

**National Technical Information Service (NTIS)  
Advisory Board (AB) Meeting Minutes  
June 24, 2024**

**Location**

The Advisory Board (AB) meeting was held on-site and virtually on June 24, 2024. The National Technical Information Service (NTIS) address is 5301 Shawnee road, Alexandria VA.

**Attendance**

The following Board members participated in the meeting: Chair of the Advisory Board (AB) Dr. Ajit Gaddam, and Dr. Stoney Trent, were in person at NTIS location. Ms. Diana M. Zavala, and Dr. Kitty Chan participated virtually. Mr. Aaron D. Burciaga was not able to attend the meeting.

NTIS senior staff participants included: NTIS Director Jeremiah Jones, Chief of Staff Rosio Harris, Deputy Chief Financial Officer Andrea Patterson, Chief Information Officer Leigh Anne Levesque, and Alternative Designated Federal Officer Steven Holland.

NTIS had guest presenters from General Service Administration (GSA), U.S. Open Government Secretariat attend to present information about their Open Government Partnership. Director Daniel York and Mr. Arthur Brunson were in attendance.

The Office of the General Counsel Monica Trucco attended virtually to present the FACA Ethics Training.

**Welcome/Opening Remarks**

Mr. Steven Holland, in the capacity of the Alternate Designated Federal Officer (ADFO), opened the meeting with introductions and an overview of the establishment and purpose of the AB. The slide presentation was advanced by Mr. Holland throughout the meeting. Mr. Holland provided that this meeting would be in a different format from past meetings, based on guidance from NTIS Director. This meeting focused on the new Director's vision for NTIS.

Mr. Holland then shared that the meeting would be recorded and transcribed for note taking purposes for the meeting minutes. Mr. Holland also shared that there will be time at the end of the FACA meeting for public oral comments with speakers selected on a first-come, first-serve basis. Each speaker would be limited to 5 minutes.

The meeting started with the Office of the General Counsel Monica Trucco providing the FACA Ethics Training for 30 minutes.

Then the meeting continued with a presentation from the General Service Administration, U.S. Open Government Secretariat Director Daniel York for 30 minutes. Once this presentation was concluded the GSA team left the building. The only remaining participants were members of the AB and NTIS senior staff. There was a break for 15 minutes before the FACA meeting started.

Then Mr. Holland briefly reviewed the agenda items:

<b>NTIS ADVISORY BOARD (Virtual)</b> <b>National Technical Information Service</b>
---

**WebEx Link:**[Click here to join the meeting](#)

Phone: +1 804-215-3233,894318942#

**June 24, 2024 from 12:30 PM to 4:30 PM**

**AGENDA**

**I. NTIS Mission and Operational Update**

12:30 – 12:45 PM	<b>Call to Order and Introductions of Board Members</b> <ul style="list-style-type: none"><li>• Steven Holland, Alternate Designated Federal Officer</li><li>• Jeremiah “JJ” Jones, NTIS Director</li><li>• Dr. Ajit Gaddam, Advisory Board Chairman</li></ul>
12:45 – 1:15 PM	<b>DOC Office of General Counsel Ethics</b> <ul style="list-style-type: none"><li>• Monica Trucco Office of General Counsel</li></ul>
1:15 – 1:45 PM	<b>General Service Administration U.S. Open Government Secretariat</b> <ul style="list-style-type: none"><li>• Daniel York, Daniel Pomeroy, and Arthur Brunson</li></ul>
1:45 – 2:00 PM	<b>15-minute break</b>

**II. Discussion with Board Members**

2:00 – 2:30 PM	<b>Business Update Revenue, Expense, and Investment</b> <ul style="list-style-type: none"><li>• OCFO</li><li>• OCIO</li></ul>
2:30 – 3:15 PM	<b>Director’s Update and Transformation Plan</b>
3:15 – 4:00 PM	<b>Member Discussion</b>

**III. Summary and Close**

4:00 – 4:25 PM	<b>Members wrap up discussion and public comment</b>
4:25 – 4:30 PM	<b>Adjourn meeting</b>

\* Speakers will be selected on a first-come, first-served basis. Each speaker will be limited to 5 minutes. Questions from the public will not be considered during this period.

The meeting was started, and Mr. Holland introduced Ms. Patterson to present the Business Update Revenue, Expense, and Investment.

## **Business Update Revenue, Expense, and Investment:**

Ms. Patterson stated that NTIS has a new director. So, we've been making some changes and working a lot on repositioning NTIS. We went through an exercise to reallocate funds. So, we reallocated more than \$2,000,000.00 to assist the agency in achieving long term viability and financial solvency by 2027, part of this was to establish a partnership with a Federally Funded Research and Development Center (FFRDC) that began in late April. The efforts included developing a modern, business-like fee model, launching a government wide accessibility service, and streamlining our operations and processes to achieve efficient and effective outcomes. NTIS has been going through that exercise. This exercise will be ongoing throughout this fiscal year FY2025. NTIS wants to make sure in working with this FFRDC that we can get work through our financial position, work through how we are doing our fees. NTIS has had different iterations as we've changed through systems over the years, but we're looking at it in a different light now and potentially with some of the changes with our investment in our human capital. NTIS brought on some more staff for the Office of the Director. NTIS had basically no staff in the Director's office, so we've onboarded some new team members as well as in the Office of Data Services. We have so far on boarded one new data scientist. We have another coming on board in the beginning of July. NTIS still has a vacancy in the Office of Chief Financial Officer, but that is in process as well. We have an individual selected and were going through that process.

These roles we potentially believe they will be revenue generating roles and we're going to work with that having these different team members on board to change our financial model and change the way our percentages work to better sell our services. This is an ongoing process, so we're making these changes in fiscal year 2024 to become more effective in fiscal year 2025.

## **Investments to Reposition NTIS**

NTIS invested more than \$2 million in priorities that will assist the Agency in achieving long-term viability, financial solvency, and Transformation.

- **Established a partnership with a Federally Funded Research and Development Center.** Efforts included:
  - Developing in a modern, business-like fee model.
  - Launching a Government-wide Accessibility Service.
  - Streamlining operations and processes to achieve efficient and effective outcomes.
- **Invested in our human capital.** Effort includes revenue generating roles:
  - Office of the Director
  - Office of Data Services
  - Office of the Chief information Officer

Ms. Patterson concluded her presentation and passed it over to NTIS Director.

## **Director's Update:**

NTIS Director stated that for those who have not had the benefit of spending time with NTIS since his directorship started in October, one of the things that I've been consistent on is changing the format for these Advisory Board meetings to be mutually beneficial. You're our partner as Dr. Gaddam talked about earlier as well as you know, as my team has heard me say, federal advisory committees are unique things. You do not see everyone getting the opportunity to have a federal advisory committee. Every agency does not get the authority to use these, so the next few slides that I'm going to take us through is following up on a commitment that I made back in November when we met before. I prefer efficient

meetings and so I should have prefaced this meeting by saying we've allowed 4 hours for it, but I doubt we will need 4 hours. I prefer conversations over presentations and so I will do my best to go through the slides quickly so that we can have a discussion on both what these slides talk about and then the larger discussion that we're going to have. So, Steven let's go to the next slide and I'll park here for a second.

### **Director's Update continued:**

So, when we first met in November, I promised to come back with not only an update on what we as an agency have been doing and certainly what I've been doing over my first few months, which interesting this is my 9<sup>th</sup> month this month, but also set out elements of the vision for NTIS. Soon I will share with you the nine-month journey, if you will, that I've been on what I've learned, what we've learned and more importantly what we've done to set us on a different path and at the end of this presentation, I'll ask the board some questions on how best to leverage the expertise of the board to help implement this transformation strategy.

Nine months feels like a lifetime ago, but I feel like I'm delivering my state of the NTIS Address since October of last year, I've been busy by engaging in new partnerships as the GSA presentation just showed, but also in doing the work that goes into a rebrand, a repositioning or eventually an evolution of an organization that can and must be different and do better.

Our mission NTIS's mission, the value we offer and have offered for over 70 years remain relevant today. However, I need the board's help, and I need your advice, your expertise, your insight, your leadership and more importantly, I need your honesty on how we can accelerate some things to take use forward into the new chapter of NTIS.

### **Key Highlights**

- Since October 2023, NTIS has engaged more than 20 Federal Departments and Agencies, while elevating our profile within the Department of Commerce.
- The mission and value of NTIS remains intact; however, we have opportunities to realize both, with a bold new vision, and actions that support this vision.
- The role of the NTIS Advisory Board is critical to our future success

So, before I joined the Department of Commerce in July of 2022, I admit that I had never heard of or knew anything about the National Technical Information Service, and I feel like I'm pretty educated on things that are happening across the government. Since this is my sixth department or agency, but if I didn't know anything about it, I said I must presume there are a lot of agencies that didn't know much about NTIS. So, my first nine months we've spent considerable amount of time reintroducing ourselves to some agencies and some in some cases, for example, we partner with the US Census Bureau before we've done work with the Department of Energy before. But in other cases, we are introducing ourselves to these organizations. We're talking about the different authorities that we have, the capabilities that we have and more importantly why they should want to partner with us. These engagements I hope will set us on a path to be able to realize the fruits of these engagements of labor starting in fiscal year 2025.

### **SAMPLE: Engaged 24+ Federal Agencies**



## Director's Update continued:

NTIS is one of 13 major bureaus or federal agencies in the Department of Commerce. We're a federal agency, but inside commerce, the nomenclature is bureau. However, NTIS has not always had a seat at the table. That was befitting of an agency head. And so, within our first nine months, we've spent time changing that. Since I've been the Director NTIS has been added as a principal level Participant 2 brand, new Department of Commerce committee. So, the commercial Space Coordinating Committee as well as the Artificial Intelligence Governance Board and by nature of us being a Bureau, we've always had a relationship, with the Department's Management Council.

As Ms. Patterson said earlier, we've been focused on filling some critical leadership positions as the NTIS Staff has heard me say before, we face several challenges. I did inherit an infrastructure around the director that isn't aligned with how I would prefer to turn around an organization, so we did make some investments within the two organizations that I'll spend some time talking a little bit more about later.

So, before I begin talking about this partnership and the Federally funded Research and Development Center that Ms. Patterson talked about earlier, let me take a moment to Orient those who have never interacted with and a FFRDC or those from the public who may be listening in on the conversation. That would just like to know a little bit more about what federally funded research and development centers are about.

They bring unique organizations or instruments. They bring unique capabilities and resources to help federal agencies solve critical problems. What I've learned about transforming organization, particularly government organizations, since this is my 6<sup>th</sup> as you need the right partner, you need partners that share in your commitment to serve the public. Any partners that are willing to co-create solutions versus having you co-depend on relying on them to implement those solutions and that's why NTIS is sponsoring and FFRDC know as MITRE, which is a consortium of different FFRDCs.

To support our efforts to transform our agency through this partnership, we will focus on three key areas and admittedly there is a lot more than these three areas, but these three areas that we're talking about are established strategic management system build, new capabilities and pilot new data product services and offering because that's really one of the benefits of having MITRE as our partner, one they understand how to advise on what it takes for a government agency to be efficient and effective. They bring state of the art technology and capabilities to the relationship.

## Onboarded Key Capabilities



Onboarded our FFRDC Partner that brings to NTIS, skills, capabilities, and state of the art technology. Together, we will:

- Establish a Strategic Management System
- Build New Capabilities
- Pilot New Data Products, Services, and Offerings

# MITRE

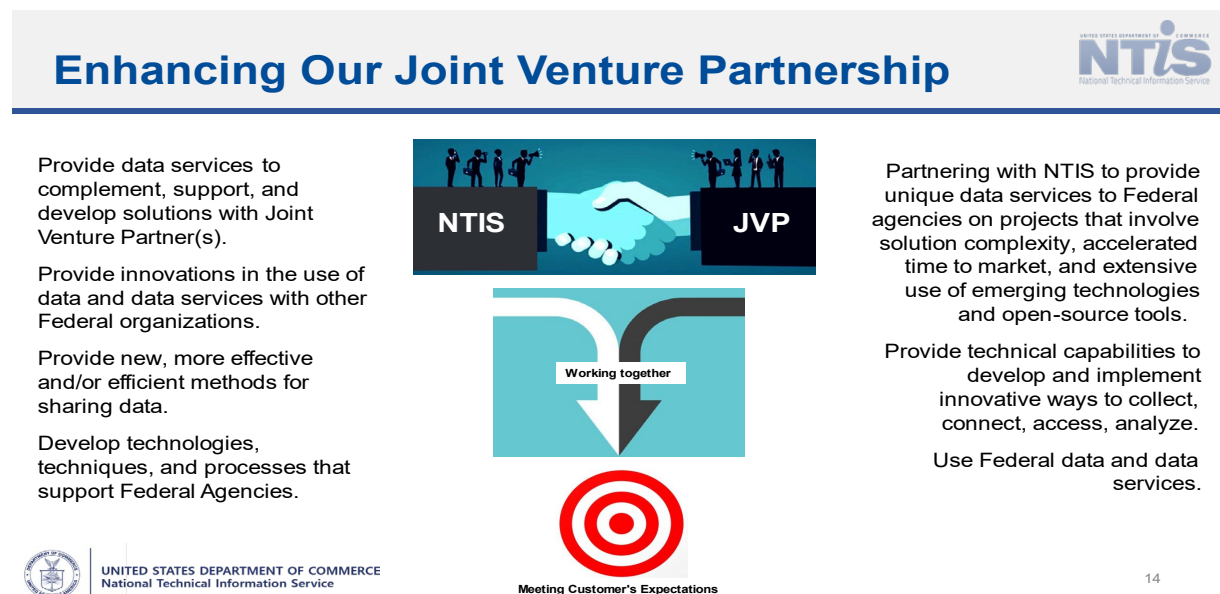


## Director's Update continued:

We've spent the first nine months looking at our Joint Venture Partnership model through a different lens. NTIS authority to enter joint ventures with non-government entities is unique, as I have learned in my first nine months, this authority has enabled NTIS mission to remain relevant to this thing because we rely on this partnership, one for skills and capabilities and sometimes tools and knowledge. However, we can and must do better to realize the full value of this authority. What I have instructed our team to do is to begin co-creating solutions with the joint venture partner versus simply bringing into the relationship, project management and financial management. We are now going to inject the Office of Data Services as a key component to our revenue generating activity. This co-creation aligns with the agreements or partnerships with these organizations that are designed to be complementary.

It is the expectation that or is the partnerships expectation that we will provide data services that complement and support and develop the solution of a joint venture partner. We have not always been able to do that and on the joint venture partner side, it is the expectation of ours that they will come up with different technologies and capabilities and processes on how to use federal data and data services. However, this change, this enhancement to this framework is mutually beneficial to both NTIS and the joint venture partner.

I've learned in my first nine months even though the authority to enter into these agreements aren't covered by the Federal Acquisition Regulation (FAR), a lot of our customers still look at a partner behind their badges or their doors or their systems, akin to contracts. Agencies are not always willing to share information readily with private sector entities, which is why having our data scientist and those from the Office of Data Services as a contributor and co-creator of some of these solutions can address some of those concerns.



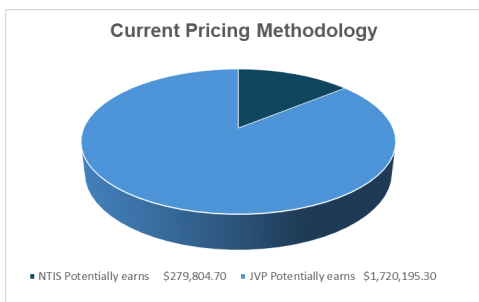
What I wanted to do for the board today was to give a comparison approach under our current fee structure to a notional approach to fee structure based on NTIS bringing to the Partnership Project Manager, financial management services and the data science that is envisioned within our Office of Data Services. For example, we've taken a \$2 million project. We have applied the current model, and we've

have applied a notional methodology that presumes a percentage of the work being done by our Office of Data Service and so thus the revenue share would be proportionate to where the work takes place versus applying a model. There have been some challenges for us to realize some of the cost benefits that is envisioned for us having a revolving fund.

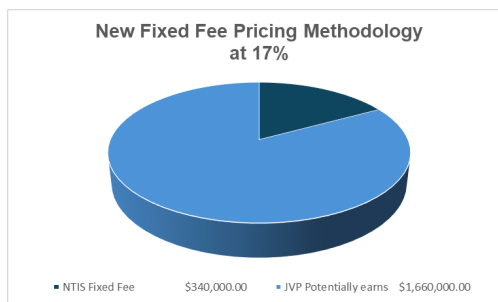
## EXAMPLE: NTIS New Fee Structure



Comparison based on \$2 million dollar project



NTIS Potentially earns \$279,804.70  
JVP Potentially earns \$1,720,195.30  
Total Budget Amount \$2,000,000.00



NTIS Fixed Fee \$340,000.00  
JVP Potentially earns \$1,660,000.00  
Total Budget Amount \$2,000,000.00



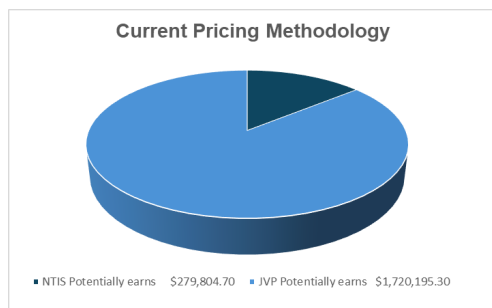
UNITED STATES DEPARTMENT OF COMMERCE  
National Technical Information Service

15

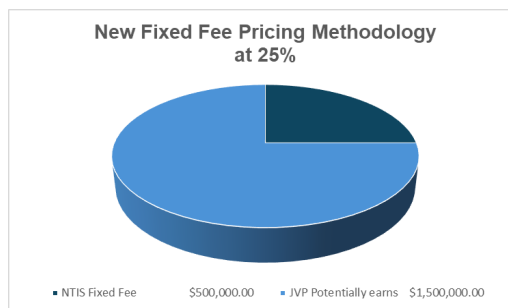
## EXAMPLE: NTIS New Fee Structure



Comparison based on \$2 million dollar project



NTIS Potentially earns \$279,804.70  
JVP Potentially earns \$1,720,195.30  
Total Budget Amount \$2,000,000.00



NTIS Fixed Fee \$500,000.00  
JVP Potentially earns \$1,500,000.00  
Total Budget Amount \$2,000,000.00



UNITED STATES DEPARTMENT OF COMMERCE  
National Technical Information Service

17

## Director's Update continued:

NTIS Transformation, we must change. I want to explain why this change and more importantly why this must be different for our future. NTIS did not get here overnight, and this didn't just happen in the past nine years. There were decisions that predate many of you who are certainly board members, but including some who are new to the NTIS family.

We reduced our revenues, for example, without reducing our expenses. In some instances, we had \$160 million in projects in 2015 which we reduced by close to \$100 million, but we still had \$167 million dollars in operating costs. We did not have a strategy to recover from this. We continue to offer products and services that don't fit in an open government digital information age. We had microfiche, we had computer products and services that doesn't fit in a digital or an information age. We failed to generate sufficient revenue. This reduced our proceeds that enable us to offer the products and services that agencies need, the good news is these challenges are in surmountable, but we need to acknowledge that this happened.

I have outlined 4 strategic priorities for NTIS. The first was launch new products and solutions that make governmental information accessible and available. The second is achieve long term self-supported status. We have and need congressional appropriation, but long term self-supported status requires you to change and do some things differently. The third is to take care of the NTIS workforce. The fourth is to build a stronger operating model that we will need for the future.

## TRANSFORMATION: Strategic Priorities



The Director has outlined **four** strategic priorities that will guide the Agency's Transformation:



**Make Government Information Accessible and Available**

**Take care of the NTIS Workforce**



**Achieve long-term, self supported status**

**Build a stronger operating and governance model**



UNITED STATES DEPARTMENT OF COMMERCE  
National Technical Information Service



# TRANSFORMATION: Framework

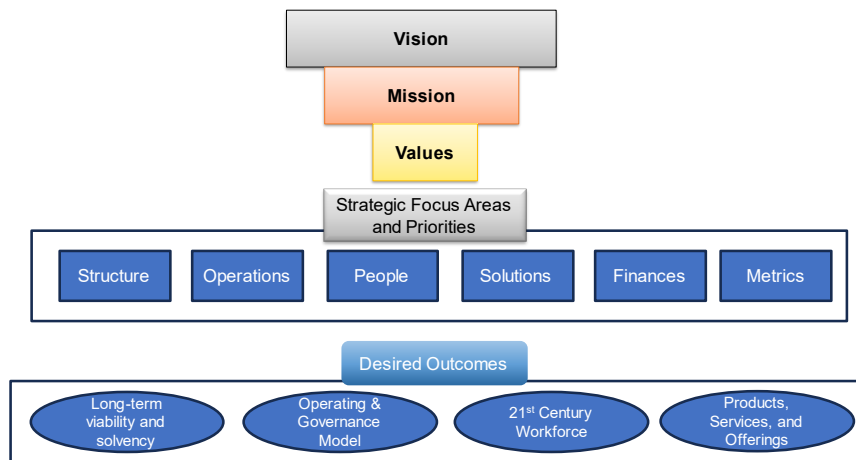
**Good News:** No single Federal Agency can help Federal Agencies collect, use, secure, analyze, and disseminate scientific, technical, and engineering information.

## Transformation Focus Areas

- Workforce
- Operating and Governance Model
- Products, Services, and Capabilities
- Technology and Tools



# PRIORITY: Our Strategy



NTIS is developing a multi-year, long-term Strategy that will guide the Agency's activities for the foreseeable future.



## PRIORITY: Our Workforce



### Imagine the future

We will define the skills, knowledge, and capabilities that NTIS will need to successfully transition to a Data and Digital Servicing Agency

### Engagement

We are building communications and engagement channels to keep our workforce informed and involved

### Performance Management

In 2023, the Director introduced a new performance management system that focuses on outcomes, performance, and accountability



### Reskilling, Upskilling, Training

NTIS will take the opportunity to restructure its workforce by offering opportunities to reskill, upskill, or retrain

### Leadership

We will invest in a leadership structure that strengthens the Agency's leadership team and ensures NTIS is investing in its leadership team and structure to ensure there's alignment to the Agency's vision and transformation

### Tools

The ways that work is performed —remote and hybrid—will require NTIS invests in tools and platforms that align with how NTIS's work will be performed



UNITED STATES DEPARTMENT OF COMMERCE  
National Technical Information Service

23

## PRIORITY: Deliver A Suite of New Products, Services and Offerings



NTIS is focusing on **conceiving, designing, developing, testing**, and delivering a new suite of data and digital products, services, and offerings that leverages **all** our unique salutatory authorities, including our joint venture authority.



PROTOTYPING



COMPUTER  
ENGINEERING



INFORMATION  
MANAGEMENT



DATA  
SCIENCE



ACCESSIBILITY



PROJECT  
MANAGEMENT



AI/ML  
EXPERTISE



UNITED STATES DEPARTMENT OF COMMERCE  
National Technical Information Service

24

## PRIORITY: Deliver a Government-Wide Accessibility Capability

### Strategy



- **Investing in a Modern Accessibility Infrastructure**
  - **Leverage emerging technologies:** NTIS is creating a platform that delivers accessibility using emerging technology and advanced data science.
  - **Increase capacity to serve:** NTIS envisions a solution that serves more, and not less, who want to create accessible information.
  - **Fulfill digital accessibility standards:** NTIS is investing in capabilities that will help Federal Agencies to meet their Digital Accessibility responsibilities (OMB's M-24-08).
- **Fostering an Accessibility Ecosystem**
  - **Collaboration:** NTIS is investing in a capability where more, and not less, Federal Agencies can exist.



## PRIORITY: Organizational Capacity

The challenges that NTIS face —financial and human capital —will not be solved solely through recruitment or purchases; therefore, NTIS is prioritizing its investments in two key areas that enable us today, to generate additional revenue

NTIS is investing in the design and implementation of an **Office of Data Services** of the future, that enables NTIS to:

- Retain large percentage (%) of project funding by complementing the capabilities of all Joint Venture Partners.
- Build and launch, a fee-based data and digital constancy services.
- Offer additional, fee-based services that are delivered exclusively using ODS personnel

NTIS is investing in the design and overhaul of an **Office of the Chief Information Officer (CIO)** that enables NTIS to:

- Equip ODS and other revenue-generating offices with the information technology (IT) tools, skills, software, and capabilities that enable these organizations to support the Director's vision.
- Optimize the costs to have/maintain an Office of the CIO that do not align with the Director's vision.
- Reposition the Office of the CIO as NTIS's principal advisor for technology, cybersecurity, and other emerging technologies.



**Director's Update continued:**

We are focused heavily on investing in our Office of Data Services, Office of Chief Information Officer, Office of Program Management, and Office of Product Development. We look to establish better relationships with our Joint Venture Partners to have the ability to co-create and create a notional financial structure that enables us to command a larger revenue share of the projects. It is the Directors mission to see that all these organizations get the best and brightest technology, software, and tools to do the work that this agency needs to transform for the future NTIS.

This concludes the Director's update.

**NTIS Director asked questions to the FACA board members:**

NTIS Director asked: What role, if any, does the board envision itself playing in the transformation of NTIS? Also, what can NTIS provide to the board to ensure that you have all the information that you need ahead of these board meetings so that the discussions are intentional? They are fruitful in the more importantly they are focused on the transformation of the agency.

Dr. Stoney Trent responded: The concept that was explained about the overhead charge for the JVP? Have you used this model yet or is this still a theoretical model?

NTIS Director response: We are kicking off a project right now that we've successfully just selected the joint venture partner. We are drafting the terms of the negotiation to do a division of labor around the different deliverables, so we will start it as early as next month once we get all of this in place. I think the business model has a lot of value in it, but there's a potential risk that your customers can perceive it as a big tax. Under the current pricing methodology that is heavily taxed, which makes a lot of projects a little bit more costly than they probably should. With the new notional methodology it doesn't inflate the customers project, it just reduces the amount that the joint venture partner is able to command as part of their work. With the co-creation model and the addition of NTIS Data Scientist performing some of the work on the deliverables the revenue is shared proportionately to the work that is being done. We have hired individuals who are equipped at designing, testing, and deploying Artificial Intelligence enabled products and services so that will become NTIS's contribution to the partnership.

Dr. Stoney Trent responded: Some organizations don't have the ability to acquire someone with special skills in a timely manner. So, I think that is one of the attractions of the Joint Venture Partnership and with the new model of Office of Data Services provided Data Scientist to co-create with the Joint Venture Partners and having those specialized skills is a great idea that will benefit government agencies. This is a great refinement of the business model.

Dr. Ajit Gaddam responded: I think this is an awesome pivot from a financial standpoint of variable to a more predictable forecasting of dollars and cents. I think it introduces efficiencies much better and more manageable. Do you envision a situation where this accelerates, is there an opportunity once you achieve completed project baseline to sort of white label. Possible reusability of a solution that's completed work and accelerate and maybe move to a different pricing model. Since NTIS will become not just an enabler but a builder of solutions once you build a solution you can acquire enough of completed solutions then you can start packaging them faster and start putting products out faster.

NTIS Director responded: I've tried to sell more of the previously unrealized value and benefit to not only a joint venture partner, but an agency. I have this network of joint venture partners right now. NTIS has become defined by its authorities and that to me is a tragedy. With your partnership with NTIS one of the benefits is that you don't start from Phase Zero in most cases. In some cases, we may have a scenario

where a proven product or process or strategy can be rinsed and repeated or can be adjusted based on what is happening with an agency. That is whether there's a separate pricing model for that, I don't know, what I've tried my hardest not to do is bound our FFRDC partners in this work because for some of this we just can't wait. We must get started now, just for us to get ready for 2025 and then obviously for years in the future. We want to take advantage of the co-creation model, but that is only one of the authority's that everyone recognizes about NTIS. It is the one that has the most attention and probably the best marketability. NTIS has other authorities that are out there, including the ability to detail a federal employee to another agency. We will start to look at the joint venture partner model more intentionally as there are things that the existing agreements or interpretations in the existing agreements that would prohibit us from being able to rinse and repeat or to use something that has been previously created to benefit another agency. That is something we will talk to our attorneys about.

Dr. Ajit Gaddam responded: As we are ushering the age of AI, some of the core capabilities that are getting produced by say the big three, Open AI Microsoft and Google is the lack of good, labeled data that would inform something like a click on chat GPS as an example. Open AI has realized that they have mined the worldwide web for what it is and now they're engaging in partnerships with Reddit with Code repositories with experts who understand the specific domain. Is there a vision of a wall garden of government enriched data that can benefit the community in general. Is there a version equal that the federal government sort of gives out to the public. With the financial incentives and the bridge that perhaps NTIS can offer or serve also in the mission to provide access to good data.

NTIS Director responded: Everyone is looking to use generative AI and some other form of AI capabilities, but part of the selling point I give agencies is that you can own all of these capabilities without any of the risks we can negotiate with the joint venture partners to build a sandbox where you test and design some of these AI capabilities that are wholly within either something that is jointly owned, maybe NTIS and joint venture partner or wholly owned from a capabilities and platform standpoint of a joint venture partner. The government can still get to exert control over the information security and who has access to some of these things. This is also part of the selling point. We must talk about the different capabilities of either what we have today or what we could potentially have depended on what the needs of an agency. Finally, I would say that part of what I think NTIS has struggled with before and a lot of the artifacts that I have seen points me to believe that NTIS did a reorganization in 2020 even though it started before 2020, that really was a reorganization in name only, meaning the full potential wasn't realized, that I think was in the vision. The Office of Data Services isn't a competitor to 18F over at GSA. It's not a competitor to Defense Digital Service. There is more than enough work out there and so we had some early discussions with some of these organizations to see if they're interested in building a date or a digital ecosystem where we refer projects back and forth. I really want the Office of Data Services to be a fee and freebase consultancy service that allows us to take advantage of our knowledge and our experience, or we have figured out how to crack the code on AI ready data.

Dr. Kitty Chan asked: How will NTIS keep the momentum going on all the progress that has been accomplished in your first nine months? The second question was, can NTIS offer a suite of capabilities to help agencies better handle their data?

NTIS Director responded: In this fiscal year, we only have a few months left but we're looking at potentially bringing in new projects over 2.5 million and that's not sufficient for an agency that has high operational cost. Over nearly 50% of our workforce is retirement eligible. We have tools that need to be refreshed and modernized. We are looking at investing in certain parts of our operation that will help us to keep our momentum such as additional Data Scientist, etc. We are intending to develop to know how to use information better than anyone else. We are supposed to know how to collect and use and secure

and analyze scientific data and all this technical information better than anyone else and so whether we offer services today that are more consultative in nature, meaning we help agencies better understand how to piece together all their different technological data needs.

Dr. Diana Zavala asked: I appreciate the fact that the team has really been since its inception putting a lot of effort into setting up these pilot projects and making sure they are successful in design and things like that that will contribute to a higher fee. I would like to offer a suggestion about agencies that need skills, skilled resources now would you also consider that they may also need a pilot environment or sandbox in which to operate in so that they could get started even quicker. I know that would entail having the right tools and infrastructure behind it, but again, it might accelerate your revenue stream as opposed to having it be a little bit more measured in nature.

NTIS Director responded: The work, the partnership that we're going to have with the FFRDC really comes into the equation where the aspirational, we want to design a financial structure that allows us to not only obviously pay all of our operating cost and have some reinvestments and some contingencies, but it discourages us from creating a new line of fees because if this was a for profit entity you would look at your cash on hand first before you do long or short term debt and some other things. I'm more cautious on the execution than I am on a capture, so if I convince you that I can help you build a sandbox or do all of these different things and then I don't have the ability to deliver that either from a project management standpoint or some of these other administrative things because I think we don't give those things fair consideration then I'm in a worse predicament by making this pitch that captures your business because I had not delivered on that. So, as we look at all of these different ways in which the value proposition is a little clearer, we have to look at the administrative side of the execution of that as well.

Dr. Stoney Trent and Dr. Ajit Gaddam stated that they believe the FACA Advisory Board could help NTIS in the following areas:

1. Workforce development and attaining new members with data specific backgrounds.
2. Governance and operational development of the workforce.
3. Reviewing and advising NTIS on architectural development of projects.
4. Development of pipeline of potential program opportunities for NTIS.

NTIS Director stated that the above would be considered.

### **Member Wrap up Discussion and Public Comments**

Mr. Holland opened the floor to the public, asking if anyone from the public had any comments. After hearing none, Mr. Holland closed the meeting.

### **Board Governance/Administration**

The minutes will be shared and coordinated internally, and then with the Board. No additional comments the meeting was closed.

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.

## **Adjournment**

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

A handwritten signature in cursive script, appearing to read 'Ajit Gaddam', written in dark ink.

**Ajit Gaddam**

Chairman

National Technical Information Service Advisory Board