

**National Technical Information Service (NTIS)
Advisory Board Meeting Minutes
November 9, 2022
Virtual meeting**

Attendance

The following board members participated in the meeting: Dr. Ajit Gaddam, Advisory Board (AB) Chair, Mr. Aaron D. Burciaga, Ms. Diana M. Zavala and Dr. Kitty Chan.

NTIS senior staff participants included Mr. Greg Capella, Acting Director; Ms. Elizabeth Shaw, Associate Director, Office of Program Development (OPD); Mr. Wayne Strickland, Associate Director, Office of Program Management (OPM); Dr. Chakib Chraibi, Acting Associate Director, Office of Data Services (ODS); Ms. Leigh Anne Levesque, Office of the Chief Information Officer (OCIO); and Ms. Andrea Patterson, Deputy Financial Officer, Office of the Financial Officer (OCFO).

Welcome/Opening Remarks

Ms. Shaw, in the capacity of the Designated Federal Officer (DFO), opened the meeting with introductions as well as an overview of the establishment and purpose of the AB, sharing the Alternate DFO, Steven Holland would be running the slides. Ms. Shaw called the meeting to order, turning it over to Mr. Capella and Dr. Gaddam.

Mr. Capella, Acting Director, welcomed everyone to the meeting and provided a synopsis of the upcoming updates. He turned the meeting over to the chairperson, Dr. Gaddam. Dr. Gaddam introduced the other AB members, Ms. Zavala and Mr. Burciaga. Then welcomed the newest Board member, Kitty Chan. Mr. Capella then briefly reviewed the agenda items:

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| NTIS ADVISORY BOARD (Virtual) National Technical Information Service | |
| <i>Register Through the WebEx Link:</i> https://teams.microsoft.com/registration/q7ISJ9-IP0-i7yCBOQVMYg,63g13O1ufUyzskaVIMU7-w,6E2cil6KREW9z0mcg_kygw,jJu7ySPc6EOEzRBhJmj3Dg,X3pwEk5snUCwX2axnAUggA,KljSLMXtjEOCE5akwE7cxQ?mode=read&tenantId=2752b9ab-88df-4f3f-a2ef-208139054c62&webinarRing=gcc | |
| November 9, 2022 from 1 PM to 4:30 PM | |
| AGENDA | |
| I. NTIS Mission and Operational Update | |
| 1:00 PM | Call to Order and Introductions of Board Members <ul style="list-style-type: none"> • Elizabeth Shaw, Designated Federal Officer • Greg Capella, Acting Director/Deputy Director • Dr. Ajit Gaddam, Advisory Board Chair |

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| 1:10 PM | NTIS Update <ul style="list-style-type: none"> Greg Capella, Director (A) |
| 1:20 to 2:35 PM | Operations of the Service and Lines of Business Overview <ul style="list-style-type: none"> Greg Capella, Acting Director (5 min) Elizabeth Shaw, Associate Director, Office of Program Development (15 min) Wayne Strickland, Associate Director, Office of Program Management (20 min) Dr. Chakib Chraibi, Acting Associate Director, Office of Data Services (15 min) Greg Capella/Leigh Anne Levesque, Chief Information Officer (A) (10 min) Andrea Patterson, Deputy Chief Financial Officer (10 min) |
| 2:35 PM | 10-minute break |
| II. Discussion with Board Members | |
| 2:45 PM 3:45 PM | Advisory Board Discussion with NTIS <ul style="list-style-type: none"> Progress on implementing the new data mission -NTRL, future technologies, and data innovations strategies within the federal government space Guidance on the operation of the Service |
| III. Summary and Close | |
| 3:45 PM | Review Feedback and Action Items |
| 4:15 PM | Members wrap up discussion and public comment* |
| IV. Meeting Adjourns 4:30 PM | |

* Speakers will be selected on a first-come, first-serve basis. Each speaker will be limited to five minutes. Questions from the public will not be considered during this period.

Director's Overview

Mr. Capella shared that his position has changed from acting Director, NTIS, to also include the Deputy Under Secretary position in the Bureau of Industry and Security. He reached an agreement with NIST, where he will continue to serve as the acting Director, NTIS, until the position is filled. Additionally, he is acting as the CIO. The Deputy Director position is vacant with no one acting in this role. Dr. Gaddam asked about filling the Deputy position, and Mr. Capella advised NIST that the Deputy Director position is not needed at this time.

There were no significant impacts due to the COVID virus that we could not address. However, there were times that required total sanitation of the building.

The Department of Commerce allowed for two days of telework. In addition, 30% of the NTIS was approved for additional telework days, which has proven successful thus far.

For FY 23, there is no forecast yet but a Continuing Resolution (CR) as well as the delayed implementation of one of the projects could impact the year's forecast. He hopes to have a budget available by December.

He shared NTIS plans to advertise for the CIO and the Associate Director for Data Scientist positions very soon. Another Federal hire for a systems administrator should be on board shortly.

Mr. Capella stated he hopes to hire a program manager for Mr. Strickland's team, Office of Program Management. Finally, NTIS is looking to upgrade two positions to a higher grade based on their current duties and additional work.

Mr. Capella shared that because of our reputation and good work, we have a very high percentage of repeat business. The "word of mouth" has been the best source of new work. We anticipate the potential for new business to come in, but much of the work is impacted by the CR. Noting the CR does not impact the expansion of the existing work.

The migration to the cloud is taking more effort than originally thought, contributing to the costs. As part of the cloud migration effort, the Denver back-up facility is now closed. The vast majority of the applications in the Shawnee Data Center are currently being migrated to the cloud. Moving forward, NTIS will complete the cloud migration by the summer 2023.

The OCIO is rebuilding almost every application or rehosting them. The rebuilding is in a common architecture that is easily supported, making it a more sustainable alternative. The IT Department is focused on the underlying infrastructure being rebuilt for the highest revenue projects at NTIS.

NTIS had a net revenue loss of \$1.3M for FY 22. He shared this loss does not threaten the organization due in part to NTIS having a substantial amount in retained earnings. Mr. Capella shared there are multiple factors impacting the finances. NTIS, as well as the customer, was surprised to see a decline in the volumes of the 504/508 work. This work has a disproportionate impact on the NTIS bottom line. NTIS increased the rates for one of the product offerings to cover its costs as required by law. Finally, we are looking to add a new customer in the 504/508, contributing to a positive net in FY 23.

Mr. Capella stated we are in unknown legal waters if we run out of cash; however, this should not be an issue for the foreseeable future.

We are continuing to bring on new Joint Venture Partners (JVPs). There are forty-three active Joint Venture Partners (JVP) with more potential JVPs in the review queue. NTIS continues to advertise for new partners in the Federal Register. The applications are being reviewed as quickly as possible.

The current staff levels are 33 federal employees. One leadership position was filled in FY 22, the Associate Director Office of Program Management (OPM). Another part-time lawyer from NIST was added to support NTIS.

Operations of the Service and Lines of Business Overview

Mr. Capella continued by providing an update on the NTIS organization, stating there have been no changes to the organizational management structure. He shared Dr Chraibi is still acting as the Associate Director, Data Services. The CIO position is vacant with Mr. Capella covering the position. The NTIS Director position is vacant with NIST as the hiring authority. Mr. Capella shared that NIST hired another lawyer and complemented the level of support from the NIST legal team.

The Federal Employee Viewpoint Survey (FEVs) was recently released. NTIS did exceedingly well. The NTIS FEVs scores showed significant improvement from the previous year. The scores reflect a meaningful improvement over DOC's scores too.

Next, Ms. Shaw, Associate Director, Office of Program Development (OPD), described the organization's structure. She shared it has remained unchanged since the last meeting. She provided the overview of the current customer engagement manager's portfolio stating that some areas have been more successful than other. The PM work is normally managed by Mr. Strickland's team; however, due to resource constraints, the OPD team members are serving as project managers (PM) on several NTIS projects. Bobby Khondker and Patricia Gresham are supporting Health Resources and Services Administration (HRSA) and the Office of Personnel Management (OPM), respectively.

The OPD team is looking at realigning the agency assignments and overall focus for the next Fiscal Year (FY). OPD found we did not have as much traction within some of the Administration's key areas, such as climate and economy. We will make adjustments to increase the number of agencies we can support by refocusing efforts. Changes include a concentrated focus on fraud efforts, Data Transformation, and Accessibility and contracting offices. The contracting office will be positioned as "another tool in the toolkit." A data enhancement strategy is planned to move forward where money is allocated to areas that are not strictly data but have data as a component. The team will continue to focus on key changes within the agency, such as new people in positions, continuing relationships, awards, and changes within the government as part of the OPD outreach efforts.

Ms. Shaw shared the highlights within the business development arena of outreach of over 800 contacts, with 97 meetings booked, roughly two meetings a week. This exceeded the same period last year of 78 meetings. She shared concerns about the outreach leveling out. Most of the projects are not likely to move forward. She shared highlights of the most likely agency profiles for outreach. The Continuing Resolution (CR) is having an impact on the providing solutions. OPD is looking at specific funded actions to enhance with data.

OPD recently completed a competitive analysis highlighting the parallels between available options. The closest alignment appears to be with the Other Transactional Authorities (OTAs) with contracts identified as the most restricted in comparison. The team is working on strategies to address available options such as "Another tool in the toolkit" and HR strategies. There are other efforts that have a white paper submission and formalized invitation based on that submission.

The creation of collateral materials has included new collateral sales support and a new PowerPoint deck. Ms. Shaw shared the team is using the "Success through Collaboration" materials. This material outlines the roles and responsibilities needed to work with NTIS.

The OPD team has attended /participated in over 50 customer events, each including training events. Ms. Shaw shared the OPD team continues to reach out to panelists as well as participating on panels. There are better sources of leads than these; however, it provides insights into the agency based on what the panelist shared. The process is based on front-end research efforts and tends to have a long conversion rate to actual work.

Ms. Shaw shared highlights of the OPD focus of:

- Fraud analytics research;
- CHIPS Act;
- Contracting Procurement of “Another tool in the toolkit” strategy;
- Assistive Technology (DTA);
- “Follow the money;” and
- JVP focused leads.

Ms. Zavala shared that she over the years on the AB, has seen significant movement and was impressed with the customer engagement program/ business development efforts of the OPD team. She asked if we fully leveraged the JVP relationships. Ms. Shaw provided examples of recent engagements with the JVP and potential customers. Dr. Gaddam echoed Ms. Zavala’s comments and was impressed with the metrics in the presentation. He shared he recently took over as head of fraud at Wells Fargo, offering potential fraud insights for the OPD team.

Mr. Strickland, Associate Director, Office of Program Management (OPM), started by sharing the organization chart stating there have been no changes since the last meeting. Since there is a new AB member, Dr. Kitty Chan, he described in-depth the OPM organization chart. He shared the different functional areas within the OPM team, Program Management, Freedom of Information Act (FOIA), National Technical Reports Library (NTRL), Limited Access Death Master File (LAMDF), Risk Management, and Data Transformation and Access (DTA). Mr. Strickland stressed the team has been busy utilizing project life-cycle management with the accounts and made successful adjustments due to COVID with rotational teams.

He shared a summary of the NTRL to include goals, summary, authority and 5-year plan. The plan was a 3-year plan but has transformed into a 5-year plan. The overall plan is to continue to automate tasks within the process. This past year, the team was able to migrate to the cloud. Mr. Strickland stressed the importance of modernizing but balancing this with the costs. In FY 22, there were 23,278 documents added to the NTRL. This was a dramatic increase from previous years with the total documents of 5,717 in FY 2020 and 8,900 documents in FY 2021. If there is no automated feed, the agencies are emailing items. The Report Documentation page was shown sharing it will assist with moving these documents into a more automated process. Finally, there is movement toward a NTRL charter to automation. OPM has had a great deal of success adding interns to their team and plans to have more focus using them with the content.

Next, Mr. Strickland shared a graphic of the Limited Access Death Master File (LADMF) demonstrating the shift taken this past year with the certification and subscription modernization efforts. This focus was on the customer experience (CX). He shared the types of subscriptions and users of the LADMF. He highlighted the success of the team in these efforts.

The culmination of his presentation was the highlights of the project management work. Mr. Strickland emphasized the role NTIS has played in delivering outcomes to the public. USAID Presidential Malaria Initiative’s outcome with a decline of over 7M deaths from malaria within 29 countries. This project has been enhanced through multiple iterations over several years.

Typically, we see agencies stay with NTIS as they continue to innovate. He shared the Department of Education project for federal student loans was impacted by the loan forgiveness program. The SSA Special Notice Option (SNO) is continually growing with surge staffing currently in place at this time. NTIS is bringing in the workers onsite. He reported the impact as

over 2 million notices annually. He gave project overviews of FDA CDER BIMO, DHS PARM, CDC and NIST Forensic Science. The AB and NTIS paused for a short break.

After the break, Dr. Chraibi, Acting Associate Director, Data Service (ODS), began his presentation by describing the role of the data services office. He stated the role is to support NTIS' core goal by assisting federal agencies in their quest to harness data as a strategic asset and leverage innovative technologies to achieve their mission outcome. ODS supports several agency projects as a technical advisor and data science expert. Then, he shared the current ODS organization chart noting several vacancies, such as the Associate Director position and Data Scientist positions. He shared Dr. Ola Olude, detailee from the Department of Commerce, worked temporarily with the ODS team from May to September. The detail was two-fold that included trying to support NTIS and learn about the NTIS framework for future applications. The knowledge should help with providing solutions for the DOC Center of Excellence (COE).

The ODS is the lead in conducting the JVP merit review process. He stated it is designed to be a fair and equitable process to review JVP submissions. The main objective is to support NTIS's mission by fostering data science innovation which is a critical role at NTIS. In collaboration with OPD, OPM, financial team, legal team and senior leadership, Dr. Chraibi has been effective at supporting the new and existing projects at NTIS. He has been involved with initial meetings/communications with potential agencies as well as with ongoing projects. ODS has an integral role in promoting and communicating the NTIS value proposition.

Dr. Chraibi acknowledged the newest AB member, Dr. Chan and shared the framework and background for the ODS function. He shared that the framework is grounded in the JVP authority. As part of the overview, there were three main steps involved of:

- Ideate/Conceptualize
- Propose/Evaluate
- Implement

Unique pathway for federal agencies to leverage data innovation and emerging technology. He shared several projects and the national impact provided from our work, such as evidence base decision-making, transformation of processes, fraud and anomaly detection, Artificial Intelligence (AI), Machine Learning (ML), Natural Language Processing (NLP) and augmented intelligence. The NTIS public-private partnership allows for the maximization of resources for effective delivery. There are over 40 JVPs with the capability of adding more through the Federal Register Notice currently posted. Dr. Chraibi shared we have a flexible and expandable ecosystem for JVPs.

He added to the overview of the data and innovation projects shared earlier on HHS OIG fraud, DOL cloud-based data platform, and USAID malaria combatant identification and low-cost solutions. In the presentation, a chart of current JVP were shared. Dr. Chraibi reminded the AB that the partners have the ability to partner with other companies and institutions to form solutions. Since the last meeting, there were two merit review processed completed - Health Resources and Services Administration (HRSA) and HHS Modernizing Program Integrity Initiative Objective (MPII).

In the current federal landscape, the Federal Data Strategy (FDS) encompasses a 10-year vision to accelerate the use of data to deliver on mission, serve the public, and steward resources while protecting security, privacy, and confidentiality. The tenants of the DOC data ethics framework

were provided as part of the federal landscape. Dr. Chraibi was asked to chair one of the data ethics working groups

There are several Executive Orders (EO) in support of the FDS that were shared as part of the presentation:

- EO 13859: Maintaining American Leadership in Artificial Intelligence.
- EO 13960: Promoting the Use of Trustworthy Artificial Intelligence in the Federal Government.
- EO14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- EO14028: Improving the Nation's Cybersecurity.

Finally, he shared other noteworthy initiatives to include the AI Bill of Rights issued by the White House, NIST's Risk Management framework, and responsible AI Guidelines in practice.

Mr. Capella began discussing the Office of the Chief Information Office structure. He highlighted the work of Ms. Levesque and Mr. Baisa supporting infrastructure and security respectively. He shared the CIO team was strong but thin. Next, he went through the major IT efforts to include cloud migration, and the DTA migration. Regarding the cloud migration, Mr. Capella shared the Denver site is closed down completely. Some other IT efforts still in progress are the rebuilding of applications and migrating to the cloud. Noting the financial applications will be migrated soon.

The goals of the OCIO are not just a reduction of cost but also include ensuring a stable, functioning set of infrastructure and applications. Mr. Capella defined reductions to include cost as well as deployment times. The primary focuses of the OCIO are the stability and functionality of the deployment of new tools.

He affirmed the importance of the DTA project work. The new DTA application is being built from scratch following the steps shared during the presentation. The new DTA application will be run in parallel with the existing one until it is stable and consistent. Once satisfied with the new application, it will be deployed to each of the three DTA projects. The steps for this action are outlined as:

- Step 1. Organizational and IT Environment Discovery
- Step 2. End User Needs Analysis
- Step 3. Solution Development
- Step 4. Migration Planning
- Step 5. Automation
- Step 6. Build the Target Environment
- Step 7. Initiate Test Migrations
- Step 8. Cutover
- Step 9. Transition to Operations and Maintenance (O&M)

Dr. Gaddam asked if the NTIS team was solely working on the deployment and rebuild. Mr. Capella responded that the effort was both inhouse and contractors - applauding the talented staff of the OCIO team.

Ms. Patterson, the Deputy Chief Financial Officer, shared her organization's structure had not changed from the OCFO. The NTIS OCFO team is responsible for providing the NTIS monthly

reports and analysis of NTIS financial situation. She shared the OCFO team is still working on reporting out from the Commerce Business System (CBS) because the level of data needed is not readily available from CBS.

She shared the FY 22 projections were not as predicted due to the expense of the migration to the Cloud, rebuilding current applications, unexpected reduction in DTA activities to include student loan program changes, and unexpected delayed implementation of a major program. This resulted in the negative net of \$1.3 M. The FY 23 projects have not been finalized.

The net cost by Line of Business as of September 30, 2022, is shown below. Ms. Patterson stated part of the impact was due to reductions in Data Science Innovation Services. Additionally, the Data Accessibility Services has remained relatively stable with a smaller reduction in comparison to previous years. For the NTRL, we have been able to reduce cost; however, no revenue comes in from this work. Mr. Capella added that the data science work was impacted due to COVID because of this many agencies took a conservative approach to innovation. Further, he shared that NTIS does not see this trend as we move forward. There are several projects that are slated to begin this FY and will have a positive impact on the bottom-line.

| Line of Business | | FY2020 | FY21 March 2021 | FY2021 | FY22 March 2022 | FY22 |
|----------------------------------|---------|--------------|-----------------|--------------|-----------------|--------------|
| Data Science Innovation Services | Revenue | \$38,806,593 | \$15,057,483 | \$26,261,750 | \$8,248,926 | \$23,861,155 |
| | Cost | \$37,188,881 | \$14,680,135 | \$25,859,350 | \$8,002,696 | \$23,363,624 |
| | Net | \$1,617,712 | \$377,348 | \$402,400 | \$246,230 | \$497,531 |
| Data Accessibility Services | Revenue | \$30,775,769 | \$14,342,770 | \$30,214,650 | \$15,524,755 | \$28,365,847 |
| | Cost | \$29,168,292 | \$14,215,040 | \$29,613,251 | \$14,298,483 | \$27,661,950 |
| | Net | \$1,607,477 | \$127,730 | \$601,399 | \$1,226,272 | \$703,897 |
| Data Subscription Services | Revenue | \$5,911,872 | \$1,481,863 | \$2,666,519 | \$1,090,768 | \$2,029,148 |
| | Cost | \$5,907,300 | \$1,666,735 | \$2,740,757 | \$1,246,775 | \$2,687,056 |
| | Net | \$4,572 | -\$184,872 | -\$74,238 | -\$156,007 | -\$657,908 |
| Legacy Business | Revenue | \$4,032,343 | -\$2,452 | \$0 | \$0 | \$0 |
| | Cost | \$3,068,362 | \$30,030 | \$34,632 | \$0 | \$0 |
| | Net | \$963,981 | -\$32,482 | -\$34,632 | \$0 | \$0 |
| Technical Clearinghouse (NTRL) | Revenue | -\$2,020 | \$0 | \$0 | \$0 | \$0 |
| | Cost | \$1,920,343 | \$761,779 | \$1,541,938 | \$708,390 | \$1,480,167 |
| | Net | -\$1,922,363 | -\$761,779 | -\$1,541,938 | -\$708,390 | -\$1,480,167 |

Ms. Shaw moved into the AB discussion portion of the agenda. She stated this section will allow the Board to provide feedback on the current status and suggest areas where we could focus to further improve NTIS performance then introduced Dr. Gaddam.

Advisory Board Discussions/Recommendations for NTIS

The AB discussed what had been shared and provided additional feedback specifically focused on how to move forward, what NTIS can do to improve, and capabilities to target:

1. Dr. Gaddam started with opportunities information on the Death Master File (DMF) to enhance the data. He shared gaps within the data sources and the way data is contributed back at the state level provided single sign on like ID.me

- a. Mr. Capella recognized the DMF has been truncating over time. He shared that the majority of the states are using these records as a source of income and there is no centralization of the data. NTIS is constrained to share anything other than the current form of the DMF. Mr. Strickland affirmed the current model sharing that previously, all the state information was centralized.
2. Dr. Gaddam asked if there is a way to tap into capabilities from a shared service model. This would resolve a level of complexity for the users of the DMF data.
 - a. Mr. Capella shared this would take a legislative action. NTIS suggested this type of model to SSA as a value add. Mr. Strickland stated he would provide this as feedback to SSA.
3. Ms. Zavala had a general question to the NTIS team sharing that the federal government is further along in the data space - couple years in Evidence Act, Data Strategies and CDO representation. She shared insights from DOD Chief Digital and Analytics Officer who essentially stated much of the focus is not only on trustworthy AI but getting the data house in order. Moving to the basics is needed for good data to really impact data driven decisions. She asked if we seeing this movement in the federal space and what is the impact for future projects?
 - a. Mr. Capella shared that there is more of a movement to incrementally absorb all solutions into the mainstream, so AI becomes a part of the mix. Often it is not recognized that there are AI tools in the background. Ms. Shaw stated there is a movement toward the fundamental building toward the full solution. Ms. Zavala recognized the discussion on RPA and the role NTIS could play. In the RPA space, NTIS could have part of the portfolio as the “everyman’s AI.” Mr. Burciaga shared the trend of hiring the CDO then CDAO and now the Chief Data Analytics and Automation Officer (CDAAO) supporting a broader base approach.
4. Dr. Chan shared it was amazing to see the accomplishments of NTIS with such a lean team. She recognized that all projects while could be similar yet there are unique differences that are dependent on the organizations. She followed this with asking if there are common reasons for agencies to keep coming back. She asked about bringing on new customers through a new ecosystem. This could be accomplished through events where every month or two months agencies could have discussions with other current customers so they can learn from each other.
 - a. Mr. Capella shared there were three organizations that were not part of the “repeat customer” category. He segmented these into three groups. One used a third party to develop a contract after we helped them grow to a maturity level. The second agency was still working toward their data science capabilities. The last one, matured then decided to go inhouse. They came back to NTIS and now we are doing higher level AI efforts. Dr. Chan stated that it was good to see that agencies come back even after they have matured recognizing that NTIS has expertise in data innovation solutions. Mr. Capella shared we have tried several approaches and liked the idea of workshops, IG outreach, and engaging our services to assist agencies in the preliminary stages. Word of mouth has been strong in breaking the barrier for new work. Dr. Chan asked if others could contribute or charge a fee toward the effort of forums. Mr. Capella said he would need to discuss options further with legal.
 - b. Ms. Zavala added to the discussion asking about the ability to give data literacy training as well as workshop on data discovery session. This would assist with a more targeted pipeline.

- c. Mr. Burciaga shared he could get us in touch with Jordan Morrow, the “Godfather of Data Literacy.” It was shared Mr. Morrow has provided sessions with the Department of the Army.
- 5. Mr. Burciaga appreciated the list of the JVPs and looked to see if there was industry recognition then asked about success metrics and what the results yielded.
 - a. Dr. Chraibi began by sharing that NTIS was proud of the outcome of the projects citing several examples. There have been a few agencies that report out their results so absent their permission it is difficult to quantify. Mr. Burciaga acknowledged and suggested for us to begin with a basic count and duration of projects against each JVP for internal discussion. Mr. Capella shared there may be another metric that includes how many JVPs bid on a project. He will verify with legal who the data can be shared with or if it can be published.
- 6. Dr. Gaddam asked if there could be a more in-depth survey created that could be generated for specific projects after the work is completed.
 - a. Mr. Capella affirmed that we could have that information; however, shared that it was a relatively small sample base.

Review Feedback and Action Items:

A discussion over the closed items occurred with no additional questions or comments.

- 1. Dr. Gaddam focused on the post-COVID actions at NTIS. Post-COVID represents a tremendous opportunity for talent acquisition absent geographical restrictions. He recommended seeking talent to include new college graduates/interns to augment the current staff. NTIS will investigate further and provide an update.
Status: Ongoing - NTIS will seek out college hiring and other programs, especially in light of the opportunities presented by potentially expanded widening remote work options. Greg Capella POC
- 2. Dr. Gaddam suggested outreach through events such as RSA, and cyber security events as another type of outreach. Securing a booth would allow sharing of information on how to work with NTIS and JVP.
Status: Ongoing – Recommend waiting for a new Director as there are concerns with resources including bandwidth and funding. Liz Shaw POC
- 3. Ms. Zavala suggested exploring positioning NTIS case studies in the ACT-IAC Innovation Inventory.
Status: Ongoing - Sent message to ACT-IAC in Oct for inclusion and link to our website. The Information is current on the Periodic Table of Acquisition Innovations | FAI.GOV. Ms. Zavala shared she would provide the contact for Carol Miller focuses on the data forums at ACT-IAC. Innovation Counsel working with USDA on data challenge with HBCU. Liz Shaw POC.
- 4. Mr. Burciaga suggested the SBA and the registry of the hub zone certified could be valuable for the JVP program.
Status: Ongoing – An email was sent to Mr. Burciaga on July 25th, but as of today there’s no update. Randy Caldwell POC.
- 5. Mr. Burciaga was willing to share thoughts on additional organizations for promoting the JVP program.
Status: Ongoing – An email was sent to Mr. Burciaga on July 25, 2022, but as of today there’s no update. Randy Caldwell POC.
- 6. Ms. Zavala suggested NTIS explore offerings of AI trust assessment capability and ML operations insight.

Status: Ongoing – NIST is planning to release the first version of the AI Risk Management Framework in early 2023. NTIS is following closely this process. Chakib Chraibi POC.

7. Ms. Walsh asked that NTIS anticipate future demand for AI regulations or future EOs. She emphasized how NTIS could support agencies with transparent and ethical AI frameworks. Mr. Burciaga suggested adding a “front door” to access information on NTIS. He shared he could assist with exemplars for the front door concept. As part of this concept, Dr. Chraibi would like to explore adding whitepapers.

Status: Ongoing - Chakib has spearheaded the initiative to develop a Data Ethics Framework at DOC. The report is in the process of being cleared for publication. Chakib Chraibi POC.

8. The Board asked for any companies that may be willing to help with digitization. Mr. Burciaga shared the Board could assist by asking for Mr. Strickland to follow up.

Status: Ongoing – The NTRL team would like to follow up on this offer during the 1st half of FY2023. Wayne Strickland POC.

9. Dr. Gaddam asked if we have or can measure the social media engagement/outreach. Linked-in, keywords, and social media postings are a few areas for consideration. In the age of COVID, Dr. Gaddam felt that digital outreach opportunities are an important part of the outreach strategy

Status: Ongoing – As of September 2022, the NTRL team has a new intern focusing on social media. Wayne Strickland POC.

10. Mr. Burciaga suggested step 2 adding digitalizing to the initial FCPS work.

Status: Ongoing – The digitization project with Fairfax County Public Schools has been on hold since the Summer of 2022; Looking to resume in November 2022. Wayne Strickland POC.

11. Mr. Burciaga brought forth an earlier idea of Analytics Maturity Model Certification for consideration with the NTRL. Further asked for consideration in the NTRL plan includes NTRL features, functions, or capabilities that could be shared as future releases over the next 3-years.

Status: Ongoing – The focus has been to get NTRL into the cloud; manually increase content with intern support; work with OCIO to upgrade automated feeds into NTRL. Wayne Strickland POC.

12. Mr. Burciaga thought the idea may have some merit as a clearing house that could eventually be added to the NTRL supporting NTIS status in data brokerage.

Status: Ongoing – The focus has been to get NTRL into the cloud; manually increase content with intern support; work with OCIO to upgrade automated feeds into NTRL. Wayne Strickland POC.

13. Combined Items 3 & 9. Mr. Burciaga asked if NTRL has a future road map for the evolution over the next 3-5 years. Mr. Strickland will share with the Board the 3-year plan once completed. Combining the previous item 11 to this effort “Mr. Burciaga recommended NTRL as a Service and NTRL as a governance service. NTIS will investigate and provide an update.”Mr. Burciaga suggested we investigate finding ways to monetize the NTRL using scraping of reports as a value-added naming it as “Information/Insights as a Service” as an offering. Mr. Burciaga shared that the largest opportunity should be in the NTRL and data subscription comparing the opportunity to Netflix and iTunes. Mr. Burciaga offered another session to assist with this initiative. NTIS will schedule a session to investigate and explore further.

Status: Ongoing – An update to the 3-5 year modernization for NTRL will be presented at the next FACA meeting. The plan will be a 5-year plan. This is considered closed.
Wayne Strickland POC.

14. Mr. Burciaga recommended that we work with Dr. Chraibi to hire practice leads in specific fields such as data engineering and operations, automation, cyber analytics, and supply chain analytics. He suggested that Dr. Chraibi look at chapters and sections to help with the ODS organization.

Status: Ongoing. This item is on hold until feasibility is established. Chakib has been participating in several organizations and initiatives to stay abreast of developing needs.
Chakib Chraibi POC.

15. Mr. Burciaga shared the DOD Cybersecurity Maturity Model Certification (CMMC) suggesting NTIS consider Analytics Maturity model certification or Ethical AI certification.

Status: Ongoing. Chakib has participated in preparatory meetings of the Responsible AI Institute. Other organizations have spawned to offer similar services. Chakib has been participating in meetings and presentations organized by GSA-TTS. Chakib Chraibi POC

Pending Items:

16. Dr. Gaddam shared his willingness to assist with the R&D labs similar to the introduction to Carnegie Mellon.

Status: Pending additional resources. Concerns over the bandwidth so Dr. Gaddam suggested placing this in the parking lot and revisit when additional resources are available. ODS and OPD POCs.

17. Mr. Burciaga recommended the OPM team meet to whiteboard actions toward the direction of quantified results. He reviewed Slides 22 and 23 recommending what happened as an outcome but shared we did not quantify as “man-hours”, “lives saved” or “dollars and cents.” He offered to participate. NTIS will schedule the meeting to include the Board members.

Status: Pending. He shared that as we are looking at strategies to have the client agency’s provide the metrics and project values. Wayne Strickland POC.

18. Mr. Burciaga asked if there was any thinking toward a NTIS hack-a-thon. He felt that the large trove of data available coupled with the JVP could be the basis for the quarterly or semi-annual hack-a-thon. This may be an excellent incubator. This recommendation could allow NTIS to sponsor the “problem du jour” at one of the agencies. NTIS will explore and provide an update at the next FACA meeting. 10-27: Mr. Burciaga suggested doing this with another entity and can provide potential hackathons to investigate.

Status: Pending a new Director.

19. Mr. Burciaga’s organization focus included the impact of telework. He asked that NTIS consider how post-COVID changed how NTIS operates. He suggested NTIS looks at provided data for platforms as a JV opportunity – Analytics as a Service; Insights as a Service and Platform as a Service. NTIS will investigate and provide an update.

Status: Pending a new Director. Mr. Capella shared there are constraints based on Department policy.

20. Dr. Gaddam shared the Board has strong alumni relationships that could be leveraged so NTIS will reach out to obtain the contacts. Ms. Zavala and Mr. Burciaga felt there are clear opportunities with community colleges for interns to work on capstone projects as well as data work citing examples with DOD. Mr. Burciaga thought the idea may have some merit as a clearing house that could eventually be added to the NTRL supporting NTIS status in data brokerage.

Status: Closed. Wayne Strickland POC.

21. Dr. Gaddam and Mr. Burciaga shared NTIS should explore focusing on cyber specialization and cloud. Further consideration to an IT lead for a Center of Excellence (COE) on automation analytics and AI as well as cyber and cloud. He shared IT should consider having a person lead the COE and supporting the ODS team. NTIS will investigate the feasibility of a lead for the COE structure.

Status: Pending a new Director

A summary overview of the recent activities was shared:

| Item # | Actions | Actions |
|--------|-------------------|---------|
| 1 | Actions Completed | 3 |
| 2 | Pending | 6 |
| 3 | Ongoing | 15 |
| 4 | Total | 24 |

Member Wrap up Discussion and Public Comments


Ms. Shaw opened the floor to the public, asking if anyone from the public had any comments. After hearing none, Ms. Shaw turned the meeting over to Mr. Capella and Dr. Gaddam for the closing remarks. Mr. Capella shared this was likely his last FACA meeting. The AB wished him luck with his new endeavors.

Board Governance/Administration

The minutes will be shared coordinated internally, and then with Dr. Gaddam. Absent no additional comments the meeting was closed.

Adjournment

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.


Dr. Ajit Gaddam
Chairman
National Technical Information Service Advisory Board

Mr. Gregory Capella
Director (A)
National Technical Information Service

These minutes will be formally considered by the Council at its next meeting, and any corrections or notations will be incorporated in the minutes of that meeting.