

4.3.2 The DOE Role

In 1978 ORNL issued a broad, nonspecific Request for Proposals directed towards refrigeration technology, in general. The proposal by Foster-Miller, Inc., to conduct R&D on compressors was selected. ORNL managed the project from its inception in 1979 to completion in 1983. ORNL staff analyzed determinants of performance and communicated the results to Foster-Miller personnel. ORNL also participated along with DOE personnel in periodic project review meetings.

Foster-Miller first performed a market study under contract to ORNL to help ORNL select the type of refrigeration technology development most likely to have an impact on energy consumption. Foster-Miller then undertook engineering design and prototype development. The final phase was laboratory and field testing. OBCS funding totalled \$1 million and was distributed across the project phases as follows:

1980	\$250K	Phase 1	Marketing Study
1981	\$550K	Phase 2	Engineering Design and Prototype Development
1982	\$250K	Phase 3	Laboratory and Field Tests

Bill Toscano, an engineering PhD with an MBA, was the initial Foster-Miller director. He is credited with being an excellent marketer for his product, serving as a project champion from 1979 until he left the company in 1983.

Friedrich became involved at the end of the design phase, as subcontractors for Foster-Miller, helping to develop the compressor assembly. They also cost-shared and contributed equipment and frozen food to the project, for a total cost sharing of \$250,000.

In the field test, Foster-Miller compared two adjacent stores in Corpus Christi, Texas, which had identical climates but very different system