguson received his B.A. from Wesleyan University. He completed the Program for Management Development of the Harvard Graduate School of Business Administration. He is listed in Who's Who in Finance and Industry.

Mr. Jackson, an Associate with Ferguson-Bryan, has more than ten years experience in program development, management and administration. His skills have been utilized in both private and public sector organizations, including educational systems, development organizations and community organizations.

Prior to joining the Firm, Mr. Jackson was an independent management consultant for various Federal, state and local government organizations. His assignments included solving administrative and organizational problems, determining appropriate staff levels and skill requirements and developing job enhancement and training programs. More specifically, his assignments included:

- Development of programs for U.S. Army Chaplains at the Pentagon, focusing on personnel and organizational development, administration, and career goals.
- Design, management and direction of training procedures for child development specialists in the Federal Headstart program in five regions.
- Ongoing program support to administrators of the Massachusetts Pre-Release Program.
- Development of curriculum to enhance teachers' individual skills in communication, planning, leadership and problem solving for Rhode Island Junior College.

Prior to his work as an independent consultant, Mr. Jackson was involved in the city administration of Gary, Indiana, as Director of Gary Training Institute. He developed and implemented training procedures for city agencies and federally funded organizations. He also supervised a staff of ten and managed the budget for the project. Mr. Jackson has also held the position of Executive Director for the Adams-Morgan Community Council, Washington, D.C. where he supervised a regular staff of 15 and a summer staff of 75 counselors. In addition, his experience includes work for the Massachusetts State Legislature, where he was responsible for research on committee issues, written summaries, resolutions, evaluations, and bill drafts for a State Representative.

Mr. Jackson attended Harvard University where he received a BA in education and a Master of Education in Administration, Planning and Social Policy.

JOSEFA F. JAMES

Josefa F. James is an Associate with James H. Lowry & Associates, specializing in manpower development, affirmative action programs, opportunity, and legal research. Ms. James has gained experience in these areas while working in the following positions:

Administrative Coordinator, University of San Francisco Street Law Project, San Francisco, California -- where she assisted in the implementation of the project, which was designed to expose high school students to various aspects of the law. Ms. James expanded the project to include public schools in the Berkeley and Oakland districts and instructed school superintendents and teachers in the procedures and direction of the project. She prepared grant proposals and solicited foundations for funds. Ms. James also assisted in placing students in work/study situations in area legal organizations and law firms.

Research and Writing Assistant, Social Advocates for Youth, San Francisco, California -- where she conducted research on educational legislation for this public interest organization. Ms. James reviewed extensive literature on alternative school programs as well as conducting field research and interviews with school personnel. She also submitted research and option papers to the supervising attorney, evaluating alternative school programs and suggesting alternative educational designs.

Legal Clerk, Roger C. Holmes, Esq., San Francisco, California -- where she drafted pleadings and complaints in criminal and civil law. Ms. James also drafted motions and answers to motions, including writs of habeas corpus and summary judgments.

Law Clerk, John W. Roberts, Esq., Los Angeles, California -- where she was a legal assistant in a practice specializing in juvenile law. Ms. James drafted pleadings and complaints in criminal, juvenile, and family law cases.

Program Developer and Administrator, Santa Ana Community Center, Santa Ana, California -- where she developed and implemented a tutorial program for elementary school children having difficulty with regular classroom studies. Ms. James' responsibilities included hiring and supervising tutorial aides, purchasing educational materials, and consulting with parents and teachers.

Ms. James received her B.A. in Psychology from the University of California at Irvine. She studied labor law at Catholic University of America and received her J.D. from the University of San Francisco School of Law.

99-9-2175-33-50

James H Lowry and Associates
444 North Michigan Ave., Suite 810
Chicago, Illinois 60611

#255,503 CETA Title III - Cost-Plus-a-fixed-fee Contract
0074-M-(YETP)-1019
Period of Performance - May 1, 1979 thru Oct 31, 1980

signed James H Lowry 6/8/79
William J. Kaczinsky 6/18/79

Fed Rep Richard Lawrence

Mod 1 No monetary change - Amend "Negotiated Overhead Rates + extend the GrA billing rate
signed Peter C.B. Bynoe 12/6/79
William J Kaczinsky 12/10/79

Mod 2 Increased $44,497 New Total $300,000.
Retroactive overhead rates - Fringe Rate
Revised budget included
signed Peter C B Bynoe 3/21/80
William J. Kaczinsky 3/21/80

Mod 3 Increased $102,379.00 New Total $402,379.00

* New address: James H Lowry + Associates
303 East Wacker Drive, Suite 1340
Chicago, Illinois 60601
Expanded Service - Period of Performance extended from Oct 30, 1980 - April 30, 1981
signed Peter B Bynoe 11/26/80
William J. Kaczinsky 12/9/80

(over)

99-9-21, - 33-50
James H Lowry and Associates

Mod 4 - No monetary change -
Period of performance extended from
April 30, 1981 - June 30, 1981
Revised Budget
Mod 4 not signed yet

GENERAL SERVICES ADMINISTRATION — AWARD/CONTRACT

1. CONTRACT (Proc. Inst. Ident.) NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST/PROJECT NO.	4. CERTIFIED FOR NATIONAL DEFENSE UNDER BDSA REG. 2 AND/OR DMS REG. 1. RATING:
99-9-2175-33-50	5/1/79	N/A	N/A

5. ISSUED BY CODE	6. ADMINISTERED BY (If other than block 5) CODE	7. DELIVERY
Division of Contracting Services Office of National Programs, ETA U. S. Dept. of Labor Rm. 6328, Patrick Henry Bldg., 601 D St., NW, Wash., D.C. 20213 (ATTN: J. V. Cohen)	N/A	☐ FOB DESTINATION ☐ OTHER (See below) N/A

8. CONTRACTOR NAME AND ADDRESS (Street, city, county, State, and ZIP code) CODE / FACILITY CODE	9. DISCOUNT FOR PROMPT PAYMENT	10. SUBMIT INVOICES (4 copies unless otherwise specified) TO ADDRESS SHOWN IN BLOCK
James H. Lowry and Associates 444 North Michigan Ave., Suite 810 Chicago, Illinois 60611	N/A	12

11. SHIP TO/MARK FOR CODE	12. PAYMENT WILL BE MADE BY CODE
N/A	Division of Program Review & Analysis Office of Youth Programs Employment & Training Adm. U. S. Dept. of Labor Rm. 7122, Patrick Henry Bldg. 601 D St., N.W., Wash., D.C. 20213

13. THIS PROCUREMENT WAS ☐ ADVERTISED, ☒ NEGOTIATED, PURSUANT TO:
☐ 10 U.S.C. 2304 (a)( )
☒ 41 U.S.C. 252 (c)(10)

14. ACCOUNTING AND APPROPRIATION DATA

CETA, Title IV 0074-H-(YETP)-1019 Yth FUNDED Cost-plus-a-fixed fee Contract

15. ITEM NO.	16. SUPPLIES/SERVICES	17. QUANTITY	18. UNIT	19. UNIT PRICE	20. AMOUNT
	The Contractor shall accomplish the tasks outlined herein relating to the assessment of the Office of Youth Programs' utilization of intermediary nonprofit corporations. PERIOD OF PERFORMANCE: May 1, 1979 through October 31, 1980.				

21. ESTIMATED TOTAL AMOUNT OF CONTRACT $255,503

CONTRACTING OFFICER WILL COMPLETE BLOCK 22 OR 26 AS APPLICABLE

22. ☒ CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return 3 copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

26. ☐ AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number _____, including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

23. NAME OF CONTRACTOR JAMES H. LOWRY AND ASSOCIATES
BY _____ (Signature of person authorized to sign)

27. UNITED STATES OF AMERICA
BY _____ (Signature of Contracting Officer)

24. NAME AND TITLE OF SIGNER (Type or print)	25. DATE SIGNED	28. NAME OF CONTRACTING OFFICER (Type or print)	29. DATE SIGNED
JAMES H. LOWRY, PRESIDENT	6/8/79	WILLIAM J. KACVINSKY CONTRACTING OFFICER	JUL 18 1979

A-105

PART II - THE SCHEDULE

SECTION E - STATEMENT OF WORK/REPORTS/DELIVERABLE ITEMS

CLAUSE 1 STATEMENT OF WORK -

The Contractor will perform and complete the work, and furnish the necessary qualified personnel services and materials, to accomplish the activities set forth on pages 11-25 of the Proposal, which are incorporated herein and made a part of this contract.

The objective of the contract is to determine the feasibility and effectiveness of utilizing newly created, special purpose, nonprofit corporations to function in an intermediary capacity between the Department of Labor and youth program operators as a means of enhancing achievement of the separate but related knowledge development goals at the Federal level and program service goals at the local level. The Contractor shall examine the functioning of various intermediary corporations, and shall contrast them with alternative institutional arrangements as follows:

1. Youthwork, Inc.: Exemplary In-School Demonstration Project vs Youth Career Development Demonstration Project.

2. Corporation for Public/Private Ventures, Inc.: Private Sector Initiatives Demonstration Project vs Public vs Private Sector Jobs Demonstration Project

3. Corporation for Public/Private Ventures Inc.: Ventures in Community Improvement Demonstration Project vs HUD/CDC Demonstration Project.

4. Corporation for Youth Enterprises, Inc.: Youth Enterprises Demonstration Project vs Jr. Achievement Demonstration Project (and/or other approaches)

5. Manpower Demonstration Research Corp.: Youth Incentive Entitlement Pilot Projects vs Case Study/ Continuous Longituneal Manpower Survey Approach

The Contractor shall:

1. Conduct a cost effectiveness audit of the intermediary corporations comparing activities and costs to the productivity and expense of alternative approaches for executing similar responsibilities.

2. Conduct an organizational review of each intermediary corporation, documenting organizational structure, operating procedures, evaluating management information systems and assessing the decision-making process.

3. Evaluate each intermediary corporation's goals and objectives in terms of the mission set out by DOL-OYP in contracts, assessing levels of effort and commitment to non DOL-OYP activities indicated in DOL-OYP contracts.

4. Analyze administrative processes of the intermediary corporations, including current operational responsibilities, evaluating the management systems responsible for producing end-products, reviewing "Request for Proposal" development packaging and processing, as well as proposal review evaluation and award systems and finally the implementation and monitoring procedures.

5. Investigate how the relationships between DOL-OYP and the intermediary corporations have evolved, determining DOL-OYP perception of intermediary corporations and conversely the intermediary corporations perception of DOL-OYP regarding communication, interaction and the impact on DOL-OYP internal dynamics.

6. Determine how long it should actually take to get an intermediary corporation operating in an efficient and effective manner, investigating the use of the learning curve on program performance.

7. Determine the innovativeness and exemplary potential of the programs designed and implemented by the intermediary corporations by conducting a historical survey, analyzing procedures for testing program concepts, and documenting results and assessing the potential for knowledge development input from each intermediary.

8. Analyze the effectiveness of the intermediary corporations as intergral members of the DOL-OYP delivery systems, determining how well the intermediaries represent the interest of DOL-OYP, evaluating the viability of relationships between the intermediary corporation and regional DOL-OYP officials, and assessing the ability of the intermediaries to leverage prime sponsors and their subcontractors.

9. Analyze DOL-OYP's role in the Knowledge Development Effort and similar projects requiring intermediaries by determining how well intermediary corporations function as special management teams and staff extensions; at the sametime assessing and recommending a management role for DOL-OYP.

	Execution	N/A	N/A

CODE

Contracting Services
National Programs, ETA, USDOL
Patrick Henry Bldg.
NW, Wash., D.C. 20213
V. Cohen)

6. ADMINISTERED BY *(If other than block 5)* — CODE

N/A

CODE — FACILITY CODE

ADDRESS

James H. Lowry & Associates
444 North Michigan Ave., Suite 810
Chicago, Illinois 60611

8.

☐ AMENDMENT OF SOLICITATION NO. _____

DATED _____ *(See block 9)*

☒ MODIFICATION OF CONTRACT/ORDER NO. 99-9-2175-33-50

DATED 6/18/79 *(See block 11)*

IES ONLY TO AMENDMENTS OF SOLICITATIONS

mbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

owledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods: (a) By returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

ND APPROPRIATION DATA *(If required)*

IES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

nge Order is issued pursuant to _____

nges set forth in block 12 are made to the above numbered contract/order.

e numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

plemental Agreement is entered into pursuant to authority of 41 U.S.C. 252 (c)(10)

the above numbered contract as set forth in block 12.

AMENDMENT/MODIFICATION

o the Contractor's request and the Government's approval, this modification
the following:

ctive to July 31, 1979, amendment of General Clause No. 34 - "Negotiated Overhead
to extend the G&A billing rate period through January 31, 1980 to allow
time for resolution of the provisional G&A rate.

contract terms and conditions remain unchanged.

ain, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

R/OFFEROR IS NOT REQUIRED THIS DOCUMENT ☒ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 2 COPIES TO ISSUING OFFICE

RACTOR/OFFEROR James H. Lowry & Assoc.		17. UNITED STATES OF AMERICA	
(Signature of person authorized to sign)		BY (Signature of Contracting Officer)	
OF SIGNER *(Type or print)*	16. DATE SIGNED	18. NAME OF CONTRACTING OFFICER *(Type or print)*	19. DAT
BYNOE RESIDENT	12/6/79	WILLIAM J. [illegible] CONTRACTING OFFICER	DEC

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. AMENDMENT/MODIFICATION NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST NO.	4. PROJECT NO. (If applicable)
2	Execution	N/A	N/A

5. ISSUED BY — CODE
Division of Contracting Services, Office of National Programs, ETA, USDOL
Rm. S-6328, Patrick Henry Bldg.
601 D St., NW, Wash., D.C. 20213
(J. V. Cohen)

6. ADMINISTERED BY (If other than block 5) — CODE
N/A

7. CONTRACTOR NAME AND ADDRESS — CODE — FACILITY CODE
James H. Lowry & Associates
444 North Michigan Ave., Suite 810
Chicago, Illinois 60611
(Street, city, county, state, and ZIP Code)

8.
☐ AMENDMENT OF SOLICITATION NO. _____,
DATED _____ (See block 9)
☒ MODIFICATION OF CONTRACT/ORDER NO. 99-9-2175-33-50
DATED 6/18/79 (See block 11)

9. THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods: (a) By signing and returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

10. ACCOUNTING AND APPROPRIATION DATA (If required)
1074-M-(YETP)-668 [redacted] Increase of $44,497.

11. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

(a) ☐ This Change Order is issued pursuant to _____
The Changes set forth in block 12 are made to the above numbered contract/order.

(b) ☐ The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

(c) ☒ This Supplemental Agreement is entered into pursuant to authority of 41 U.S.C. 252 (c)(10)
It modifies the above numbered contract as set forth in block 12.

12. DESCRIPTION OF AMENDMENT/MODIFICATION

Pursuant to the Contractor's request and Government approval, this contract is hereby modified as follows:

1. Retroactive to May 1, 1979, the 90-day Billing Rate requirement referenced under General Clause 34(h) is hereby deleted and an overhead rate of 100% of Permanent Staff Salaries and Wages and applicable Fringe Benefits with a ceiling of $103,472 is hereby established for this contract. Fringe Benefits applicable to direct salaries of permanent staff are treated as a direct cost.

2. Retroactive to May 1, 1979, the Fringe Benefits Rate for this contract is reduced from 16% to 10%.

3. Contract Budget, (pg. II-S-1(r) of the Schedule)), is hereby deleted and superseded by a revised budget attached hereto as pg. 2 of this modification.

4. Total estimated cost of this contract is increased by $44,497; from $255,503 to $300,000.

Except as provided herein, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

13. ☐ CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT ☒ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _____ COPIES TO ISSUING OFFICE

14. NAME OF CONTRACTOR/OFFEROR	17. UNITED STATES OF AMERICA
JAMES H. LOWRY & ASSOCIATES	
BY _____ (Signature of person authorized to sign)	BY _____ (Signature of Contracting Officer)
15. NAME AND TITLE OF SIGNER (Type or print): PETER C.B. BYNOE, V.P.	16. DATE SIGNED: 3/21/80
18. NAME OF CONTRACTING OFFICER (Type or print): WILLIAM J. KACVINSKY, CONTRACTING OFFICER	19. DATE SIGNED: MAR 21 1980

CONTRACT BUDGET SHEET

COST CATEGORIES

A. DIRECT COSTS:

1. Staff salaries/Wages (Permanent) ..... $ 94,066

2. Fringe Benefits for Staff ..... $ 9,406

3. Travel & Per Diem ..... $ 32,500

4. Consultant Fees ..... $ 42,388

5. Reproduction ..... $ 1,800

6. Materials and Supplies ..... $ -0-

7. Communications:
(Telephone, Telegraph, Postage) ..... $ -0-

8. Supportive Services not covered under Items 1 through 7 above (i.e. temporary help for field studies, etc.) ..... $ -0-

9. Subcontract Costs ..... $ -0-

TOTAL ESTIMATED DIRECT COSTS ..... $ 180,160

B. INDIRECT COSTS:

1. Overhead at 100 % of $ 103,472 ... $ 103,472
Dollar Ceiling $ 103,472

2. General and Administrative at -0- %
of $ -0- ..... $ -0-
Dollar Ceiling $ -0-

TOTAL ESTIMATED INDIRECT COSTS ..... $ 103,472

C. TOTAL ESTIMATED DIRECT AND INDIRECT COSTS .. $ 283,632

D. FIXED FEE (IF APPLICABLE) ..... $ 16,368

E. TOTAL ESTIMATED COST INCLUDING FIXED FEE ... $ 300,000

DCS-PN

GENERAL SERVICES ADMINISTRATION
FED. PROC. REG. (41 CFR) 1-16.101

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

Page 1 of 4

1. AMENDMENT/MODIFICATION NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST NO.	4. PROJECT NO. (If applicable)
3	10/30/80	N/A	N/A

5. ISSUED BY	CODE	6. ADMINISTERED BY (If other than block 5)	CODE
U. S. Department of Labor/ETA ONP/Office of Contracting Services 601 "D" Street, N. W., Room 6328 Washington, D. C. 20213 (L. Johnson)		N/A	

7. CONTRACTOR NAME AND ADDRESS (Street, city, county, state, and ZIP Code)

CODE _____ FACILITY CODE _____

James H. Lowry and Associates
303 East Wacker Drive, Suite 1340
Chicago, Illinois 60601

8.
- ☐ AMENDMENT OF SOLICITATION NO. _____
- DATED _____ (See block 9)
- ☒ MODIFICATION OF CONTRACT/ORDER NO. 99-9-2175-33-50
- DATED 6/18/79 (See block 11)

9. THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods: (a) By signing and returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

10. ACCOUNTING AND APPROPRIATION DATA (If required) 2074-M-(YETP)-218 FUNDED

CETA TITLE IV, PART A, SUBPART 3 (YETP) INCREASE OF $102,379.00

11. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

(a) ☐ This Change Order is issued pursuant to _____
The Changes set forth in block 12 are made to the above numbered contract/order.

(b) ☐ The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

(c) ☒ This Supplemental Agreement is entered into pursuant to authority of 41 U. S. C. 252 (c) (10)
It modifies the above numbered contract as set forth in block 12.

12. DESCRIPTION OF AMENDMENT/MODIFICATION

This modification hereby authorizes the following:

1. Contractors address is hereby changed as referenced in item 7 above.

2. Clause 1 Statement of Work is amended to provide for the accomplishment of the expanded services outlined in the attached Statement of Work, Pages 2 through 3 of this modification.

3. Clause 4 Period of Performance is hereby extended from October 30, 1980 to April 30, 1981.

4. The budget in Modification No. 2 is hereby deleted and superseded by a revised budget attached hereto as Page 4 of this modification.

5. As a result of the above, the estimated cost for the performance of this contract is hereby increased by $102,379.00 from $300,000.00 to $402,379.00.

Except as provided herein, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

13. ☐ CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT ☒ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 4 COPIES TO ISSUING OFFICE

14. NAME OF CONTRACTOR/OFFEROR JAMES H. LOWRY & ASSOCIATES	17. UNITED STATES OF AMERICA
BY _____ (Signature of person authorized to sign)	BY _____ (Signature of Contracting Officer)

15. NAME AND TITLE OF SIGNER (Type or print)	16. DATE SIGNED	18. NAME OF CONTRACTING OFFICER (Type or print)	19. DATE SIGNED
PETER C. B. BYNOE V-P	11/26/80	WILLIAM J. KACVINSKY CONTRACTING OFFICER	DEC 9 1980

30-101

CLAUSE 1 STATEMENT OF WORK:

The design of the third phase of the intermediary study has been revised to meet the current interests of DOL-OYP in analysis of the effectiveness and capacity of the four non-profit corporation. The third product originally to be submitted in the study (see page II-S-1(q)) has been expanded upon and revised to include several types of analyses. This product will supercede the originally planned "cost - benefit analysis."

The third phase report will be organized toward analysis of the intermediari effectiveness in four functional areas: project conceptualization and development, project management, research, and technical assistance and marketing. These basic functions of the intermediaries would be analyzed from four perspectives:

1. To what extent did each intermediary have and carry out these functions, and what was the quality of effort in the function?
2. What are the costs and benefits of the intermediaries across these functions, if one assumes they could have been carried out directly by Department of Labor staff?
3. What were the results of using these special-purpose intermediaries in attempting to combine two or more of these four functions in one organization? i.e. Were there any positive or negative "spill-over effects" from one function to another?
4. How do the intermediaries; effectiveness and costs in these functions compare with similar demonstrations directly operated by the Department of Labor? The following comparison programs were recommended:

    a. To Youthwork -- National Program for Significant Population Segments (1976)

CLAUSE 1 STATEMENT OF WORK: (Continued)

b. To Entitlement (MDRC) -- High Impact and Welfare Demonstration (1971)

c. To PSI (PPV) -- Private sector projects funded by the DOL/ETA Office of Policy, Evaluation, and Research (1970 -78)

d. To VICI (PPV) -- DOL Women's Bureau Youth Career Development projects (1978)

e. To CYE -- DOL Special Impact Program (1969-71)

The third study report would, according to this outline, serve as a comparative analysis of the four DOL - funded intermediaries across key functional areas. The analysis will include examination of costs relative to benefits and comparison of each intermediary with a program with similar scope and purpose.

Contract No. 99-9-2175-33-50
Modification No. 3

CONTRACT BUDGET SHEET

COST CATEGORIES	CONTRACT BUDGET	EXTENSION :	REVISED BUDGET
A. DIRECT COSTS:			
1. Staff salaries/Wages.....	$ 94,066	$37,024	$131,090
2. Fringe Benefits for Staff.....	$ 9,406	3,702	13,108
3. Staff Travel and Per Diem.....	$ 32,500	6,270	38,770
a. Travel $ 4,200			
b. Per Diem $ 2,070			
4. Consultant Fees.....	$ 42,388	-0-	42,388
5. Consultant Travel and Per Diem	$ -0-	-0-	-0-
a. Travel $			
b. Per Diem $			
6. Materials and Supplies	$ -0-	-0-	-0-
7. Communications: (Telephone, Telegraph, Postage)	$ -0-	-0-	-0-
8. Supportive Services not covered under Items 1 through 7 above (i.e. temporary help for field studies, etc.).....	$ 1,800	3,000	4,800
9. Subcontract Costs.....	$ -0-	-0-	-0-
TOTAL ESTIMATED DIRECT COSTS.....	$180,160	49,996	230,156
B. INDIRECT COSTS:			
1. Overhead at 110 % of $ 40,726 ... Dollar Ceiling $44,799	$103,472	44,799	148,271
2. General and Administrative at ____ % of $ ____ ..... Dollar Ceiling $ ____	$ -0-	-0-	-0-
TOTAL ESTIMATED INDIRECT COSTS.....	$103,472	44,799	148,27
C. TOTAL ESTIMATED DIRECT AND INDIRECT COSTS..	$283,632	94,795	378,427
D. FIXED FEE (IF APPLICABLE).....	$ 16,368	7,584	23,952
E. TOTAL ESTIMATED COST INCLUDING FIXED FEE...	$300,000	102,379	402,379

DCS-PN 80-5

1. AMENDMENT/MODIFICATION NO.	2. EFFECTIVE DATE	3. REQUISITION/PURCHASE REQUEST NO.	4. PROJECT NO. *(If applicable)*
4	4-30-81	N/A	N/A

5. ISSUED BY *CODE*	6. ADMINISTERED BY *(If other than block 5)* *CODE*
U.S. Department of Labor/ETA ONP/Office of Contracting Services 601 D Street, N.W., Room 6320 Washington, D.C. 20213 (L.Johnson)	N/A

7. CONTRACTOR NAME AND ADDRESS *CODE* *FACILITY CODE*

(Street, city, county, state, and ZIP Code)

James H. Lowry and Associates
303 East Wacker Drive, Suite 1340
Chicago, Illinois 60601

8.
- ☐ AMENDMENT OF SOLICITATION NO. _____;
  DATED _____ *(See block 9)*
- ☒ MODIFICATION OF CONTRACT/ORDER NO. 99-9-2175-33-50
  DATED 6-18-79 *(See block 11)*

9. THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in block 12. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods:

(a) By signing and returning _____ copies of this amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

10. ACCOUNTING AND APPROPRIATION DATA *(If required)*

No Change

11. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS

(a) ☐ This Change Order is issued pursuant to _____

The Changes set forth in block 12 are made to the above numbered contract/order.

(b) ☐ The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 12.

(c) ☒ This Supplemental Agreement is entered into pursuant to authority of Basic Contract

It modifies the above numbered contract as set forth in block 12.

12. DESCRIPTION OF AMENDMENT/MODIFICATION

This modification hereby authorizes the following:

1. Clause 4 Period of Performance is hereby extended from April 30, 1981 through June 30, 1981 at no additional cost to the Government.

2. The budget in Modification No. 3 is hereby deleted and superseded by a revised budget attached hereto as page 2 of this modification.

Except as provided herein, all terms and conditions of the document referenced in block 8, as heretofore changed, remain unchanged and in full force and effect.

13. ☐ CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT ☒ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 3 COPIES TO ISSUING OFFICE

14. NAME OF CONTRACTOR/OFFEROR		17. UNITED STATES OF AMERICA	
BY _____ (Signature of person authorized to sign)		BY _____ (Signature of Contracting Officer)	
15. NAME AND TITLE OF SIGNER *(Type or print)*	16. DATE SIGNED	18. NAME OF CONTRACTING OFFICER *(Type or print)*	19. DATE SIGNED

Contract No. 99-9-2175-33-50
Modification No. 4

CONTRACT BUDGET SHEET

COST CATEGORIES	CONTRACT BUDGET	ADJUSTED BUDGET	REVISE BUDGET
A. DIRECT COSTS:			
1. Staff salaries/wages	$ 131,090	3,364	134,45
2. Fringe Benefits for Staff	$ 13,108	337	13,44
3. Staff Travel and Per Diem	$ 38,770	(2,000)	36,77
a. Travel $_____			
b. Per Diem $_____			
4. Consultant Fees	$ 42,388	(5,773)	36,61
5. Consultant Travel and Per Diem	$ ------	------	-----
a. Travel $_____			
b. Per Diem $_____			
6. Materials and Supplies	$ ------	------	-----
7. Communications: (Telephone, Telegraph, Postage)	$ ------	------	-----
8. Supportive Services not covered under Items 1 through 7 above (i.e., temporary help for field studies, etc)	$ 4,800	------	4,8
9. Subcontract Costs	$ ------	------	----
TOTAL ESTIMATED DIRECT COSTS	$ 230,156	(4,072)	226,0
B. INDIRECT COSTS:			
1. Overhead at ____% of $_____ Dollar Ceiling $_____	$ 148,271	4,072	152,3
2. General and Administrative at ____& of $_____ Dollar Ceiling $_____	$ ------	------	-----
TOTAL ESTIMATED INDIRECT COSTS	$ 148,271	4,072	152,3
C. TOTAL ESTIMATED DIRECT AND INDIRECT COSTS	$ 378,427	-----	378,4
D. FIXED FEE (IF APPLICABLE)	$ 23,952	-----	23,9
E. TOTAL ESTIMATED COST INCLUDING FIXED FEE	$ 402,379	-----	402,

JAMES H. LOWRY & ASSOCIATES
MANAGEMENT CONSULTANTS

303 EAST WACKER DRIVE, SUITE 1340
CHICAGO, ILLINOIS 60601
(312) 861-1800

1200 NEW HAMPSHIRE AVENUE, N.W., SUITE 220
WASHINGTON, D.C. 20036
(202) 466-4730

October 13, 1980

Ms. Deborah Barnett
Project Officer
Department of Labor
Office of Youth Programs
Patrick Henry Building
601 D Street N.W., Room 7122
Washington, D.C. 20213

Dear Ms. Barnett:

This letter represents the seventeenth report under the terms of James H. Lowry & Associates' contract, Determining the Viability of Intermediary Non-Profit Corporations for Youth Programming.

NARRATIVE

Major Project Activities

During the month of September, the intermediary project team conducted several data collection and analysis tasks leading towards the functional and comparative analytical progress report for Phase III. First, team site visits were made to the intermediary organizations' offices. Interviews were completed with administrators and senior staff of each organization. While on-site, agreement was also reached with the fiscal unit heads to provide intermediary cost data to JHLA.

A second task that was carried out was the collection and analysis of information on the five comparison projects. Interviews were completed with DOL/ETA project officers and reports and project summaries were reviewed to identify the aspects of the projects that are relevant to our purposes.

Project Activities for October

Over the next month, the staff will be completing the analysis of information on the comparison projects and developing the cost analysis of each intermediary organization. We will also be writing the report sections on the functional analysis of the intermediaries and their demonstration projects.

OVERVIEW

Overall, the third phase is progressing well. There are several fac-

tors that should be noted at this time which may affect the quality of our product. First, the intermediary organizations have displayed varying levels of cooperation with our requests for interviews, thereby delaying our information-gathering process. Second, we have requested that the organizations compile data on costs. We do not anticipate any reasons for a problem in obtaining these data, but delays on the part of the intermediaries would delay our process of analysis. Copies of two letters that were sent to formalize our requests are enclosed. (See Appendix A.)

Also, after closely examining the design for the third phase report of the intermediary study, we have determined that several aspects of the design must be reformulated, due to difficulties that have been raised due to incorrect assumptions as to the availability of data. There are two specific areas of the design that will be affected:

A) Under the second item of the revised scope of work for Phase III, we are asked to determine "the costs and benefits of the intermediaries across these functions, if one assumes that they could have been carried out directly by Department of Labor staff." We have found two barriers to completing a formal "cost-benefit" analysis of the intermediaries. First, the "benefits" of the intermediaries are extremely difficult to quantify. This is partly due to the benefits not being identifiable products or outcomes. The intermediary role is partly one of service delivery management and research product development. Other functions do not have measurable outcomes.

The second difficulty with the cost-benefit analysis is the problem of obtaining a reference for comparison of costs and benefits. The logical choice, stated in the work plan, is direct management of the demonstrations by DOL. However, this assumption cannot be supported due to the fact that two major reasons for contracting with these organizations was the lack of staff at DOL-OYP and the problems in obtaining staff with the appropriate background and skill s within DOL. Thus, estimation of projected DOL costs for similar levels of work as the intermediaries have done would not seem to be appropriate.

B) Under the fourth section of the Phase III work plan, we are asked to compare "intermediaries' effectiveness and costs in the four functions (project development, management, research, and technical assistance), with similar demonstrations directly operated by the Department of Labor." Two problems in comparing the costs and effectiveness of the intermediaries and "comparison projects" have been found. First, cost data on several of the projects (High Impact and Welfare Demonstration and Vocational Exploration in the Private Sector) are largely unavailable due to the period of time since the projects were completed. Second, the cost data that are available are only total costs for [profram operaitons] and research. DOL staff that managed the demonstrations are no longer with the agency and thus, any estimates of costs by the four functions in the analysis would be very unreliable.

ALTERNATE PLAN

We do plan to address these two areas of the analysis in the Phase III report. However, we would propose that first, as opposed to completing a cost-benefit analysis of intermediaries in comparison to DOL, we complete an analysis of intermediary costs by function, and compare these functions with what could have been done by the Department of Labor, given their staff capabilities. This type of comparison would be more realistic in light of the original motivation for intermediaries. It should be noted that we will still be completing a cost analysis of what each intermediary has done under each function.

Second, we will complete a comparative analysis between the intermediary organizations and the DOL-managed projects. However, we would use the available cost data to augment functional and outcome analyses, rather than to analyze costs under each function. This approach will provide for a larger understanding of the intermediaries' areas of effectiveness and productivity without involving a cost comparison that would be based on very tentative assumptions at best.

We do not believe this alternate plan for functional and cost analysis changes the extent of our scope of work, only that it clarifies what we can do with the data and information that we have found available.

FISCAL

There are a number of critical fiscal issues facing us at this time. First, we are requesting a modification of our present contract so that we may continue working on Determining the Viability of Intermediary Non-Profit Corporations for Youth Programming. Enclosed as Appendix B is the budget addendum for additional funds. Enclosed as Appendix C is a proposed revision of the statement of work.

The budget details the breakdown of requested funds for the additional four month period necessary to complete the study. During this period, we would complete Phases III and IV of the study design. The request for additional time and funds to complete the project is based on the amount of work complete in Phase II and the design of Phase III outlined in our July 22, 1980, letter. Phase III now entails more extensive data collection and comparison project sites.

We appreciate your cooperation in facilitating this request. If there is any additional information that is needed, or if you have questions concerning this budget addendum, do not hesitate to call.

Also, as we enter the final phases of our present budget allocation, we would like to make some minor budget changes in our present contract. Specifically, we would like to transfer $6,000.00 from our travel budget to our budget lines for direct salary, fringe benefits, and indirect costs. There is no change in the total amount of the contract, just a reshifting

of priorities. (See Appendix D.)

The appropriate budget forms for this month's financial activities are attached as Appendices E and F. The reflect the budget line item changes. Also, the resumes of the new professional staff who we would like approved for work on this study are attached as Appendix G. They are:

- Walter Ross, the director of our Washington, D.C., office, and
- Nancy Sprow, a researcher.

The following synopsis of individual staff activities during August represents our adherence to your reporting requirements.

James Lowry (1 day) - Reviewed and critiqued our Phase III design and supervised our interview sessions with MDRC.

Rolf Blank (17 days) - Conducted intermediary site visits, analyzed comparison project reports, interviewed DOL staff.

Peter Bynoe (4 days) - Provided specific supervision to all project activities.

Brenda Welburn (18 days) - Conducted intermediary staff interviews and DOL/ETA interviews; analyzed reports and documents.

Nancy Sprow (6 days) - Collected information on comparison projects and researched reports.

If there are any problems or additional questions, please feel free to contact me.

Sincerely,

Peter C. B. Bynoe
Vice President

PCBB:scm

Enclosure

JAMES H. LOWRY & ASSOCIATES
MANAGEMENT CONSULTANTS

303 EAST WACKER DRIVE, SUITE 1340
CHICAGO, ILLINOIS 60601
(312) 861-1800

1200 NEW HAMPSHIRE AVENUE, N.W., SUITE 220
WASHINGTON, D.C. 20036
(202) 466-4730

September 16, 1980

Steve Grayson
Manpower Demonstration Research Corporation
3 Park Avenue
New York, NY

Dear Mr. Grayson:

Thank you for your time and assistance in the recent round of interviews for the third phase of our study for DOL-OYP, "Determining the Viability of Intermediary Non-Profit Corporations for Youth Programming." I found that your responses were very helpful in the development of the functional and cost analysis for our next progress report.

After discussing our data needs for the cost analysis portion of the study with you, we determined that the organizational costs for each of the four functions we are analyzing would require further information from MDRC unit heads. You can provide a breakdown of staff costs for Entitlement by year, but have no way of determining how to distribute costs across the functions of:

1) project development
2) management
3) research
4) "technical assistance"

Thus we would request that you provide estimates of the percentage of professional staff time that was spent on each of these four functions for the staff in the Fiscal unit that worked on Entitlement. Since the staff activities may have changed over the course of the Demonstration, could you provide percentage estimates for three points in time: January 1978, 1979, 1980? The form on the attached sheet can be used to provide the estimates.

cc: William Grinker
Judith Gueron
Gary Walker
Stephanie Shiber

If you could provide this information, please give it to Gail Quan by September 23. She has agreed to forward all the data to me. If you have any questions, please call me in the Washington Lowry Office. Again, I thank you for your time and cooperation.

Sincerely,

Rolf Blank
Project Manager

RB:tm

cc: Gail Quan

Attachment

Percentage of _____ Unit
Professional Staff Time by
Function and Year

FUNCTION

Date	Project Development	Management	Research	"technical assistanc
January 1978	%	%	%	%
January 1979	%	%	%	%
January 1980	%	%	%	%

JAMES H. LOWRY & ASSOCIATES
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WASHINGTON, D.C. 20036
(202) 466-4730

October 1, 1980

Julie Robinson
Director, Private Sector Initiatives
Corporation for Public/Private Ventures
1726 Cherry Street
Philadelphia, PA 19103

Dear Julie:

Thank you for your time and assistance in the recent round of interviews for the third phase of our study for DOL-OYP, "Determining The Viability of Intermediary Non-Profit Corporations for Youth Programming." I found that your responses, and those of the other CPPV staff, were very helpful for the development of the functional and cost analysis to be included in the next progress report.

After discussing our intermediary cost analysis design with several of the CPPV senior staff, I decided that the best approach to the analysis would be to have each unit head (under the old structure--Executive, PSI Operations, VICI Operations, Research) estimate the percentage of time that professional staff spent under each of the four intermediary functions we are analyzing.

Could you coordinate the gathering of data from Rick Delone, Jerry Kolker, and John Kelly accoding to the form shown on the following page? If staff have changed units, their time should be estimated according to where they were in a given time period. Only staff time that was billed to DOL-OYP should be included. Thus, for example, if 40 percent of Executive time was spent on PSI, 40 percent on VICI and 20 percent on other activities, the time billed to VICI and PSI should be allocated across the four functions. Finally, only professional staff time should be included in the estimates.

If you have any questions on this procedure, please do not hesitate to call me. You will note that our operational definitions of the four functions are shown on the following page. If there are other major areas that PPV would include under these categories, please describe them. Thank you very much for your help.

Sincerely,

Rolf Blank
Project Manager

RB/sc

cc: Rick Delone
Jerry Kolker
John Kelly
Mike Bailin

Percentage of _____ Unit
Professional Staff Time by
Function, Demonstration and Time Period

Function

Time Period	Project Development		Management		Research		Technical Assistance	
	VICI	PSI	VICI	PSI	VICI	PSI	VICI	PSI
Jan. '78 - Sept. '78	%	%	%	%	%	%	%	%
Oct. '78 - Sept. '79	%	%	%	%	%	%	%	%
Oct. '79 - Sept. '80	%	%	%	%	%	%	%	%

Operational Definitons

Project Development: National demonstration planning and development; project selection and development.

Management: PPV management related to demonstrations, project administration and monitoring, research management.

Research: Research design, implementation, data collection, analysis, writing.

Technical assistance: On-site project assistance, answering questions, fiscal assistance, MIS assistance.

OFFICE OF YOUTH PROGRAMS

Intermediary Study

Budget Addendum

I Direct Salary

	Rate	Days		
James H. Lowry	$ 192	3	=	$ 576
Peter C. B. Bynoe	192	40	=	7,680
Walter Ross	192	4	=	768
Rolf Blank	120	120	=	14,400
Brenda Weldurn	100	60	=	6,000
Nancy Sprow	80	50	=	4,000
Administrative Assistant	60	60	=	3,600
				$37,024

II. Fringe Benefits

10% of I ($37,024) 3,702

III. Overhead

110% of I + II ($40,726) 44,799

IV. Travel 6,270

a) To intermediaries and comparison projects:

- Transportation

8 trips @ $300 = $2,400

- Per Diem

3 days per trip @ $55 = $1,320

b) To Washington, D. C.:

- Transportation

6 trips @ $300 = $1,800

-Per Diem

3 days per trip @ = $750

V. Other Costs		$3,000
Xerox plus printing	$2,000	
Telephone	500	
Intra-city travel	500	
VI. Fee		
8% of sub-total	($94,795)	7,584
VII, Total Budget Addendum		$102,379

Revisions of Statement of Work

The design of the third phase of the intermediary study has been revised to meet the current interests of DOL-OYP in analysis of the effectiveness and capacity of the four non-profit corporation. The third product originally to be submitted in the study (see page II-S-1(q)) has been expanded upon and revised to include several types of analyses. This product will supercede the originally planned "cost - benefit analysis."

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e. To CYE -- DOL Special Impact Program (1969-71)

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Appendix D

Contract #

Budget Line Modification

Description	Present	Proposed Changes	New Budget
Direct Salary	$ 94,066	$ 2,727	$ 96,793
Fringe Benefits	9,406	273	9,679
Total Personnel Costs	103,472	3,000	106,472
Other Expenses	-----	----	--------
Consultant Fees	42,388	----	42,388
Travel	32,500	(6,000)	26,500
Reproduction	1,800	----	1,800
Indirect Costs	103,472	3,000	106,472
Fee	16,368	------	16,368
Total Other	196,528	(3,000)	193,528
Total	300,000	-------	300,000

WALTER L. ROSS
SENIOR VICE PRESIDENT

Walter L. Ross is the Vice President for Corporate Development with James H. Lowry & Associates. Mr. Ross has expertise in all aspects of corporate fina and business development. He has had extensive experiences in the fields of minority and capital development programs, including the following positions:

-- UNION CARBIDE, New York, New York

Responsible for Portfolio Analysis: the strategic evaluation of 40 worldwide corporate businesses consisting of 140 profit centers operating in over 50 countries with annual sales in excess of $12 billion and a net income in excess of $600 million, as the Associate Director of Corporate Strategic Planning. Staff person to the Management Committee which consisted of the President, the Chairman and five Senior Vice Presidents of Union Carbide. Developed strategic control systems and strategic measures of performance syste

Chairman of the finance committee of the CAM Corporation, an $800 million joint venture between Union Carbide, Standard Oil of Indiana, Monsanto and Houston Light & Power Company to develop a coal fire steam plant in Texas City, Texas. Members of the committee consisted of the Assistant Treasurers of the participating corporations and the Managing Director for project financing of Morgan Stanley and Company.

Responsible for capital structure, cash forecasting, cash management, dividend policy and banking relationships for 46 Union Carbide domestic subsidiaries wit annual sales ranging from $3 million to $140 million.

Responsible for assisting divisional management in analyzing and negotiating mergers, acquisitions and divestitures. Worked in developing and implementing merger, acquisition and divestiture strategy. Line responsibility for develop post/acquisitions, capital structures, cash management systems and banking rel tionships. Completed more than 25 acquisitions and divestitures ranging from $3 million to $140 million.

Line responsibility for Pollution Control and Production Payment Financing. F sponsible for evaluating financings, selecting investment bankers, banks, and negotiating transactions. Completed 18 pollution control bond issues, a $160 million production payment and a $200 million debenture issue.

INTERNATIONAL TELEPHONE AND TELEGRAPH COMPANY, New York, New York

Responsible for analyzing all major capital requests for the Vice President a the Treasurer. Responsible for providing decision making assistance to all I Companies. Specifically, worked on the sale of the South African Cable Compa the Puerto Rican Telephone Company, and the expansion of the British, French and Italian Telephone Companies. Worked on the structuring of the Taiwain, Indonesian and Japanese joint ventures. Other special projects included: t divestiture of ITT Levitt and the financial restructuring of ITT Sheraton Corporation.

BACKGROUND

Mr. Ross received his Bachelor of Arts Degree from San Francisco State University in California in Political Science and Pre-Law, and his Master of Business Administration from Harvard University's Graduate School of Business in Finance and Marketing in Cambridge, Massachusetts.

He is a member of the Board of Directors of the Opportunity Funding Corporatio has been elected President of the Harvard Business School's Black Alumni Association three times, and was recently elected to the Executive Council of the Harvard Business School Association.

NANCY L. SPROW
RESEARCHER

Nancy L. Sprow is a Researcher with James H. Lowry & Associates. She has gained experience in data collection and analysis, survey design and implementation, interviewing techniques, and report preparation while engaged in the following positions:

ARTHUR YOUNG AND COMPANY, Washington, D.C.

As a Research Consultant, performed data collection and analysis on economic studies for Federal Government agencies. Project experience includes docket analysis of an occupational noise standard and evaluation of health inspection forms for the Occupational Safety & Health Administration and the Department of Labor. Developed an environmental profile on miscellaneous chemicals for the Environmental Protection Agency, and performed a legislative history of certain minimum wage and overtime exemptions pertaining to the Fair Labor Standards Act for the Minimum Wage Study Commission.

BLACK ECONOMIC RESEARCH CENTER, New York, New York

Handled studies on an economic scope to determine the extent to which funds allocated to a New Jersey Community through tax revenue sharing benefit minorities, as a Researcher.

AMERICAN PUBLIC HEALTH ASSOCIATION, DIVISION OF INTERNATIONAL HEALTH PROGRAMS, Washington, D.C.

As a Research Assistant, participated in a data collection effort on health delivery systems in underdeveloped countries. Also, involved in organizational activities of the divisional library.

BACKGROUND

Ms. Sprow received her Bachelor of Arts Degree in Economics from Rutgers University in New Brunswick, New Jersey.

Note to File

Met with on 12/10/79 — Quad J Inc. OCD
Dick Lawrence FR, O&P
Peter Bynoe
James H. Dorsey & Assoc.
J Cohen DCS/OND

re: O/H rate issued by OCD at 1:45 PM.

Rate of 116.00 & 110.00 es. requested date to O&P agreed the funds they have to spend for this project are limited (as Lee D. Lawrence). OCD will review rate (Quad J Inc.)

Billing Rate will be extended retroactively until 12/79 to allow OCD to resolve the issue

Contractor must supply —

1. Names of individuals worked on the contract to date
2. Rate of pay
3. Amt. of time, days, hrs.
4. Credentials that have been used to use pay scales & rates, description of duties to be performed.

V.A. Office not included in final Work to be billed after the date of award to Prop. Contractor has 3 contracts now. D.C. Office will be same as Chicago Office.

144,455 x 110 = 158,901
(add 60 for more fixtures) 2889
Rev. off Curb 161,790
Presently in Use 57,782
Need 104,008
Fee at 600? 6240
If Fee added 110,248

255,503 Present Combust
104,008 Add for O/H Rev.
359,511
6240 Additional Fee
365,751

144,455 x 116 = 167,568
144,455 x 110 = 158,901
8667

8667 ÷ 18 = 481.50 x 6 = 2889

DEC 13 1979

Mr. James H. Lowry
President
James H. Lowry and
Associates
Suite 810
444 North Michigan Avenue
Chicago, Illinois 60611

Dear Mr. Lowry:

In view of the fact there have been substantal changes in the personnel involved in your contract (#99-9-2175-33-50) with the Office of Youth Programs, the following information is requested immediately and is to be updated and current on each monthly report.

For the period May 1, 1979 through November 30, 1979, a list of all individuals (excluding clerical), time spent days/or hours, tasks performed and rate of compensation is to be provided to the Project Officer. A notation should indicate which persons are employees of your firm and those that are consultants. With your next monthly fiscal report and thereafter, a supplement should be attached including the following:

1) The cost category Salary and Wages must be supplemented with the individuals name (excluding clerical), time spent and rate of compensation.

2) The cost category Travel must be supplemented by receipts and individuals traveling. This information is not necessary on local travel, but is required if a vehicle is leased or rented.

3) When consultants are to be used, prior approval is required. For those approved, they are to be listed in the Other Expenses category supplemented by a brief narrative on the tasks performed, time spent and rate of compensation.

Your response to these requests is required by December 31, 1979.

Sincerely,

ROBERT TAGGART
Administrator
Office of Youth Programs

cc: Taggart, Mapp, Seiler, Rosenberg, Scott, Lawrence, Chron
TYCR: R.Lawrence:mgf:12/12/79: Room 7122, PHB: ext. 66148

U.S. Department of Labor

Employment and Training Administration
601 D Street, N.W.
Washington, D.C. 20213

NOV 3 1980

MEMORANDUM FOR: WILLIAM J. KACVINSKY

FROM: TIMOTHY M. BARNICLE TMB

ATTENTION: SANDY COHN

SUBJECT: Modification to Contract No. 99-9-2175-33-50 James H. Lowry & Associates - Determining the Viability of Intermediary Non-Profit Corporations

This is a request for modification to the Lowry contract. The proposed period of performance is for four additional months, therefore, adjusting the contract conclusion date from October 31, 1980 to ~~February 28~~ April 30, 1981. Also, we wish to add $102,379.00 to the contract thus making the total award $402,379.000 over a two-year period. Further, JHLA wish to transfer $6,000 from there current travel line item and apply it toward direct salary, fringe benefits and indirect costs. This change has no direct impact on the current appropriation.

Attached, you will find Appendix B, A Budget Addendum; Appendix C, Revisions to the Statement of Work; Appendix D, current Budget Line Modification; and the Procurement Action Request.

Should you have any questions, please contact Deborah Barnett at 66148.

Attachments

BB

5-mw 11-5-80

DATE DOCUMENT PREPARED (Month, Day, Year)	U.S. DEPARTMENT OF LABOR Employment and Training Administration PROCUREMENT ACTION REQUEST	2. OFFICE SYMBOL, DOCUMENT NO., AND FISCAL YEAR INITIATED
10/17/80		TYCR: FY 1981

3. TO:	4. FROM:
Office of National Programs Procurement Action Request Control Unit	Office of Youth Programs Division of Program Review and Analysis

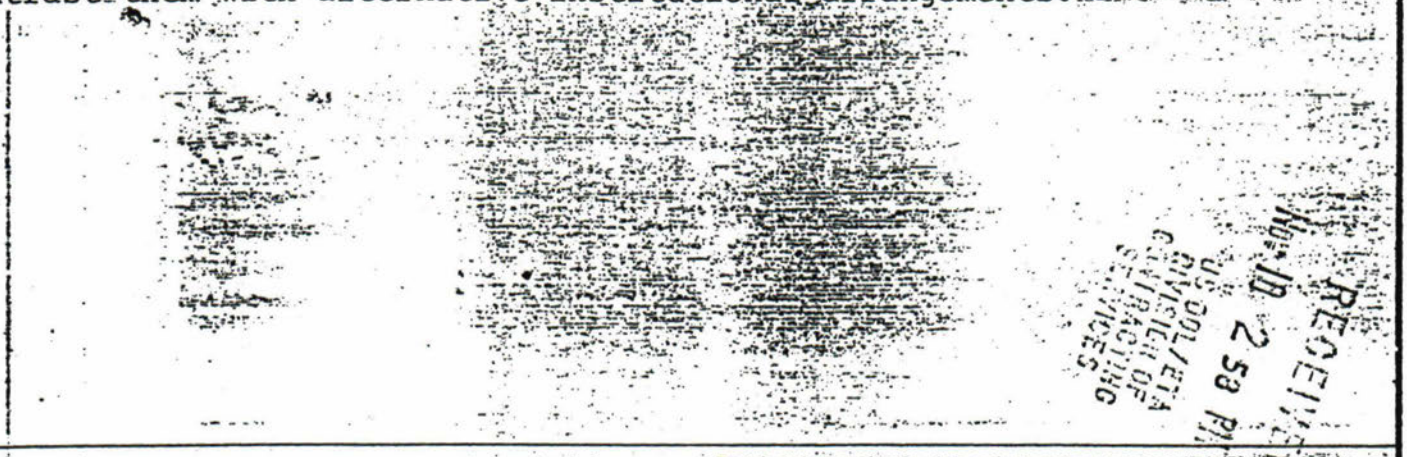
5. REQUIREMENT *(Identify the procurement action by specific program and project title.)* SOLE SOURCE JUSTIFICATION MUST BE APPROVED AND ATTACHED. *(See DLMS 2, Section 830)*

a. TYPE OF ACTION	b. NAME OF PROGRAM OFFICIAL TO BE CONTACTED AND TELEPHONE NUMBER
☐ New Procurement ☒ Modification to Contract/Grant No. 99-9-2175-33-50	Deborah J. Barnett 66704 202/376-6148

c. NAME OF CONTRACTOR/GRANTEE	d. NUMBER OF ENROLLMENT OPPORTUNITIES	e. INDICATE ACTION OFFICE	
		National Office	REGION
James H. Lowry and Associates		X	

f. DESCRIPTION OF PROJECT

The objective of the proposal is to determine the feasibility and effectiveness of utilizing newly created, special purpose, nonprofit corporations to function in an intermediary capacity between the Department of Labor and youth program operators. This activity will serve as a means of enhancing achievement of the separate but related knowledge development goals at the federal level and program service goals at the local level. The Contractor will synthesize and analyze current demonstrations and will examine the functioning of various intermediary corporations and will contrast them with alternative institutional arrangements.



6. ENTER DOLLAR AMOUNTS →	Total dollar estimate deemed necessary
	$ 102,379.00

7. TYPE NAME AND SIGNATURE *(Initiating Program Official)*	8. TYPE NAME AND SIGNATURE *(Program Administrator)*
JANICE O. MAPP	TIMOTHY M. BARNICLE

9. PROGRAM ACTIVITY *(Specify)*	10. FUNDING SOURCE *(Program requirement by Act, Title, Section)*
Determining the Viability of Intermediary Non-Profit Corporations	CETA Title IV, Part A, Subpart 3 (YETP)

11. IS PROGRAM/PROJECT INCLUDED IN ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING APPROVED PROJECT PLAN?
☒ YES ☐ NO IF "YES", ENTER PROJECT AMOUNT. $102,379.00

ONP PROCUREMENT ACTION REQUEST CONTROL UNIT USE ONLY → → →	FISCAL YEAR OF FUNDS	DOLLARS CURRENTLY AVAILABLE IN PROGRAM ACCOUNT
	2074-M-(YETP)-31	$

FINAL PROGRAM APPROVAL AND COMMITMENT OF FUNDS

ON BEHALF OF ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING *(Administrator, ONP's signature)*	DATE *(Mo., Day, Yr.)*
Charles B Thrash	10/30/80

(Rev. MA 3-81) ETA 381 (Dec. 1978)

G AND TRANSMITTAL SLIP

Date 10/17/80

	Initials	Date
2. office symbol, room number, ing, Agency/Post) CHARLES B. KNAPP 10430		
ATTN: Xavier Vela		
3.		
4.		
5.		

	Action		File		Note and Return
X	Approval		For Clearance		Per Conversation
	As Requested		For Correction		Prepare Reply
	Circulate		For Your Information		See Me
	Comment		Investigate		Signature
	Coordination		Justify		

REMARKS

Please sign the enclosed Form ETA 3-93, "Justification for Sole Source Procurement." To expedite matters, after signing the ETA-3-93, please have your office call Deborah Barnett, ext. 66148 or Lera Penix, ext. 66248, to pick it up for use in completing the procurement process.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)
TIMOTHY M. BARNICLE, Adm./OYP

Room No.—Bldg. 6000, PHB

Phone No. 62646

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

☆U. S. Government Printing Office: 1980—311-156/24

OR
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MB

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y of Intermediary

for Youth Programming

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e Development Plan
Labor. Funds for the
) identified below:

Part A, Subpart 2 (YCCIP):

Part A, Subpart 3 (YETP) :

Part C, (SYEP) : $402,379.00

Other (Specify) :

Attachment
Form ETA 3-93

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
WASHINGTON, D.C. 20213

MEMORANDUM FOR: CHARLES B. KNAPP

FROM: TIMOTHY M. BARNICLE TMB

SUBJECT: Request for Sole Source Approval

This attached Form ETA 3-93 requests approval for discretionary youth project funding.

Project Title: Determining the Viability of Intermediary Non-Profit Corporations for Youth Programming

Organization: James H. Lowry & Associates

Original Amount of Project:	$ 255,503.00
Amount in Amendments to Date:	$ 44,497.00
Amount of this Action:	$ 102,379.00
TOTAL	$ 402,379.00

This project is in the FY 1980 Knowledge Development Plan approved by ASPER and the Secretary of Labor. Funds for the project are available from the source(s) identified below:

CETA Title IV (Discretionary)

Part A, Subpart 1 (YIEPP):	
Part A, Subpart 2 (YCCIP):	
Part A, Subpart 3 (YETP) :	
Part C, (SYEP) :	$402,379.00
Other (Specify) :	

Attachment
Form ETA 3-93

U.S. DEPARTMENT OF LABOR • Employment and Training Administration

JUSTIFICATION FOR SOLE SOURCE PROCUREMENT

DATE: 10/15/80

1. OFFICE INITIATING PROCUREMENT
Office of Youth Programs

2. RESPONSIBLE OFFICIALS:

	ROOM NUMBER	BUILDING	TELEPHONE
a. PROGRAM (Name) Timothy M. Barnicle	6000	PH	376-2646
b. CONTRACT (Name) Deborah J. Barnett	7122	PH	376-6148

3. DESCRIPTION OF PROPOSED PROCUREMENT (Use additional sheets if necessary):

See Attachment A

4. ESTIMATED COSTS
$ 102,379.00

5. PROPOSED PERIOD OF PERFORMANCE:
From 10/31/80 19 to 2/28 19 81

6. TYPE OF AGREEMENT CONTEMPLATED:
- [x] Cost-reimbursement Contract
- [ ] Cost + fixed-fee Contract
- [ ] Fixed-price Contract
- [ ] Grant
- [ ] Other (Specify)

7. PROPOSED SOLE SOURCE CONTRACTOR/GRANTEE
NAME: James H. Lowry & Associates
TYPE OF ORGANIZATION
ADDRESS: 303 E. Wacker Drive, Suite 1340
Chicago, Illinois 60601

8. If the request for sole source approval is based on an existing proposal, was proposal solicited? [x] YES [ ] NO

9. If solicited, by what means?
Discussion with project officials

10. If unsolicited, were any actions taken to influence its submission? Explain.

11. The primary reason(s) that it is impracticable to secure competition is (are): See Attachment B

[List reason(s) with full explanation of each on separate sheet of paper. Include detailed information in the following categories, including biographies of key staff, as appropriate:
- *a. Specialized experience essential to the procurement;*
- *b. Exceptional knowledge in a particular field; specialized skills or technical competence essential to the procurement;*
- *c. Facilities, equipment, or location essential to procurement;*
- *d. Other (Explain).]*

12. Was consideration given to other sources for provision of supplies or services being procured? [ ] YES [x] NO

[If "yes," give names and addresses of other sources. If any of the sources were contacted, give dates and methods of contact and reasons that decision was made not to consider soliciting proposals to ensure competition. If "No," explain. Use additional sheets.] See Attachment C

13. Does proposed contractor or grantee have other contracts or grants with the Department of Labor? [x] YES [ ] NO

If "Yes," complete the following, using additional sheets, if needed:

TITLE OF PROJECT: Demonstration for Increasing Minority Business Participation in PSIP Youth Programs

PROCURING OFFICE: Employment and Training Administration, Office of Youth Programs

CONTRACT/GRANT NUMBER: 99-8-2175-33-51

PERIOD OF PERFORMANCE: From 4/80 To 3/81

ACCOMPLISHED BY: [ ] Sole Source Procurement [ ] Competition

I believe that it is in the best interests of the Government to accomplish the proposed procurement without competition. Therefore, I request approval of the proposed sole source procurement.

PROGRAM OFFICER

REVIEW NUMBER _____

[To be completed by reviewing official]

I recommend: ☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

SIGNATURE REVIEWING OFFICIAL

Charles B. Knapp, Deputy Asst. Secretary/EIA Date: 10/22/80

APPLICABLE FOR SOLE SOURCE PROCUREMENT REQUESTS OF $25000 or MORE

[To be completed by Chairman of Review Boad]

The members of the Sole Source Review Board have voted as follows:

☐ Approval ☐ Disapproval ☐ Abstain

REMARKS:

Therefore, I recommend that this request for sole source procurement be

SIGNATURE CHAIRMAN | DATE

I ☐ concur ☐ do not concur with the recommendations of the Sole Source Review Board. Therefore, the request for approval of sole source procurement is ☐ approved. ☐ disapproved. Where disapproved, a request for a further review may be made if additional substantive information becomes available:

ASSISTANT SECRETARY FOR ADMINISTRATION AND MANAGEMENT | DATE

GPO 670-148

Attachment A

The objective of this demonstration is to examine the feasibility of utilizing newly created, special purpose, non-profit corporations to function in an intermediary capacity between the Department of Labor and youth program operators. This activity encourage greater opportunity for achievement of the separate but related knowledge development goals at the federal level and program service goals at the local level. The Contractor will synthesize and analyze current demonstrations and will examine the functioning of various intermediary corporations and contrast them with other institutions.

Attachment B

James H. Lowry & Associates has gained vast knowledge in the field of non-profit corporations for youth programming. They have done an exceptional job determining the viability of these intermediaries and have presented qualitative documentation to support greater utilization. The following is a list of intermediaries that they have examined to date:

- Manpower Demonstration Research Corporation
  Youth Incentive Entitlement Pilot Projects
- Youthwork, Inc.
  Exemplary In-School Youth Employment & Training Programs
- Corporation for Public/Private Ventures
  Ventures in Community Improvements and Private Sector Initiatives
- Corporation for Youth Enterprises

The analysis of the intermediary organizations has been based on a case study approach. JHLA has completed an in-depth study of the methods and organizational procedures used by each intermediary in addressing their contract objects with the Office of Youth Programs. These case studies were organized into five major sections and was analyzed accordingly:

- Development of the Organization;
- Organization and program objectives;
- Organization structure and Management systems;
- Program objectives; and
- Knowledge development.

This modification is directed toward analysis of the intermediaries effectiveness in four functional areas: project conceptualization and development, project management-personnel and financial, research and its utilization, and technical assistance. This phase of the study will serve as a comparative analysis of the four DOL-OYP funded intermediaries across key functional areas. The analysis will

include an examination of costs relative to benefits and a comparison of each intermediary to a program with a similar scope and purpose.

Attachment C

No consideration was given to another Contractor because James H. Lowry & Associates collected the data and has provided the preliminary analysis which will help OYP arrive at useful conclusions. Additionally, the costs and time associated with searching for a contractor and explaining the project concept to him would be prohibitive. Further, JHLA has always delivered the products we've requested in a timely and professional manner, and a four-month extension will conclude this demonstration.

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
WASHINGTON, D.C. 20213

MAR 7 1980

MEMORANDUM FOR: WILLIAM KACVINSKY

ATTENTION: SANDY COHN

FROM: ~~ROBERT~~ TAGGART RT

SUBJECT: Modification to Contract No. 99-9-2175-33-50, James H. Lowry & Associates, Determining the Viability of Intermediary Nonprofit Corporations for Youth Programs

The purpose of this requested modification is to realign James H. Lowry's existing award which was established at $300,000; however, due to scheduled negotiations relative to their indirect rate, the interim award was $255,503. James H. Lowry & Associates, along with DOL's Office of Cost Determination and Contracts Division, agreed that an indirect rate at 100 percent was appropriate. Therefore, the following changes will bring the total award to $300,000: 1) reduction of permanent staff salaries from $124,530 to $94,066; 2) increase consultants fees from $9,100 to $42,388; 3) decrease fringe benefits from 16 percent to 10 percent; 4) increase the overhead rate from 40 percent to 100 percent.

Again, these changes will bring James H. Lowry & Associates' award to $300,000, which has already been allocated. Attached you will find a copy of the signed PAR original for your information; OYP is not requesting additional monies. We are anticipating an effective date of April 1, 1980, and should you have any further questions, please contact Deborah J. Barnett, Ext. 66148.

Attachment

RECEIVED
MAR 12 8 42 AM '80
DOL/ETA
DIVISION OF
CONTRACTING
SERVICES

4-Mw. 3/11

AMENDED MAY 07 1979

JAMES H. LOWRY & ASSOCIATES
MANAGEMENT CONSULTANTS

444 NORTH MICHIGAN AVENUE
CHICAGO, ILLINOIS 60611
(312) 329-1290

2550 M STREET, N.W.
WASHINGTON, D.C. 20037
(202) 466-6840

November 28, 1979

Ms. Jeannette V. Cohen
Acting Unit Chief
Division of Contracting Services
Office of National Programs
Department of Labor
Patrick Henry Building, 6th Floor
Washington, D.C. 20213

Dear Ms. Cohen:

James H. Lowry & Associates has received its Indirect Cost Negotiation Agreement. (See Attachment.) Our rate for FY 1979 was 116% and for FY 1980 will be 110%. We would like to revise our contract accordingly.

We would also like to know the correct procedure for recouping the indirect costs we were unable to bill for up to now.

Thank you for your assistance.

Sincerely,

Peter C.B. Bynoe
Vice President

PCBB:kb
Attachment:

RECEIVED
NOV 29 10 01 AM '79
DIVISION OF
CONTRACTING
SERVICES

Please extend our 46% provisional billing rate retroactively from 7/1/79 through 1/31/80 or whatever overhead rate can be further worked by the Dept of cost determination. Peter B Bynoe, V.P.
Approved 12/6/79 D. V.

NEWS

WASHINGTON, D.C. 20230

SECRETARY

G 79-58

Contact: Lisa Weathers
(202) 377-4901

FOR RELEASE: Friday,
April 27, 1979

COMMERCE RELEASES REPORT ON NEW STRATEGIES FOR MINORITY BUSINESS ENTERPRISE DEVELOPMENT

The Federal government must assume a leadership role in providing an environment conducive to minority business development if minorities are to become a more productive force in the American economy, according to a report released today by the U.S. Department of Commerce.

The report, "A New Strategy for Minority Business Enterprise Development," is the result of a five-month study conducted for the Commerce Department by James H. Lowry and Associates, a Chicago management consulting firm. It examines the Federal government's past and present efforts in the area of minority business enterprise development, identifies specific problems which have blocked the progress of past minority business programs, and recommends a set of programs to address these problems.

Jerry J. Jasinowski, Assistant Secretary of Commerce for Policy, whose office managed the study, presented its findings to Secretary of Commerce Juanita M. Kreps and a group of minority business leaders in a meeting Thursday, April 26.

The study urges the Commerce Department to refocus its efforts toward helping create more medium and large minority-owned firms. It concludes that the Federal government's mission can be accomplished only when the minority community has a "critical mass" of successful medium and large businesses able to compete for talent, capital and sales on an equal basis with majority firms.

-more-

To accomplish this, the report recommends that the Department adopt a three-tiered approach to minority businesses. Tier one would consist of smaller companies with sales not exceeding $1 million. Tier two would encompass medium-sized firms with sales from $1 million to $10 million, and tier three would include firms with sales over $10 million. The report suggests that such segmentation would allow the Federal government to target the appropriate assistance to different client groups.

The report says that the Department should concentrate more of its efforts on the second and third tier firms. This approach, the study contends, would expand on the previous government policy of increasing the number of minority firms by providing support systems for creating larger companies that can grow and compete in U.S. and foreign markets.

According to the report, most minority business programs suffer because they fail to focus on the three critical problem areas of minority business enterprise development: 1) lack of capable managers; 2) inadequate capital for business formation and expansion; and 3) lack of access to major growth markets.

Citing recent statistics, the study notes that receipts for each of the estimated 393,000 minority-owned U.S. firms averaged only $41,200 for the last reportable year. The 100 largest black-owned companies generated receipts of only $870 million in 1977. If all of the "Black Enterprise 100" were merged into one company, it would rank 271st on the "Fortune 500" industrial list.

To rectify this situation, the study recommends the adoption of a set of nine new programs to strengthen the management of minority firms, build their capital resources, and expand their markets. One program would consolidate and strengthen the network of Business Development Organizations presently operated by the Commerce Department's Office of Minority Business Enterprise. A second program proposal calls for 20 Venture Fellows to be select each year and "apprenticed" to ten venture capital firms for 12 months to accelerate the process of establishing minority busine firms. A proposed Entrepreneur Training Center would provide community based training for minority entrepreneurs and managers and seek the assistance of a consortium of universities to contribute faculty time and talent.

To address the "capital gap" problem, the report proposes a variety of Federal loans and loan guarantee programs, and a plan to increase Federal deposits in banks which invest in minority firms.

The report also calls for programs to help minority firms to compete in rapid growth sectors and to penetrate major national and international markets. One of these would facilitate minority acquisitions of business in non-traditional sectors. Another would promote expanded public and private procurement from minority firms in high growth industries.

Jasinowski concluded: "This is a first rate innovative report that lays out a new strategy for accelerating minority enterprise development. The Department will carefully evaluate its recommendations as we review the adequacy of our present minority enterprise policies".

A limited number of copies of the report are available for the news media. Contact the U. S. Department of Commerce Newsro Room 5062, 14th and Constitution Avenue, N.W., Washington, D. C. telephone (202) 377-4901.

# # #

U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
WASHINGTON, D.C. 20213

MAY 2 1979

MEMORANDUM FOR: LAMOND GODWIN
Administrator
Office of National Programs

ATTENTION: SANDY COHN

FROM: ROBERT TAGGART
Administrator
Office of Youth Programs

SUBJECT: Request for Procurement Action for Discretionary Project for "Demonstration of Viability of Intermediary Corporations for Youth Programing" to Be Conducted by James H. Lowry and Associates

This is to request procurement action to provide a contract to James H. Lowry and Associates for "Demonstration of Viability of Intermediary Corporations for Youth Programing." Cost of the project is $299,741 for an 18-month period commencing May 1, 1979.

Attached for your information and use for procurement action are copies of the (1) "Procurement Action Request" which I have signed, (2) Statement of Work and (3) the Proposal.

Attachments

5/3/ emc

(Month, Day, Year)	PROCUREMENT ACTION REQUEST	FISCAL YEAR INITIATED
		TYCR 1979

3. TO:	4. FROM:
Office of National Programs Procurement Action Request Control Unit	Office of Youth Programs Division of Program Review and Analysis

5. REQUIREMENT *(Identify the procurement action by specific program and project title.)* SOLE SOURCE JUSTIFICATION MUST BE APPROVED AND ATTACHED. *(See DLMS 2, Section 830)*

a. TYPE OF ACTION	b. NAME OF PROGRAM OFFICIAL TO BE CONTACTED AND TELEPHONE NUMBER
☒ New Procurement ☐ Modification to Contract/Grant No. 99-9-2175-33-50	Richard Lawrence (202) 376-6149

c. NAME OF CONTRACTOR/GRANTEE	d. NUMBER OF ENROLLMENT OPPORTUNITIES	e. INDICATE ACTION OFFICE	
		National Office	REGION
James H. Lowry and Associates 444 N. Michigan Ave., Suite 810 Chicago, Illionis 60611		X	

f. DESCRIPTION OF PROJECT

The objective of the Proposal is to determine the feasibility and effectiveness of utilizing newly created, special purpose, nonprofit corporations to function in an intermediary capacity between the Department of Labor and youth program operators as a means of enhancing achievement of the separate but related knowledge development goals at the Federal level and program service goals at the local level. The Proposal will examine the functioning of various intermediary corporations and will contrast them with alternative institutional arrangements.

Costs are authorized for project operations to start May 1, 1979.

RECEIVED
MAY 8 3 14 PM '79
US DOL/ETA
DIVISION OF
CONTRACTING
SERVICES

6. ENTER DOLLAR AMOUNTS → Total dollar estimate deemed necessary $299,741

7. TYPE NAME AND SIGNATURE *(Initiating Program Official)*	8. TYPE NAME AND SIGNATURE *(Program Administrator)*
Joseph Seiler JOSEPH SEILER	ROBERT TAGGART

9. PROGRAM ACTIVITY *(Specify)*	10. FUNDING SOURCE *(Program requirement by Act, Title, Section)*
Demonstration of Viability of Intermediary Corporations for Youth Programming	CETA Title IV, Part A Subpart 3 (YETP)

11. IS PROGRAM/PROJECT INCLUDED IN ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING APPROVED PROJECT PLAN?
☒ YES ☐ NO IF "YES", ENTER PROJECT AMOUNT. $300,000

ONP PROCUREMENT ACTION REQUEST CONTROL UNIT USE ONLY → → →	FISCAL YEAR OF FUNDS	DOLLARS CURRENTLY AVAILABLE IN PROGRAM ACCOUNT
	9174-M (YETP) 7462	$

FINAL PROGRAM APPROVAL AND COMMITMENT OF FUNDS

12. ON BEHALF OF ASSISTANT SECRETARY FOR EMPLOYMENT & TRAINING *(Administrator, ONP's signature)*	DATE *(Mo., Day, Yr.)*
FUNDED	MAY 07 1979

(Formerly MA 3-81)

ETA 3-81
Rev. Aug. 1977

Thursday, May 24, 1979, 10:00 am; 1:00 pm; Rm. 6328,PHB.
Friday, May 25, 1979, 9:00 am; Rm. 6328, PHB.

Present:

Jeannette Cohen, DCS/ONP/ETA/USDOL
Richard Lawrence, OYP/ETA/USDOL
Peter B. Bynoe, Vice-Pres., James & Lowry & Associates

The above-referenced met to negotiate the cost proposal submitted by James H. Lowry and Associates in support of the Office of Youth Programs' requirement for demonstration of viability of intermediary nonprofit corporations for youth programming.

Contractor's representative was advised that the maximum amount paid for experts and consultants was $182 per day. He also proposed revising his initial submission to cover salary increases that would be given to permanent staff on December 31, 1979 since the proposed contract will have an 18-months peformance period.

Contractor also informed Government representatives that he was withdrawing a large portion of his consultant support and would replace them with permanent staff personnel.

Mr. Bynoe was advised that the contract would reflect a 90-day billing rate pending submission of, negotiation of, and acceptance of an acceptable indirect cost proposal. The Office of Cost Determination was contacted and Mr. Bynoe was provided with the name, address and telephone number of the OCD Regional Representative, Mr. John Honda, (312)886-5247)). Mr. Honda may be contacted at the following address: Regional Administrator for OASAM, Office of Comptroller, U. S. Dept. of Labor, Federal Office Bldg., 230 So. Dearborn St., Chicago, Illinois 60604. Mr. Bynoe agreed to contact Mr. Honda.

Meeting adjourned at approximately 11:45 am for lunch. Will reconvene at 1:00 pm.

5/24/79 - 1:00 pm.: Contractor's revised budget submission was discussed. Mr. Bynoe proposed two (2) Consultants at $600 per day and $280 per day for the Project Director, Mr. Lowry. Mr. Bynoe was informed that the maximum amount USDOL could pay for Experts and Consultants was $182 per day. Contractor will submit a revised cost proposal at the 9:00 am Friday meeting.

5/25/79 - 9:00 am.: The Government Representatives and Contractor met to discuss the revised cost proposal.

Consultants and Mr. Lowry will be paid a maximum of $182 per day. The Office of Cost Determination's recommended billing rate (Tony Gaffigan - 523-8391) of 40% of Permanent Staff and Fringes will be used for 90 days. Fee will not be assessed or paid against the billing rate pending negotiation of and acceptance of a provisional overhead rate. The contract will be modified and the fee negotiated and applied against the indirect costs at that time. A dollar ceiling will be imposed on any overhead charges against the contract. Contractor was again cautioned about the necessity of contacting OCD for the purpose of establishing a provisional overhead rate.

The negotiation of the Contractor's cost proposal resulted in:

4% fee for Consultants ($364); 4% fee applied against Travel ($1280); and a fee of 6% against Staff Salaries, Fringe Benefits and Reproduction ($8772) or a total fee of $10,416. Total estimated contract costs will be $255,503 pending resolution of the provisional overhead rate.

Richard M. Zimmer 6/18/79 Project Officer.
Jeannette V. Cohen - 6/18/79
Contract Specialist

PRE-AWARD REVIEW OF CONTRACTOR'S RESPONSIBILITY

NAME OF PROSPECTIVE CONTRACTOR
James H. Lowry and Associates

ADDRESS (Number, Street, City, State, ZIP Code)
444 North Michigan Ave., Suite 810
Chicago, Illinois 60611

TYPE OF CONTRACT	AMOUNT
Cost-plus-a-fixed-fee Contract	$255,503

ACTIONS TAKEN TO DETERMINE CONTRACTOR'S RESPONSIBILITY. Every NO answer must be explained in COMMENTS. *(Instructions on reverse of form)*

	YES	NO
1. Verified that prospective contractor is not suspended or debarred from Government work.	☒	☐

COMMENTS: Based on recent completion of Department of Commerce project.

2. Verified that prospective contractor has financial and other resources to perform the Government requirements.	☒	☐

COMMENTS: OYP-DOL is providing the funds.

3. Verified that prospective contractor has previously performed satisfactory work.	☒	☐

COMMENTS: Referrence Department of Commerce Newsletter 4/27/79 in which James H. Lowry and Associates report on "A New Strategy for Minority Business Enterprise Development" was managed by Jerry J. Jasinowski, Assistant Secretary of Commerce for Policy.

4. Conducted On Site Pre-Award Survey	☒	☐

COMMENTS: Met with Peter C.B Bynoe, Vice President on several occasions in Washington, D.C. for propoal and budget review.

5. Contacted Office of Labor - Management and Welfare Pension Reports *(if applicable)*	☐	☐

COMMENTS: N/A

SIGNATURE OF PERSON WHO CONDUCTED REVIEW	DATE
Richard M. Lawrence	6/21/79

MA 6-109
Oct. 1972

U.S. DEPARTMENT OF LABOR Office of the Secretary Office of Inspector General	REPORT OF INTERVIEW

Date of Interview April 16, 1981

On this date I interviewed ARLENE WINFIELD, Social Science Advisor for the Womens Bureau and GLEN CARROLL, Special Assistant to the Deputy Director of the Womens Bureau, regarding ALEXIS HERMAN. The interview was conducted at the DOL National Office in Room S-3319. WINFIELD and CARROLL stated the following:

WINFIELD stated that HERMAN worked for the Minority Women Employment Program prior to her appointment to Director of the Womens Bureau at DOL. She stated that the Minority Women Employment Program was part of the "RTP umbrella", meaning that the program was funded by RTP. She stated that she is unaware of other business interests of HERMAN while she was employed at DOL. She stated that HERMAN announced at a staff meeting that she and ERNEST GREEN were starting a consulting firm in Washington, D.C. WINFIELD stated that HERMAN's staff at DOL was comprised of GLORIA GUTIERREZ, Executive Assistant; PAULA GREENFIELD, Special Assistant; WILLI DELANEY, Confidential Assistant and LORRAINE WESTBROOKE, Secretary. She stated that the aforementioned persons were the only individuals (especially GUTIERREZ) who were privileged to communications between GREEN and HERMAN.

GLEN CARROLL stated that to the best of his knowledge the name of the consulting firm begun by GREEN and HERMAN was named GREEN, HERMAN & ASSOCIATES INC. He stated that the consulting firm was comprised of GREEN, HERMAN, EULA BINGHAM, former Assistant Secretary of OSHA and KAREN CLAUSS, former Solicitor.

CARROLL stated that around Mid-December, 1980, numerous meetings were held in the conference room next to HERMAN's office. He stated that GREEN, HERMAN, GUITIERREZ, WESTBROOKE and numerous unfamiliar individuals attended the meetings. He stated that the only recognizable figure was JESSE JACKSON.

CARROLL stated that STEVE PETERBAUGH was GODWIN's Special Assistant. He stated that JERSEY HARACZ was assisting LARRY WEATHERFORD who was Acting Director of Office of National Programs (ONP) after the departure of GODWIN. He stated that GREEN tried to keep civil servants away from his planning and that he (GREEN) only informed HERMAN, GODWIN and HERMAN's staff.

Date Dictated 4/16/81

By Special Agent MARTIN SQUITIERI

Date Transcribed 4/21/81

At

File No. 30-0578-0002

This document is the property of the Office of Inspector Gener[redacted]
Its contents are not to be disclosed to unauthorized persons.

Folder 13 Arlene Winfield & Glen Carroll (Women's Bureau)

1/2

CARROLL stated that GODWIN's secretary was asked to do something for GODWIN on January 19, 1981 and that she refused and took annual leave for the day because she didn't want to get involved.

CARROLL stated that GREEN and HERMAN were campaigning for President CARTER during their last year of employment at DOL. He stated that GREEN was not on the DOL payroll during this period and that he was paid by CARTER's reelection campaign. He stated that HERMAN remained on the DOL payroll while campaigning for CARTER.

CARROLL stated that MARY HILTON, former Deputy Director of the Womens Bureau may be of some assistance in identifying some of the individuals who attended meetings in HERMAN's office.

CARROLL stated that a chronological file of all correspondence is maintained by Womens Bureau employees in accordance with existing regulations. He stated that the files maintained by HERMAN for the past four (4) years can not be located.

CARROLL then gave me the addresses and telephone numbers of key personnel as follows:

1) PAULA S. GREENFIELD
   6005 Bonnie Bern Ct.
   Burke, Virginia 22015

2) MARY HILTON
   P.O. Box 1053
   Venice, Fla. 33595

3) GLORIA GUTIERREZ
   6003 Ticonderoga Ct.
   Burke, Virginia 22105

4) LORRAINE WESTBROOKE
   P.O. Box 23343
   L'Enfant Plaza Station
   Washington, D.C. 20024

5) GREEN, HERMAN & ASSOCIATES INC.
   1825 Connecticut Avenue, N.W.
   Suite 308
   Washington, D.C. 20009
   (Tel# 797-7206)

CARROLL stated that his work telephone number is 523-8913 and that I should contact him if I have further questions.

Report of Interview

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By: SA Martin Squitieri
File #: 30 05 78 0002

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11/4/91
9:00 A.M. Arlene Wingfield, ~~Special Assistant~~ Social Science Advisor for the Women's Bureau ✓

GLORIA GUTIERREZ, Exec. Asst. (at Midnight Express)

GWEN WONG, Branch Chief, Community & Outreach Prog. ✓

PAULA GREENFIELD, ~~Special Asst.~~ ✓

LORRAINE WESTBROOK, ~~Secy~~ ✓

~~WILLI DELANEY, Conf. Asst~~

WILLI DELANEY, Conf Asst.
6106 16th St, NW, Wash DC 20011 (829-0681) ✓

~~Minority~~ RTP - before working for Labor Dept ✓

Minority Women Employment Program - then came under umbrella of RTP. ✓

Don't know about other interest. ✓

announced at a meeting
~~Green & Herman Assoc~~ INC. or, Conn. Ave. ✓

Ellen Carroll - ~~Special Asst~~ to Deputy Director ✓
Mary Hilton

5th floor - Operating Personnel ✓

Mary Hilton - Wisconsin Ave. ✓

Associates

Eula Bingham - Asst Sec. for OSHA ✓

KAREN CLAUSS - former Solicitor ✓

In December - alot of meetings going on in ✓
~~Green's~~ Alexis's office

Green, Alexis ✓
Jesse Jackson was there

Lorraine, Gloria - immediate staff - ✓

Steve
Peterbaugh - Godwin's Special Asst.

Lamond's Secy - she was asked to do ✓
something but refused to do it on 1/19/81

Jersey Haracz - Assisting Larry Weatherford - ✓
acting Director of OLP ✓

Green - tried to keep civil servants out of it ✓

Alexis & Cronie were out campaigning for Carter ✓
for past year.

He went off ~~DOC~~ payroll & on FEC payroll. ✓

Alexis never did go off payroll ✓

Mary Hilton, be back around May 15 (be moving to FL) ✓
Ex - ~~Director~~ Dep. Director of Women's Bureau ✓
She then became Acting Deputy Director. ✓

Iwen Wong was pumped by - Flora ✓

Chronological file - for Director is gone for the whole 4 years

Paula S. Greenfield
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Burke, Va. 22015

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Venice, FL. 33595

~~5330 Hunt Rd, N.W.~~

Gloria Gutierrez
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