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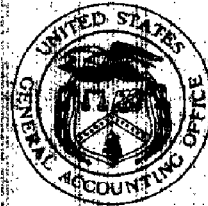
United States General Accounting Office

Report to the Chairman, Subcommittee  
on Investigations and Oversight,  
Committee on Science, Space, and  
Technology, House of Representatives

February 1994

**ENERGY  
MANAGEMENT**

**DOE Can Improve  
Distribution of Dollars  
Awarded Under SBA's  
8(a) Program**



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Resources, Community, and  
Economic Development Division

B-254247

February 23, 1994

The Honorable Jimmy Hayes  
Chairman, Subcommittee on  
Investigations and Oversight  
Committee on Science, Space,  
and Technology  
House of Representatives

Dear Mr. Chairman:

As of April 1992, the Department of Energy (DOE) had an estimated \$1 billion worth of active contracts with firms participating in the Small Business Administration's (SBA) 8(a) program. One of the goals of this program is to give small business concerns owned by socially and economically disadvantaged people an opportunity to perform contracts let by federal agencies. While we have previously reported on SBA's management of the 8(a) program, this report addresses only DOE's contracts with firms in the 8(a) program. ("Related GAO Products," at the end of this report, lists additional reports on the program.)

The Subcommittee, concerned about the equitable distribution of DOE's contract awards to firms in the 8(a) program, asked us to determine (1) whether DOE's contract dollars under the program are concentrated among a small number of firms and, if so, why and (2) whether DOE has avoided the requirements for competition in order to ensure that these contracts are awarded noncompetitively. We conducted our review at DOE headquarters and the agency's Oak Ridge office. These two offices account for about 44 percent of DOE's active 8(a) contract awards and over 72 percent of DOE's estimated \$1 billion worth of active contracts under the program.

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## Results in Brief

The contract dollars awarded by DOE under the 8(a) program are concentrated among a relatively small number of firms. About 58 percent of DOE's \$1 billion worth of active contracts as of April 1992 were awarded to 13 firms. The remaining 42 percent of DOE's funds were distributed among 112 firms. This concentration of award dollars is due in part to the fact that DOE, like other federal agencies, is authorized by the Small Business Act, as amended, to direct noncompetitive 8(a) awards to firms it specifies. As a result, about 92 percent of the active 8(a) contracts let by DOE headquarters and the Oak Ridge office were awarded

noncompetitively to 8(a) firms specified by DOE. The federal government as a whole follows a similar pattern, awarding about 95 percent of its 8(a) contracts noncompetitively. In addition, DOE's Oak Ridge office has contributed to the concentration of awards among a small number of firms by combining several procurements into single larger procurements, thereby awarding only one contract rather than several. While these practices are not prohibited, DOE is missing an opportunity to have a positive impact on a larger number of firms.

DOE has avoided the act's requirements for competition so that it can award contracts under the 8(a) program noncompetitively. The act requires, among other things, that agencies award these contracts competitively if the estimated prices of the contracts exceed certain thresholds. However, DOE headquarters has kept price estimates for contracts artificially low and structured contracts so that their estimated prices are below the thresholds for competition specified in the act. DOE's avoidance of these requirements has further contributed to the concentration of the 8(a) contract dollars among a small number of firms.

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## Background

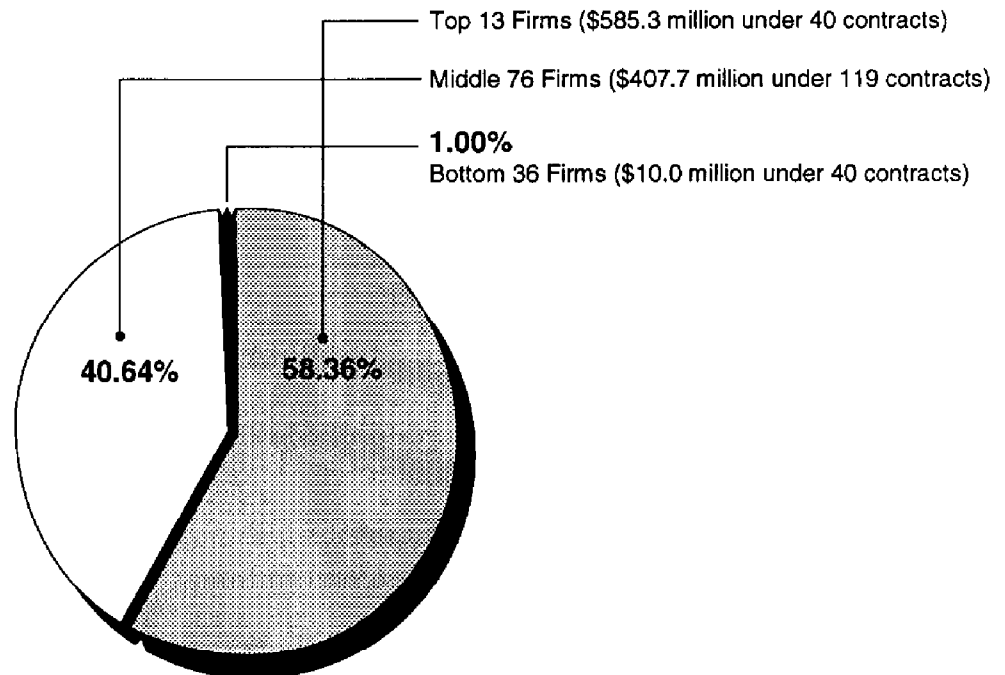
One of the purposes of the 8(a) program, established by the Small Business Act of 1953, is to help small businesses owned by socially and economically disadvantaged people become successful competitors in the American free enterprise system. The program provides firms with assistance in business management and opportunities to perform federal contracts. By directing federal procurements to firms owned by socially and economically disadvantaged people, the program is intended to develop in these firms the business skills necessary to compete in the commercial marketplace.

Under statutes and federal regulations, SBA and the contracting agencies provide opportunities for firms in the 8(a) program to participate in the performance of federal contracts by matching their capabilities with the agencies' contracting requirements. The act authorizes SBA to enter into contracts with federal agencies and to award subcontracts on behalf of those agencies to firms in the 8(a) program. Under the program, an agency offers a procurement to SBA for (1) competition among firms in the program or (2) a noncompetitive award to a firm specified by either the agency or SBA. On receipt of an agency's offer, SBA determines whether it will accept the procurement for the program. For noncompetitive awards, the act, as amended, generally requires SBA to accept a firm specified by an agency.

## DOE's 8(a) Award Dollars Are Concentrated Among a Small Number of Firms

DOE's contract dollars under the program are concentrated among a relatively small number of firms. As of April 1992, DOE had 199 active 8(a) contracts, with an estimated value of about \$1 billion, with 125 firms. Over \$585 million, or about 58 percent of this amount, was awarded to 13 firms under 40 contracts. (App. I lists the 13 firms.) This figure included about \$269 million awarded to the top two firms through nine contracts at five DOE locations. In contrast, the remaining 112 firms received a total of about \$418 million under 159 contracts.<sup>1</sup> This figure included 40 awards to the bottom 36 firms, totaling less than \$10 million, or about 1 percent of DOE's 8(a) contract dollars. Figure 1 shows the concentration, as of April 1992, of the contract dollars awarded by DOE to firms in the 8(a) program.

**Figure 1: DOE's Distribution of Dollars Under Active Contracts With Firms in SBA's 8(a) Program, as of April 1992**



<sup>1</sup>Data were taken from DOE's Procurement and Acquisition Data System and included all active 8(a) contracts worth more than \$25,000, as of April 1992.

This degree of concentration among a relatively small number of firms is similar to that for the federal government as a whole in its participation in the program. For example, in January 1992 we reported that at the end of fiscal year 1990, fewer than 2 percent of firms in the program received about 40 percent of the 8(a) contracts awarded during that fiscal year.<sup>2</sup>

DOE's 8(a) contract dollars are concentrated, in part, because the agency specifies which contractors will receive these awards, as authorized by the Business Opportunity Development Reform Act. Specifically, the act does not require that manufacturing contracts with anticipated award prices at or below \$5 million and nonmanufacturing contracts with anticipated award prices at or below \$3 million be awarded competitively.<sup>3</sup> These contracts can be awarded noncompetitively to firms in the 8(a) program that are specified by the contracting agencies. The act requires SBA to award noncompetitive contracts to the firms specified by the contracting agencies as long as the (1) firms can responsibly perform the contracts, (2) awards are in accordance with the business plans the firms developed for participation in the 8(a) program, and (3) awards do not result in 8(a) contract support to the recipient that exceeds an allowable percentage of the firm's total sales.

As authorized by the act, DOE has specified the contractors for its noncompetitive contract awards. We reviewed DOE's selection of contractors for 85 of the 87 active 8(a) contracts at DOE headquarters and the Oak Ridge office.<sup>4</sup> Files on the contracts at those two locations indicate that 92 percent of the active 8(a) contracts were awarded noncompetitively to contractors specified by DOE. DOE officials told us that they view the authority to award noncompetitive contracts as a benefit of the program because (1) it takes less time to award contracts if competition is not required and (2) DOE can select contractors with whom it is familiar rather than risk making awards competitively to firms whose abilities are unproven.

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<sup>2</sup>Small Business: Problems in Restructuring SBA's Minority Business Development Program (GAO/RCED-92-68, Jan. 31, 1992).

<sup>3</sup>An agency offering a procurement to SBA for the 8(a) program develops the contract's anticipated award price (price estimate) and provides it to SBA. This estimate is the primary determinant of whether the procurement should be competitive or noncompetitive.

<sup>4</sup>Active 8(a) contracts at DOE headquarters and DOE's Oak Ridge office together account for over 72 percent of the agency's active contract dollars awarded under the program. DOE headquarters and the Oak Ridge office have 56 and 31 active 8(a) contracts, respectively. One file for a contract awarded by DOE headquarters had been transferred to the agency's Albuquerque office, and one file at Oak Ridge was not available for review. Our review therefore focused on 55 contracts at DOE headquarters and 30 contracts at Oak Ridge.

The frequency with which DOE headquarters and the Oak Ridge office make noncompetitive awards to firms in the 8(a) program is also similar to that for the federal government as a whole. According to SBA officials, about 95 percent of the procurements that agencies offer to the 8(a) program are noncompetitive and intended for firms specified by the agencies.

The concentration of DOE's 8(a) awards among a small number of firms also results from the Oak Ridge office's practice of combining several small procurements into a single award. This practice, termed "bundling," leads to individual firms' doing diverse and unrelated tasks under a single large contract. Simultaneously, it reduces potential contracting opportunities for other firms. We did not observe bundling for contracts awarded by DOE headquarters.

At Oak Ridge, a program office transferred work for janitorial services from one 8(a) firm to another 8(a) firm that was already providing microfiche services to the office. In addition, Oak Ridge gave the same firm work from a second 8(a) contract involving another 20 to 25 job categories, including computer operators, librarians, management analysts, and warehousemen.

In another case, the Oak Ridge office modified an existing 8(a) contract for work that included technical support, analytical studies, and museum management and operations so that the contractor could perform tasks that had been performed by three other firms under the program. These new tasks included (1) security services and (2) the operation and maintenance of computer equipment, a supply room, mailrooms, and a vehicle fleet.

According to an official at the Oak Ridge office, bundling reduces the costs associated with awarding and managing several contracts. However, SBA regards bundling as a practice that negatively affects small businesses. SBA has noted, "It is evident that such practices diminish small business opportunity and even cause some small businesses irrevocable harm and possible permanent injury. When agencies consolidate unrelated [underlined in original] requirements into one acquisition the negative impact on small business is exacerbated even further."

According to an SBA official, the effects of bundling procurements under the 8(a) program are twofold. First, as small procurements are bundled together into a single award, fewer procurements and fewer dollars are

available to the other firms that would have received work under the program had the procurements remained separate. For example, if four procurements are combined and awarded to a single firm, the firm that receives the bundled award receives the dollars that would have been awarded to three other firms under separate awards. Second, as procurements become larger and more diverse, the skills needed to qualify to perform them become broader. Consequently, many small firms that specialize in one area of work do not qualify to perform all the work required under the contract. SBA officials noted, however, that despite the negative consequences of bundling, they do not have the authority to challenge bundled awards made to firms under the program since the practice is not prohibited by the Small Business Act.

## DOE Avoided Competition Requirements in Order to Award 8(a) Contracts Noncompetitively

We found that several program offices at DOE headquarters avoided the act's requirements for competition in order to award 8(a) contracts noncompetitively, thereby contributing further to the concentration of contract dollars among a small number of firms. While the Small Business Act allows agencies to award 8(a) contracts noncompetitively, the 1988 amendment requires competition for awards under certain circumstances. Manufacturing contracts with anticipated award prices in excess of \$5 million and nonmanufacturing contracts estimated to be in excess of \$3 million have to be offered competitively among firms in the program if there is a reasonable expectation that there will be at least two offerors and that the award can be made at a fair price.

Our review of the files on active contracts at DOE headquarters showed that several program offices at headquarters structured procurements under the 8(a) program so that the contracts' estimated prices would fall below the thresholds for competition and could thus be awarded noncompetitively. Specifically, of the 29 nonmanufacturing procurements offered by DOE headquarters and accepted by SBA after the thresholds became effective, DOE had estimated the prices for 18 to be between \$2.5 million and \$3 million. However, we found that DOE program offices kept price estimates for 6 of the 18 procurements below the \$3 million competition threshold by structuring the procurements to understate the actual costs of obtaining the contractors' services. As a result, the price estimates were low enough to allow the contracts to be awarded noncompetitively. Because documentation was lacking, we were unable to determine whether the remaining 12 procurements were structured to avoid the thresholds for competition. At the Oak Ridge office, we did not



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observe any instances of procurements being structured to avoid the thresholds for competition.

DOE headquarters avoided the threshold by (1) reducing one contract's price estimate by omitting a contract price element, (2) contracting for less-skilled contractor personnel than planned, (3) reducing the work under one contract so that only a part of an office's need was satisfied, and (4) reducing the length of several contracts so that their prices would not exceed \$3 million. DOE sent the understated estimates to SBA when it offered the contracts to the 8(a) program, and these estimates were accepted by SBA. For example:

- In 1990, a program office attempted to procure technical and administrative support services for an environmental study under an 8(a) contract. The office estimated the contract's price to be exactly \$3 million. However, according to a program official, to ensure that the contract's price would not exceed \$3 million, the program office (1) limited the length of the contract so that the contractor was required to provide services for only a part of the study and (2) required the contractor to provide less-skilled personnel than originally required. A program official stated that because of the limited support provided under the contract, the office has had to award a follow-on support service contract for the remainder of the study.
- In 1991, a program office with a need for support services prepared price estimates for both 3- and 5-year 8(a) contracts before initiating a 3-year procurement. The 5-year estimate was \$5.42 million, an amount that would have required competition. The 3-year estimate was \$2.95 million, low enough to allow the contract to be awarded noncompetitively. A program official told us that the office decided on a 3-year contract so it could make the award noncompetitively and thereby minimize the time necessary for the procurement. The official also stated that, while a formal decision on the continuation of these services will not be made until early 1994, he expects that the office will award a new contract for the same services when this contract expires.
- In 1991, a program office with a need for management, technical, and administrative support services prepared a price estimate of \$2.88 million for a 2-year contract. However, in arriving at the estimate, the office did not include the contractor's fee for performing the work, even though the previous contractor had received a fee equal to almost 8 percent of the contract's total cost. This element, if included at the 8-percent level, would have made the price estimate for the contract \$3.1 million. According to a program official, the office omitted the contractor's fee from the estimate

to avoid having to award the contract competitively. A program official stated that because the period of performance under the contract is only 2 years, the office has begun another noncompetitive procurement for the same services. The new contract will begin at the conclusion of the current contract and will also be for 2 years.

The data in table 1 further suggest that DOE took action to avoid competition thresholds established in the Business Opportunity Development Reform Act. Before the thresholds took effect on October 1, 1989, 8(a) contracts could be awarded noncompetitively regardless of their estimated prices. Of the 26 nonmanufacturing procurements offered by DOE headquarters and accepted by SBA before October 1, 1989, 10 were estimated to exceed \$3 million. Three procurements had estimated prices of between \$2.5 million and \$3 million. However, of the 29 nonmanufacturing procurements accepted by SBA after the effective date of the amendment, no procurement was estimated to exceed the \$3 million threshold. Eighteen of the 29 procurements had estimated prices of between \$2.5 million and \$3 million. This figure included nine contracts worth between \$2.9 million and \$3 million.

**Table 1: DOE Headquarters' Nonmanufacturing Procurements Accepted by SBA Before and After the Requirement for Competition for Contracts Over \$3 Million**

Price estimate	Number of procurements offered	
	Before	After
Above \$3,000,000	10	0
\$2,900,001 - \$3,000,000	3	9
\$2,500,001 - \$2,900,000	0	9
\$2,000,001 - \$2,500,000	1	1
Below \$2,000,001	12	10
<b>Total</b>	<b>26</b>	<b>29</b>

Note: Includes active contracts as of April 1992.

According to program officials at DOE headquarters, contracts awarded noncompetitively are desirable because they can be awarded more quickly than contracts that require competition, and they can be awarded to contractors with whom DOE is familiar. However, when an agency avoids competition in order to make awards, contract dollars under the 8(a) program can become concentrated among firms already performing work. For example, at DOE headquarters, five of the six procurements that we identified as being structured to avoid competition were awarded to three contractors that were already performing under contracts with DOE

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headquarters. The three contractors have received over 40 percent of DOE headquarters' 8(a) contract dollars since the thresholds for competition became effective.

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## Conclusions

Support for the 8(a) contract program by federal agencies is an important tool in promoting the development of small businesses owned by socially and economically disadvantaged people. However, the benefits of this program depend on the agencies' providing adequate opportunities for firms to participate. While DOE's estimated \$1 billion in active 8(a) contracts indicates that the agency has made a special effort to support firms in the 8(a) program, the benefits of DOE's support have been concentrated among a relatively small number of firms. Approximately 58 percent of DOE's \$1 billion in 8(a) contracts has been awarded to just 13 firms, while 112 firms shared the remainder.

The Business Opportunity Development Reform Act authorizes the award of noncompetitive contracts to 8(a) firms designated by federal agencies. Additionally, the act does not prohibit the bundling of several small procurements into one large contract. However, DOE has an opportunity to increase the benefits of its support for firms in the 8(a) program by better distributing its awards among them. DOE could, among other things, emphasize the intent of the 8(a) program rather than the convenience and administrative ease of (1) combining several procurements into individual awards and (2) awarding contracts to firms with which it is familiar.

The act does not allow the same latitude with respect to what it defines as competitive 8(a) procurements—procurements anticipated to be in excess of the stated thresholds. The act requires that contracts exceeding these thresholds be awarded competitively. Yet we found that program offices at DOE headquarters structured procurements so that their estimated prices fell below the thresholds and thus awarded the contracts on a noncompetitive basis. According to the DOE program officials, they have avoided the competition requirements to facilitate procurements. However, ease of procurement is not a legitimate reason for avoiding competition. More importantly, actions like this do little to demonstrate DOE's commitment to the 8(a) program. For these reasons, this practice should be discontinued.

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## Recommendations

To meet the objectives of the 8(a) program, we recommend that the Secretary of Energy direct program offices at headquarters to avoid

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structuring 8(a) procurements to avoid the thresholds for competition established in the Business Opportunity Development Reform Act. Furthermore, because we do not know the extent to which this practice may be occurring elsewhere, we recommend that the Secretary of Energy provide the same direction to offices at other DOE locations, as appropriate.

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## Agency Comments

In commenting on a draft of this report, DOE said that it will carefully evaluate our recommendation as part of its ongoing effort to reform its contract management and that it will review the competitive impacts of its current practices. In addition, DOE noted that the dollar value of its 8(a) awards reflects its commitment to maximizing opportunities for contractors in the program. These efforts are recognized in our report. DOE further stated that as part of its commitment to 8(a) firms, it has initiated a pilot program to expand the participation in DOE contracts of developing 8(a) firms. Although the pilot program is commendable, it is not part of SBA's 8(a) program. Specifically, the pilot program involves subcontracts awarded by DOE's management and operating contractors to small disadvantaged firms. As noted earlier, the 8(a) program involves direct awards by federal agencies to SBA, which are then awarded by SBA to 8(a) firms. DOE's comments are reproduced in appendix II.

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## Scope and Methodology

To determine whether DOE's 8(a) contract dollars are concentrated among a small number of firms, we analyzed data for all of the agency's active 8(a) contracts worth more than \$25,000, as reported in DOE's Procurement and Acquisition Data System. We calculated each contractor's share of the 8(a) dollars by totaling the estimated dollar value of all the contracts.

To determine why DOE's 8(a) awards were concentrated and whether DOE had avoided competition requirements in awarding 8(a) contracts, we reviewed contract files and obtained documentation on the agency's selection of contractors under the program from the files for 85 of the 87 active 8(a) contracts awarded by DOE headquarters and the Oak Ridge office. DOE headquarters has 56 active 8(a) contracts awarded beginning in fiscal year 1985. Oak Ridge has 31, the earliest of which was awarded in fiscal year 1986. We conducted our review at DOE headquarters and the Oak Ridge office because these two offices account for about 44 percent of the agency's active contract awards and over 72 percent of the agency's estimated \$1 billion in active contracts under the program. We also interviewed officials from the program and procurement offices at DOE

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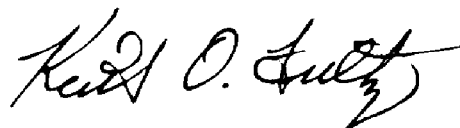
headquarters and Oak Ridge. We conducted our review from July 1992 to December 1993 in accordance with generally accepted government auditing standards.

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As arranged with your office, unless you publicly announce its contents earlier, we plan no further distribution of this report until 30 days after the date of this letter. At that time, we will provide copies to the Secretary of Energy; the Director, Office of Management and Budget; the House and Senate Committees on Small Business; the House Committee on Government Operations; the House Committee on Energy and Commerce; and other interested parties. We will make copies available to others on request.

This work was performed under the direction of Victor S. Rezendes, Director, Energy and Science Issues, who can be reached at (202) 512-3841 if you or your staff have any questions. Other major contributors to this report are listed in appendix III.

Sincerely yours,



Keith O. Fultz  
Assistant Comptroller General

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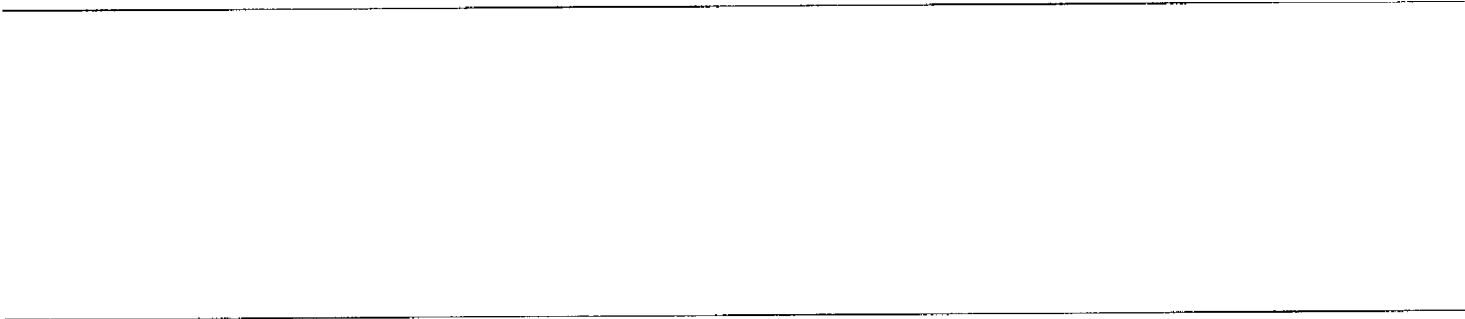
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## Abbreviations

DOE	Department of Energy
SBA	Small Business Administration



# Top 13 Firms in the 8(a) Program Measured by Value of Active DOE Contracts, as of April 1992

<b>Firm</b>	<b>Value of DOE contracts</b>
Advanced Sciences, Inc.	\$153,080,286
Analysas Corporation	115,830,455
Comsis Corporation	46,780,257
Automated Sciences Group, Inc.	41,544,694
Systematic Management Services, Inc.	40,393,646
Science & Technology, Inc.	29,864,672
KOH Systems, Inc.	26,592,991
Lee Wan & Associates, Inc.	24,039,047
META, Inc.	23,308,517
Sciencetech, Inc.	22,731,140
Irving Burton Associates, Inc.	22,210,483
Authorization Systems, Inc.	19,502,959
Peer Consultants, Inc.	19,456,426



# Comments From the Department of Energy



**Department of Energy**

Washington, DC 20585

January 11, 1994

Mr. Victor E. Rezendes  
Director, Energy and Science Issues Resources  
Community and Economic Development Division  
U.S. General Accounting Office  
Washington, DC 20548

Dear Mr. Rezendes:

The Department of Energy (DOE) appreciates this opportunity to review and comment on the General Accounting Office (GAO) draft report entitled "Energy Management: DOE Can Improve Distribution of Dollars Awarded Under Small Business Administration's 8(a) Program." The GAO, on behalf of the Subcommittee on Investigations and Oversight, Committee on Science, Space, and Technology, conducted an audit to determine whether DOE's contract dollars under the Small Business Administration's 8(a) program are concentrated among a small number of firms and, if so, why. The GAO was also asked to determine whether DOE has avoided requirements for competition in order to ensure that these contracts are awarded noncompetitively. GAO addressed these issues with DOE personnel at Headquarters and the Oak Ridge Operations Office.

The draft report finds that a large number of all DOE 8(a) awards are concentrated in a few 8(a) contractors and that 92 percent of these 8(a) awards are made on a noncompetitive basis. The DOE Oak Ridge Office was also cited for combining several procurements into single larger procurements, thereby awarding a single contract rather than several smaller ones. The draft report notes that none of the cited practices by either DOE Headquarters or Oak Ridge are prohibited, but suggests that the agency is missing an opportunity to have a positive impact on a larger number of 8(a) firms. The draft report recommends that the Secretary direct both Headquarters and other DOE offices, as appropriate, to avoid structuring 8(a) procurements to avoid thresholds for competition.

DOE will carefully evaluate the above recommendation from GAO in the next stage of its contract reform effort. In addition, the Department will review the competitive impacts of its current practices. As the draft report recognizes, DOE's noncompetitive award figures are similar to those of the Federal government as a whole which makes about 95 percent of its 8(a) awards noncompetitively. With regard to the Oak Ridge Office, the combining of procurements was not done to avoid making 8(a) awards, but resulted from program considerations of how to best structure contracts to meet agency needs. The resulting larger procurements were still made to 8(a) contractors.

Appendix II  
Comments From the Department of Energy

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DOE is committed to maximizing contracting opportunities for 8(a) contractors as reflected in the agency's record of making 8(a) awards. In fiscal year 1986, for example, 8(a) volume was \$93 million; 8(a) awards more than tripled to \$307 million in fiscal year 1992. DOE's commitment to 8(a) has grown dramatically although the discretionary base from which 8(a) awards can be made has not. The fiscal year 1994 discretionary prime contracting base from which 8(a) awards are derived is only \$2.5 billion out of a total agency procurement budget of approximately \$18.0 billion.

The Department of Energy has initiated an 8(a) pilot program to expand the number of awards of lower dollar values (up to \$50,000) to developing 8(a) firms. The program accomplishes the following results: (1) numerous small dollar awards to 8(a) companies; (2) no concentration of awards to mature 8(a) firms; (3) no "bundling" of requirements and (4) no deliberate underestimate of awards to avoid competition.

DOE's 8(a) pilot program involves:

- o encouraging further subcontracting by management and operating contractors to small disadvantaged companies;
- o limiting the test program to purchases of \$50,000 or less;
- o restricting eligibility to 8(a) firms in the "developmental stage" (first four years);
- o authorizing management and operating contractors to make noncompetitive awards to 8(a) "developmental" firms at fair market prices. No premium is to be paid to participating 8(a) companies.

Presently, fourteen of DOE's management and operating contractors are participating, whose aggregate totals equal \$3,991,243 for 507 awards to 8(a) companies in fiscal year 1993.

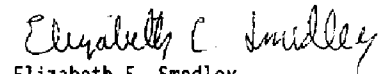
The Department will continue to maximize its efforts to increase the participation of 8(a) contractors in DOE contract activities. However, it is important to consider that both future and past contracting will be influenced by more than the estimated cost of a contract. Issues regarding level of effort, period of performance, contractor responsibility and other pertinent concerns enter into the deliberative process in determining what type of contract best meets the agency's requirements.

**Appendix II**  
**Comments From the Department of Energy**

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The Department of Energy hopes that the comments in this letter will be helpful in the preparation of the final report.

Sincerely,



Elizabeth E. Smedley  
Acting Chief Financial Officer

# Major Contributors to This Report

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Office of the General  
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Michael G. Burros, Senior Attorney-Adviser

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# Related GAO Products

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Small Business: Problems Continue With SBA's Minority Business Development Program (GAO/RCED-93-145, Sept. 17, 1993).

Small Business: Problems in Restructuring SBA's Minority Business Development Program (GAO/RCED-92-68, Jan. 31, 1992).

Small Business: Participation in SBA's 8(a) Business Development Program (GAO/RCED-91-173, June 11, 1991).

Small Business Administration: Status, Operations, and Views on the 8(a) Procurement Program (GAO/RCED-88-148BR, May 24, 1988).

The SBA 8(a) Procurement Program—A Promise Unfulfilled (CED-81-55, Apr. 8, 1981).

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