

---

**Section V**  
**ORGANIZATION**  
**AND OPERATIONS**

## Section V

# ORGANIZATION AND OPERATIONS

---

Created by the Technology Assessment Act of 1972 (86 Stat. 797), OTA is a part of and is responsible to the legislative branch of the Federal Government. OTA received funding in November 1973 and began operations as the second session of the 93d Congress convened in January 1974.

The Act provides for a bipartisan Congressional Board, a Director, and such other employees and consultants as may be necessary to conduct the Office's work.

The Congressional Board is made up of six Senators, appointed by the President pro tempore of the Senate, and six Representatives, appointed by the Speaker of the House, evenly divided by party. In 1980, Cong. Morris Udall (D-Arizona) and Sen. Ted Stevens (R-Alaska) served as the Chairman and Vice Chairman, respectively, of the Board. The two posts alternate between the Senate and House with each Congress. The Board members from each House select their respective officer.

The Congressional Board sets the policies of the Office and is the sole and exclusive body governing OTA. The Board appoints the Director, who is OTA's chief executive officer, and a non-voting member of the board.

The Act also calls for a Technology Assessment Advisory Council comprised of 10 public members eminent in scientific, technological, and educational fields, the Comptroller General of the United States, and the Director of the Congressional Research Service of the Library of Congress. The Advisory Council advises the Board and the Director on such matters as the balance, comprehensiveness, and quality of OTA's work, and OTA's nongovernmental resources.

In providing assistance to Congress, OTA is to: identify existing or probable impacts of technology or technological programs; where possible, ascertain cause-and-effect relationships of the applications of technology; identify alternative technological methods of implementing specific actions; identify alternative programs for

achieving requisite goals; estimate and compare the impacts of alternative methods and programs; present findings of completed analyses to the appropriate legislative authorities; identify areas where additional research or data collection is required to provide support for assessments; and undertake such additional associated activities as may be necessary.

### Initiation, Processing, and Flow of Assessments

OTA's primary function is to provide congressional committees with assessments or studies that identify the range of probable consequences, social as well as physical, of policy alternatives affecting the uses of technology. Requests for OTA assessments may be initiated by:

- the Chairman of any standing, special, select, or joint committee of Congress, acting alone, at the request of the ranking minority member, or a majority of the committee members;
- the OTA Board; or
- the OTA Director, in consultation with the Board.

The authorization of specific assessment projects and the allocation of funds for their performance is the responsibility of the OTA Board. The Board early establishes priority areas of study, and approves individual assessment projects within those areas. To help in making these decisions, the Board considers recommendations and plans developed by OTA staff, and applies the following general selection criteria developed in consultation with the Advisory Council:

- Is this now or likely to become a major national issue?
- Can OTA make a unique contribution, or could the requested activity be done effectively by the requesting committee or another agency of Congress?
- How significant are the costs and benefits to society of the various policy options in-

volved, and how will they be distributed among various affected groups?

- Is the technological impact irreversible?
- How imminent is the impact?
- Is there sufficient available knowledge to assess the technology and its consequences?
- Is the assessment of manageable scope—can it be bounded within reasonable limits?
- What will be the cost of the assessment?
- How much time will be required to do the assessment?
- What is the likelihood of congressional action in response to this assessment?
- Would this assessment complement or detract from other OTA projects?

Assessment reports emerge from the combined effort of a staff with appropriate expertise, citizen advisory panels of experts, consultants, contractors, and other congressional information agencies. A particular assessment project may involve exploratory meetings, workshops of advisory panels, staff analyses, and consultant studies.

Different approaches are used. The method employed, personnel involved, and the skills tapped depend on the technology under study, the requesting client, the nature of the issues at stake, and the time available for and the setting of the project. Required to consider the needs of Congress, the vast range of technological issues, and the resources available for a study, OTA remains flexible in its assessment methods.

All OTA assessments strive to be objective, fair, nonpartisan, and authoritative. They must also be timely so as to meet congressional schedules.

## **Organizational Structure**

The Office is organized into three operating divisions, each headed by an assistant director. The three divisions are Energy, Materials, and International Security; Health and Life Sciences; and Science, Information, and Natural Resources. They encompass assessments grouped in the areas of energy, food and renewable resources, human resources, health, materials, in-

ternational security and commerce, oceans and environment, communication and information technologies, and space technology. A chart detailing OTA's organizational structure accompanies this section.

Staff professionals represent a wide range of disciplines and backgrounds, including the physical, biological, and environmental sciences, engineering, social sciences, law, and public administration. Professionals from executive branch agencies, detailed to OTA on a temporary basis, and participants in several congressional fellowship programs also contribute to the work of the Office.

## **Private Sector Involvement**

The private sector is heavily involved in OTA studies as a source of expertise and perspectives while an assessment is in progress. Contractors and consultants are drawn from industry, universities, private research organizations, and public interest groups.

OTA works to ensure that the views of the public are fairly reflected in its assessments. OTA involves the public in many ways—through advisory panels, workshops, surveys, and formal and informal public meetings. These interactions provide citizens with access to information and help OTA identify contrasts between the perspectives of technically trained and lay citizens.

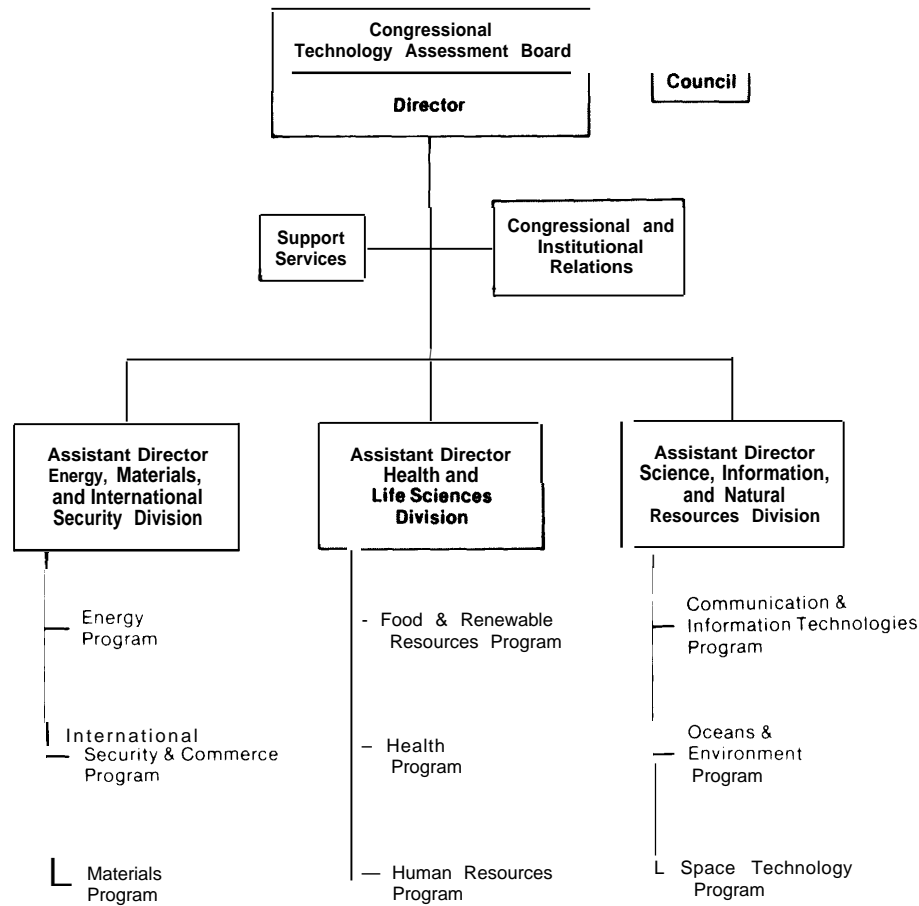
## **Operations**

OTA's Public Communication and Publishing units provide a variety of services to Congress, the public, and the media. These activities are featured elsewhere in this section.

In addition, the Operations Division provides numerous services to the OTA staff, contractors and consultants, panelists, members of the Advisory Council, and others in the OTA "family." Included among these services are the following:

- contract negotiation;
- personnel services;
- space, telephone, and equipment management;
- controllership and financial services;

## OTA Organization Chart



- financial and management reporting;
- literature searches and legislative reference;
- book and periodical library/circulation services; and
- travel arrangements and property management.

### Public Communications

The OTA Public Communications Office helps inform Congress and the public of OTA activities. The office acts as the main contact point with news media, handles public inquiries on OTA and its projects, directs special inquiries, and arranges press briefings. The office is also responsible for writing press releases and for coordinating and handling the initial distribution of reports, publication briefs, summaries, press releases, and other material to Congress, Board staff, and the

public. Public Communications maintains the OTA mailing list, which includes over 25,000 names of leaders in virtually every phase of government, academia, and private industry, as well as representatives from major national news media.

### Publishing Office

Production of OTA assessment reports and studies during 1980 has proven to be the most rewarding year of the agency's relatively short history. The Office has published and delivered to Congress 27 reports and studies that entailed 45 separate documents.

The recognition of the quality of information contained in the reports published is evidenced by:

- the numerous letter and phone requests received by the Publishing Office;
- the upsurge in sales of OTA reports and subsequent reprinting by the Government Printing Office (GPO);
- the sales recorded by the National Technical Information Service (NTIS);
- the number of private publishers that are reprinting OTA reports; and
- the Superintendent of Documents' selection of 24 OTA titles that will be displayed in six cities of the Peoples Republic of China in May 1981.

#### REQUEST FOR PUBLICATIONS

In order to expedite requests for OTA reports in a more efficient and timely manner to Members of Congress, congressional committees, Government agencies, and the general public, it was decided that the Publishing Office would be the central point for requests. This procedure enabled the Office to maintain an accounting of reports and keep an accurate inventory after the initial distribution was made to Congress. Since March 1980, the Publishing Office processed over 18,900 single and multiple requests. Of this total, 3,014 were requested by congressional offices (averaging 17.3/day) and 10,396 by the private sector (averaging 58.7/day).

#### SALES OF PUBLICATIONS

**Government Printing Office.** -Sales of OTA publications by the Superintendent of Documents are proving to be quite popular with the public. According to a Superintendent of Documents spokesman:

in comparison with other Federal agencies, OTA reports are considered good sellers. They have been selling at a higher and faster volume, they're better prepared than most agencies reports, and that they appear to be more understandable to the buying public.

The Superintendent of Documents sold 12,131 OTA reports for the period October 1 through December 30, 1980. Between January and December 1980, GPO sold 48,200 OTA reports for an estimated gross income of \$280,000.

#### Summary of Sales of OTA Publications Through the Superintendent of Documents, GPO (July 1976 through December 1980)

	As of 12/79	As of 12/80	12 mos difference
Number of Individual titled publications put on sale to the public.	83	105	+ 22
Total number sold: :	76,586	124,789	+ 48,203
Estimated GPO gross receipts from sales*	\$271,880	\$551,379	+ \$279,499

\*Based on single copy selling price

#### National Technical Information Service.

-NTIS sells scientific reports and papers that are, generally, not in great demand but are useful for scientific researchers. NTIS is the outlet for assessment working papers and contractor reports that are unavailable elsewhere.

During the past 18 months, NTIS informs us that sales of OTA reports have more than doubled and that 20 of OTA publications have made their bestseller list.

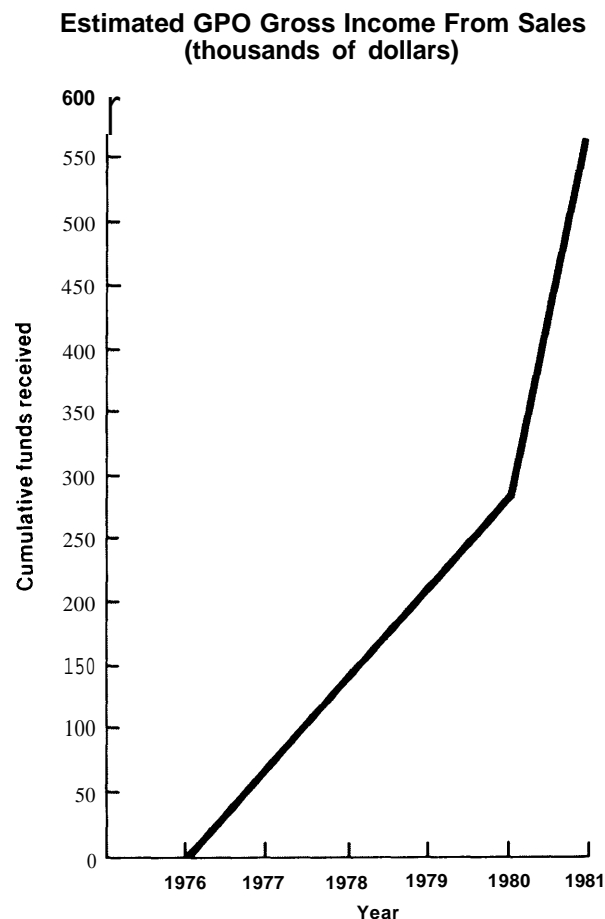
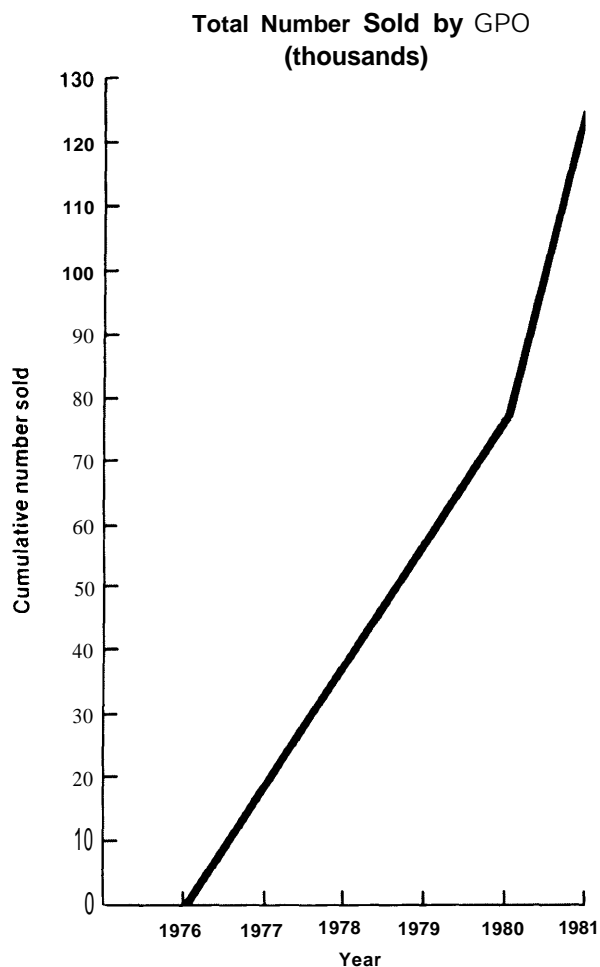
#### Summary of Sales of OTA Publications Through the National Technical Information Service (July 1976 through December 1980)

Number of Individual titled publications put on sale to the public		102
Total number sold (hard copy)	5,200	16,711
(microfiche)	10,971	
Estimated NTIS gross receipts from sales :		\$77.183

Totals	No of copies sold	Estimated dollar amount
GPO . . . .	124,789	\$551,379
NTIS :	16,171	\$ 77,183
Grand totals	140,960	\$628.562

The Superintendent of Documents was recently requested by the Peoples Republic of China to exhibit U.S. Government publications in six cities of China in May 1981. Based on the specific interests of the Peoples Republic of China, the Superintendent of Documents chose 24 of OTA's publications for display. The following publications were chosen:

- Cancer Testing Technology and Saccharin
- Policy Implications of the Computed Tomography (CT) Scanner



- An Evaluation of Railroad Safety
- Ocean Thermal Energy Conversion
- Application of Solar Technology to Today's Energy Needs, VOLS. I & II
- Assessing the Efficacy and Safety of Medical Technologies
- The Direct Use of Coal
- Drugs in Livestock Feed: Technical Report
- A Review of Selected Federal Vaccine and Immunization Policies Based on Case Studies of Pneumococcal Vaccine
- Technical Options for Conservation of Metals: Case Studies of Selected Metals and Products
- Gasohol: A Technical Memorandum
- Technology and East-West Trade
- Environmental Contaminants in Food
- Impact of Advanced Air Transport Technology, Part 1: Advanced High-Speed Aircraft
- Recent Developments in Ocean Thermal Energy: A Technical Memorandum
- Ocean Margin Drilling: A Technical Memorandum
- Technology and Steel Industry Competitiveness
- The Effects of Nuclear War
- Materials and Energy From Municipal Waste
- Computer Technology in Medical Education and Assessment: A Background Paper
- Pest Management Strategies in Crop Protection
- An Assessment of Oil Shale Technologies
- Energy From Biological Processes
- The Implications of Cost-Effectiveness Analysis of Medical Technology

**PRIVATE SECTOR REPRINTING**

Private publishers have expressed interest in several OTA publications. As of January 1981, nine OTA reports have been or are being commercially reprinted. This is in addition to the sales by GPO and NTIS. The following is a listing of the commercial publishers and the OTA publications that are being reprinted:

Friends of the Earth, Denver, Colo.

—Energy From Biological Processes—  
Summary

• McGraw Hill, New York

—Enhanced Oil Recovery Potential in the  
United States

—An Assessment of Oil Shale Technologies

—World Petroleum Availability: 1980-2000

—Energy From Biological Processes, vol. 11

• Allanheld, Osmun Publishers, New York

—The Effects of Nuclear War

—Technology and East-West Trade

—Residential Energy Conservation, vol. I

• Westview Press, Boulder, Colo.

—Energy From Biological Processes, vol. I

Praeger Publishing Co. , New York

—Nuclear Proliferation and Safeguards

**OTHER ACTIVITIES**

In a joint effort, OTA, CRS, CBO, and GAO put together an information kit containing a brochure about each agency and its functions. One hundred copies of the kit were used by the Secretary of the Senate and their personal staffs; 200 copies were distributed to CBO; 100 copies were distributed to GAO; and 1,100 copies were distributed to CRS to be used for their congressional staffs. OTA served as the coordinator in this effort.

## Organizational Roster of OTA Staff as of December 1980

### OFFICE OF THE DIRECTOR

John H. Gibbons, Director  
Sue Bachtel, Executive Assistant  
Barbara O'Bryan, Secretary  
Sylvia Mokhtarian, Secretary

### Congressional and Institutional Relations

Marvin Ott, Director CIR  
Eugenia Ufholz, Assistant to Director CIR  
Patricia Halley, Secretary

### Medical Services

Rose McNair, Resident Nurse

### ENERGY, MATERIALS, AND INTERNATIONAL SECURITY DIVISION

Lionel S. Johns, Assistant *Director*  
Linda Riddiough, Division Assistant

### Energy Program

Richard Rowberg, Program Manager  
Thomas Bull, Project Director  
Alan Crane, Project Director  
Marian Grochowski, Secretary  
Charles Holland, Senior Analyst  
Nancy Naismith, Project *Director*  
Stephen Plotkin, Senior *Analyst*  
Lillian Quigg, Administrative Assistant  
Jenifer Robison, Project *Director*  
James Ryan, OTA *Fellow*  
Joanne Seder, Research Assistant  
Edna Saunders, Secretary  
Paula Stone, Senior Analyst  
Richard Thoreson, Senior Analyst  
Ray Williamson, Project Director

### International Security & Commerce Program

Peter Sharfman, program Manager  
John Alic, Project Director  
Martha Caldwell, Analyst  
Ronnie Lee Goldberg, Project *Director*  
Helena Hassell, Secretary  
Jeremy Kaplan, Project Director  
Dorothy Richroath, Editorial Assistant  
Jacqueline Robinson, Administrative Assistant

### Materials Program

Audrey Buyn, Program Manager  
Patricia Canavan, Secretary  
William E. Davis, Senior Analyst  
Carol Drohan, Administrative Assistant  
Joel Hirschhorn, Project Director  
Gerd Kleineberg, OTA Fellow  
Karen Larsen, Analyst  
Phillip Robinson, Senior Analyst

### HEALTH AND LIFE SCIENCES DIVISION

Joyce Lashof, Assistant Director  
Ogechee Koffler, Division Assistant

### Food and Renewable Resources Program

Walter E. Parham, Program Manager  
Phyllis Balan, Administrative Assistant  
Christine Elfring, OTA Fellow  
Elizabeth Galloway, Secretary  
Barbara Lausche, Analyst  
Michael Phillips, Project Director  
Bruce A. Ross, Project Director  
Elizabeth Williams, Project Director

### Health Program

H. David Banta, Program Manager  
Clyde Behney, Project Director  
Virginia Cwalina, Administrative Assistant  
Shirley Gayheart, Secretary  
Michael Gough, Project Director  
Nancy Kenney, Secretary  
Arthur Kohrman, OTA *Fellow*  
Bryan Luce, Senior Analyst  
Judith Randal, OTA Fellow  
Michael A. Riddiough, Senior Analyst  
Gloria Ruby, Analyst

### Human Resources Program

Gretchen Kolsrud, Program Manager  
Marya Breznay, Administrative Assistant  
Susan Clymer, Secretary  
David Cantor, Analyst  
Les Corsa, Project Director  
Zsolt Harsanyi, Project Director  
Emiline Ott, Senior *Analyst*



## **SCIENCE, INFORMATION, AND NATURAL RESOURCES DIVISION**

John Andelin, Assistant Director  
Doris Smith, *Division Assistant*  
Samuel Hale, *Executive Assistant*

Marci Conors, *Intern*  
Scott Finer, *Analyst*  
William Mills, *Senior Associate*  
Marsha Mistretta, *Administrative Assistant*  
John Young, *Project Director*

### **Communication and Information Technologies Program**

Stephen Doyle, *Program Manager*  
Norman Balmer, *Project Director*  
Raymond Crowell, *Project Director*  
Elizabeth Emanuel, *Administrative Assistant*  
Teri Miles, *Secretary*  
Zalman Shaven, *Senior Analyst*  
Richard Weingarten, *Project Director*  
Frederick Wood, *Project Director*

### **Oceans and Environment Program**

Robert Niblock, *Program Manager*  
Prudence Adler, *Analyst*  
William Barnard, *Senior Analyst*  
Kathleen Beil, *Administrative Assistant*  
Rosina Bierbaum, *OTA Fellow*  
Thomas Cotton, *Senior Analyst*  
Robert Friedman, *Analyst*  
Linda Garcia, *Analyst*  
Nancy Ikeda, *Analyst*  
Peter Johnson, *Associate*  
Daniel Kevin, *Analyst*  
Lucia Turnbull, *Analyst*  
Linda Wade, *Secretary*

### **Space Technology Program**

Richard Marsten, *Program Manager*  
Marion Fitzhugh, *Secretary*  
Donna Valtri, *Analyst*

### **Transportation Program**

Robert Maxwell, *Program Manager*  
Lee Dickinson, *Project Director*  
Larry L. Jenney, *Project Director*  
Jacqueline Mulder, *Secretary*  
Paula Walden, *Administrative Assistant*  
Jerry Ward, *Senior Associate*  
Richard Willow, *Associate*

## **OPERATIONS DIVISION**

Bart McGarry, *Operations Manager*

### **Administrative Services**

Thomas P. McGurn, *Administrative Officer*  
Susan Carhart, *Director of Contracts & Legal Services*  
Lola Craw, *Assistant to Administrative Officer*  
Alexandra Ferguson, *Contract Specialist*  
Susan Klugerman, *Conference Center Coordinator*  
Michael McIntyre, *Research Assistant*  
Pearl Smulevitz, *Contract Specialist*  
Geneva Watkins, *Travel & Admin. Training Coord.*

### **Financial Services**

Alban Landry, *Controller*  
Bill Burnett, *Voucher Examiner*  
Loretta O'Brien, *Computer Technician*  
Janice Perocchi, *Manager/Systems Planning Group*  
Ann Woodbridge, *Manager/Operations Group*

### **Information Center**

Martha Dexter, *Manager, Information Services*  
Suzanne Boisclair, *Information Technician*  
Carolyn Crenshaw, *Information Technician*  
Marian Ulincy Starr, *Asst. Mgr., Information Services*

### **Personnel Office**

William Norris, *Personnel Officer*  
Katherine Mason, *Personnel Specialist*

### **Public Communications Office**

John Burns, *Senior Editor*  
Jean McDonald, *Press Officer*  
Annette Taylor, *Assistant to the Press Officer*

### **Publishing Office**

John C. Holmes, *Publishing Officer*  
Kathie S. Boss, *Assistant Technical Specialist*  
Debra Datcher, *Administrative Assistant*