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Description of document: National Technical Information Service (NTIS) Revenue Growth and Investment Roadmap FY 2012 - FY 2016

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Posted date: 8-December-2015

Source of document: Freedom of Information Act Request
National Technical Information Service
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Alexandria, VA 22312
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From: Lee Halvorsen
Date: Apr 17, 2014 9:39:53 AM
Subject: Re: question regarding an NTIS Advisory Board document

You should also be getting this document from the FOIA system but I note that sometimes there is a delay.

Lee W. Halvorsen
FOIA Officer
National Technical Information Service

>On 04/07/14, Lee Halvorsen wrote:

>

>Greetings, I have received your request and entered it into the FOIA system; the number is DOC-NTIS-2014-000756. I have the document and will provide through the system. Hopefully you should have within a couple of days.

>

>Lee

>

>Lee W. Halvorsen

>FOIA Officer

>National Technical Information Service

NTIS Revenue Growth and Investment Roadmap FY 2012 - FY 2016

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB																																										
1	Assumptions & Growth Targets:																																																																				
2	1. Products: FY 2015 & FY 2016: Revenue - 3%; Costs - 1%.													Products Growth				103%				101%				10				12				Products Growth				103%				101%				12				12				103%				101%				12				12			
3	2. Services: Revenue & Costs - 5%													Services Growth				105%				105%				1,200				Services Growth				105%				105%				1,000																											
4	Line of Business		FY 2011 - FY 2012				FY 2012 Actual				FY 2013 - FY 2014				FY 2013 Actual ¹				FY 2014 Plan ¹				FY 2015 - FY 2016				2015 Forecast				2016 Forecast				Remarks																																		
5			Revenue		Cost		Net		Contribution Margin		Revenue		Cost		Net		Contribution Margin		Revenue		Cost		Net		Contribution Margin		Revenue		Cost		Net		Contribution Margin		Revenue		Cost		Net		Contribution Margin																												
7	Part 1: Lines of Business Evolution and Revenue Growth																																																																				
8	Products Lines of Business													Technical Reports Library																																																							
9	1. Technical Reports		2,250		6,091		-3,841		-81%		2,472		6,605		-4,133		-57%		2,567		7,572		-5,005		-67%		2,644		6,819		-4,175				2,723		6,887		-4,164																														
10	- National Technical Reports Library (NTRL)		NTRL Release 3; Repository Infrastructure; Growth				317				1,555				-1,238				-306%				NTRL & NTIS Sitemaps; NTRL Pricing; Expand Client Base; Substantial Growth; Digitization on Demand; Broaden Free Access				311				1,375				-1,064				-276%				373				2,108				-1,735				-308%				NTRL Next Generation; Focus on Electronic Delivery; Technical Reports of the Future; Growth										
12	- Federal Science Repository Service (FSRS)		FSRS Launch; NOAA Deepwater Repository; Substantial Growth				193				334				-141				-54%				ISTIR Project Completion; NOAA Follow-on; New Clients; Substantial Growth				287				405				-118				-24%				377				398				-21				22				FSRS Next Generation; Growth										
13	- Selected Research		SRIM Subscribers Decline; SRIM Phased Out (2012); SRS Phased In; S&T CD; Revenue Decline				593				1,319				-726				-70%				SRS; S&T CD; Retrospective Fulfillment; Maintain				568				1,251				-683				-52%				501				1,426				-924				-9%				SRS; S&T CD (or upgraded technology); Maintain										
14	- NTIS Database		Lease Partners; Revenue Decline				815				918				-103				11%				Lease partners; New partnerships; Revised Partnership Agreements; Maintain				986				894				92				26%				986				983				3				25				Lease partners; NTIS In-house; Growth										
15	- Full Text Reports; Open Access and Open Data		Print; CD; Electronic; Continued Revenue Decline; Electronic-on-Demand Phased In				315				1,952				-1,637				-138%				Electronic-on-Demand Growth; Increase NTIS Content; Print Phase-out 2015; Linking to Trusted Private-Public Repositories for Data and Publications; Maintain				316				2,666				-2,350				-138%				324				2,635				-2,311				-141				Electronic-on-Demand; Print Phase-Out (2015); CD Optional Format (or upgraded technology); Improved Federal Research in Progress; Growth										
16	- Alerts		17				13				4				24%								4				14				-10				21%				5				19				-14				-5																		
19			2,250		6,091		-3,841		-81%		Revised/projected revenue		2,472		6,605		-4,133		-57%		2,567		7,572		-5,005		-67%		Revised/projected revenue		2,644		6,819		-4,175				2,723		6,887		-4,164																										
21	Clearinghouse																																																																				
22	2. Clearinghouse										810		811		-1		71%		602		637		-35		70%		620		521		99				638		526		112																														
24	- CD; Print; Revenue Decline (IRS DVD, Handling Fees)		802				957				-155				61%				Phase-Out Declining Products; New Products; Electronic; CD; Reduce Print; Flat Revenue				810				811				-1				71%				602				637				-35				70%				New Science Information Products; Electronic; Physical Media Phase-out (2015); Nominal Growth														
27			802		957		-155		61%		Revised/projected revenue		810		811		-1		71%		602		637		-35		70%		Revised/projected revenue		620		521		99				638		526		112																										
29	Publishing																																																																				
30	3. Publishing		7,974		5,403		2,571		59%		7,879		5,433		2,446		60%		8,169		7,887		282		61%		8,414		5,669		2,745				8,666		5,725		2,941																														
32	- World News Connection		Partner Failures; Flat Declining				489				660				-171				2%				Program Assessment: Sponsor Not Renewing; Discontinue in FY 2014				494				785				-291				-20%				246				714				-468				-102%				Discontinued										
33	- DEA Products		Cost efficient delivery (sFTP); Pricing; Private Sector Market Growth; Revenue Growth				3,882				2,108				1,774				60%				Improvements; Continuous Verification Process; CMS upgrades; Assess Hosting; Growth				3,917				2,304				1,613				64%				4,230				3,707				522				65%				DEA Next Generation; Mature; Electronic Updates										
34	- Death Master File		Cost efficient delivery (sFTP); Pricing; Private Sector Market Growth; Removal of States Content; PII Fraud; Growth				2,649				1,076				1,573				75%				New Legislation; User Registration & Certification; Growth or Decline Pending Legislation Changes; Assess Hosting; Growth Uncertain Pending Legislation				2,695				1,078				1,617				79%				3,000				1,754				1,245				77%				DMF Next Generation Pending New Legislation; Mature										
35	- Other: EAR; NCCM		No Growth				954				1,559				-605				-61%				No Growth; EAR and NCCM Discontinued in FY 2014				773				1,266				-493				19%				693				1,712				-1,019				30%				Discontinued										
36	- Electronic Database Publishing		New program to be established in FY 2014				N/A				N/A				N/A								New program start in FY 2014; Build on DEA and DMF Online Registries; Identify Partners and Potential New Products				N/A				N/A				N/A								TBD				TBD				TBD								Identify for Product Development New Registry Products; Select from Opportunities in Big Data, Social Science Data, Science Information and PII.										
37			7,974		5,403		2,571		59%		Revised/projected revenue		7,879		5,433		2,446		60%		8,169		7,887		282		61%		Revised/projected revenue		8,414		5,669		2,745				8,666		5,725		2,941																										
40	Miscellaneous Product Line																																																																				
41	4. Miscellaneous Product Line		47		-603		650		1396%		41		6		35		93%		40		8		32		90%		41		8		33				42		8		34																														
43			47		-603		650		1396%		Revised/projected revenue		41		6		35		93%		40		8		32		90%		Revised/projected revenue		41		8		33				42		8		34																										
46	Products Lines of Business Totals																																																																				
47	Products Total		11,073		11,892		-819		30%		11,205		12,857		-1,651		35%		11,378		16,104		-4,726		33%		11,719		13,017		-1,298				12,070		13,147		-1,077																														

NTIS Revenue Growth and Investment Roadmap FY 2012 - FY 2016

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB								
1	Assumptions & Growth Targets:									Products Growth						Services Growth																			
2	1. Products: FY 2015 & FY 2016: Revenue - 3%; Costs - 1%.												103%	101%	10	12	Products Growth				103%	101%	12	12	103%	101%	12	12							
3	2. Services: Revenue & Costs - 5%												105%	105%	1,200		Services Growth				105%	105%	1,000		105%	105%	1,000								
4	Line of Business	FY 2011 - FY 2012	FY 2012 Actual				FY 2013 - FY 2014				FY 2013 Actual ¹				FY 2014 Plan ¹				FY 2015 - FY 2016				2015 Forecast				2016 Forecast				Remarks				
5			Revenue	Cost	Net	Contribution Margin		Revenue	Cost	Net	Contribution Margin		Revenue	Cost	Net	Contribution Margin		Revenue	Cost	Net	Contribution Margin		Revenue	Cost	Net	Contribution Margin		Revenue	Cost	Net	Contribution Margin				
50	Services Lines of Business																																		
51	E-Training and Knowledge Management																																		
52	1. E-Training & Knowledge Management	Knowledge Management; New Partners; Continued Growth	20,633	19,562	1,071	7%	Knowledge Management; Talent Management; New Partners; Continued Growth; Business Dev Growth	22,800	22,482	318	3%	15,425	14,850	575	6%	Mature; Sustained Growth; Next Generation Programs; KM Continued Growth	16,196	15,189	1,007					29,080	27,396	1,684									
53																																			
54							Included Growth: One USDA (\$6million), FIMA/FEMA (\$2 million), DSS (\$1 million), DHS ICAM (\$6 million), TSA learning (\$1 million) DoD WHS (\$1 million), DoD - BAH (\$5 million), SSA																												
55							50-50 probability: VA (\$5 million)																												
56							Reduction: FIMA/FEMA, One USDA - O&M, LMS work - Plateau/SF, DHS ICAM - \$6 million, DMDC - \$4 million																												
57																																			
58			20,633	19,562	1,071	7%	Revised/projected Revenue	22,800	22,482	318	3%	15,425	14,850	575	6%	Revised/projected Revenue 2015	27,696	26,092	1,604					29,080	27,396	1,684							Revised figures shows conservative growth in VA and assumes loss of TSA		
59	Digitization																																		
60	2. Digitization	New Programs - PTO; DOJ; Growth	9,316	8,761	555	15%	Continued Growth; New Business Dev.	12,260	12,258	2	8%	17,928	15,163	2,765	23%	Continued Growth; Business Dev Growth	18,824	15,744	3,080					20,368	17,103	3,265									
61																																			
62							Included Growth: SBA, SSA																												
63							50-50 probability: VA (unk)																												
64							Reduction:																												
65																																			
66																																			
67			9,316	8,761	555	15%	Revised/projected revenue	12,260	12,258	2	8%	17,928	15,163	2,765	23%	Revised/projected revenue	19,399	16,289	3,110					20,368	17,103	3,265							Revenue growth anticipated from partners Kodak, EDGE, and Gimmel has yet to occur		
68	Web Services and Federal Cloud																																		
69	3. Web Services and Cloud Computing	Revenue Decline (ARRA Complete); New Business Dev: E-Training & KM, EOD, HrWorX, Collaborative Software Hosting	2,274	1,778	496	34%	Growth; New Product Dev; New Business Dev; complete FedRAMP Certification	10,701	10,708	-7	12%	6,638	6,977	-339	24%	Growth; Adopt emerging technologies; FedRAMP Certified	6,970	7,098	-128					8,368	8,448	-80									
70																																			
71							Included Growth: Jive, USDA Web site, DoD websites																												
72							50-50 probability: VA (unk)																												
73							Reduction:																												
74																																			
75																																			
76			2,274	1,778	496	34%	Revised/projected revenue	10,701	10,708	-7	12%	6,638	6,977	-339	24%	Revised/projected revenue	7,970	8,046	-76					8,368	8,448	-80									
77	Information Management																																		
78	4. Information Management	New LOB established in FY 2014	N/A	N/A	N/A		New LOB in FY 2014, including hosted solutions, repository, enterprise hosted solutions, software application based on research, teaming arrangements and customer's needs	N/A	N/A	N/A		TBD	TBD	TBD									0	0	0										
79																																			
80																																			
81																																			
82			N/A	N/A	N/A	0%	Revised/projected revenue	N/A	N/A	N/A		TBD	TBD	TBD									0	0	0										
83	Distribution																																		
84	5. Distribution	New Programs: SSA SNO and PBGC; ED Pub and IRS DVD Declines; Maintain Base	10,358	9,252	1,106	71%	See below	10,694	9,387	1,307	69%	10,673	9,686	987	69%	See below	11,207	10,165	1,042					11,767	10,673	1,094									
85	- Product (Physical)						Slow Growth: New Business Dev potential with DoD																												
86	- Electronic Distribution	N/A					Growth: New Product Dev; New Business Dev																												
87																																			
88							Included Growth: SSA/1099																												
89							50-50 probability: VA (unk)																												
90							Reduction:																												
91																																			
92																																			
93			10,358	9,252	1,106	71%	Revised/projected revenue	10,694	9,387	1,307	69%	10,673	9,686	987	69%	Revised/projected revenue	11,207	10,165	1,042					11,767	10,673	1,094									
94																																			

NTIS Revenue Growth and Investment Roadmap FY 2012 - FY 2016

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB									
1	Assumptions & Growth Targets:																																			
2	1. Products: FY 2015 & FY 2016: Revenue - 3%; Costs - 1%.													Products Growth				103%	101%	10	12	Products Growth				103%	101%	12	12	103%	101%	12	12			
3	2. Services: Revenue & Costs - 5%													Services Growth				105%	105%	1,200		Services Growth				105%	105%	1,000		105%	105%	1,000				
4																																				
5	Line of Business		FY 2011 - FY 2012			FY 2012 Actual				FY 2013 - FY 2014				FY 2013 Actual ¹				FY 2014 Plan ¹				FY 2015 - FY 2016				2015 Forecast				2016 Forecast				Remarks		
6			Revenue	Cost	Net	Contribution Margin					Revenue	Cost	Net	Contribution Margin	Revenue	Cost	Net	Contribution Margin					Revenue	Cost	Net	Contribution Margin	Revenue	Cost	Net	Contribution Margin						
95	New Business																																			
96	6. New Business		New Partners/E-Training; Product Dev (PTO); Enterprise Solutions; SSA (SNO)			13,972	12,799	1,173	N/A	New Product Dev; Capture New Business; New RFI's Adv Tech & Products				6,539	6,119	420	11%	36,175	34,969	1,206	8%	Mature; New RFI's Emerging Technologies & Products				37,983	36,668	1,315		39,882	38,501	1,381				
98																																				
99																																				
100																																				
101																																				
102																																				
103																																				
104	Other Services																																			
105	7. Brokerage Services		91	83	8	9%	No growth				89	50	39	44%	90	59	31	39%	Limited Growth				90	59	31		90	59	31							
106																																				
107																																				
108	8. Miscellaneous and Cancelled Services		607	831	-224						920	1,235	-315	-13%	764	1,215	-451	-27%	Limited Growth				802	1,275	-473		842	1,339	-497							
109																																				
110																																				
111																																				
112	Services Total		57,252	53,229	4,023	23%					64,007	62,242	1,765	17%	87,693	82,919	4,774	19%					105,147	98,517	6,630		110,397	103,519	6,878							
113																																				
114	NTIS Totals		68,325	65,120	3,204	25%					75,214	75,100	114	20%	99,071	99,023	48	21%					116,866	111,611	5,255		122,467	116,666	5,800							
115																																				
116	Part 2: Personnel, Critical Skills and Technology Investment																																			
117	Personnel and Critical Skills Investment																																			
118	Personnel and Critical Skills		Description			Start FY 12	Hire	End FY 12	Description				Start FY 13	Hires	End FY 13	Description				Start FY 14	Hires	End FY 14	Description				Start FY 15	Hires	End FY 15	Description				Start FY 16	Hires	End FY 16
119	Federal Employees					N/A	N/A	102					N/A	N/A	101					N/A	9	110					N/A	5	115					N/A	5	120
120																																				
121	Contractors Onsite					N/A	N/A	54					N/A	N/A	65					65	5	70					70	5	75					75	5	80
122																																				
123	NTIS Total					N/A	N/A	156					N/A	N/A	166					166	14	180					180	10	190					190	10	200
124																																				
125	Service Agreements Support		OCC/NIST, DOC OGC GLD, NIST HR, NIST Acquisition			N/A	N/A	4					N/A	N/A	5					5	1	6					6	0	6					6	0	6
126																																				
127																																				
128																																				
129	Technology and Major Investments																																			
130																																				
131	Elan Upgrade								Description													Description														
132	FedRAMP Certification												1,342													N/A										
133	Tech Refresh												50													300										
134	NTRL Open Access Project Proposal												400													400										
135	Brandywine Warehouse Relocation												N/A													TBD ²										
136	Disaster Recovery Center Relocation												N/A													N/A										
137	Paxton Archive Relocation												N/A													N/A										
138																																				
139																																				
140	Foot Notes:																																			
141	Significant Impacts to Budget Plan/Targets																¹ FY 2013 Actuals and FY 2014 Plan include one-time allocated Elan and FedRAMP costs. See separate reports.																			
142																																				
143																																				
144																																				
145																																				
146																																				
147																																				
148																																				