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Advisory Board meetings, 1995-1999

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From: Steve Needle <SNeedle@ntis.gov>  
Date: Mon, 23 Mar 2009 14:35:32 -0400  
Cc: Pat Moton <PatMoton@ntis.gov>  
Subject: FOIA NTIS 09-13 (Advisory Board Records)

Pursuant to your FOIA request of March 15, 2009, attached are minutes of the NTIS Advisory Board meetings of May 5, 1999; February 3, 1999; December 2, 1998; July 22, 1998; March 10, 1998; November 25, 1997; July 28, 1997; March 18, 1997; September 9, 1996; February 22, 1996; and October 2, 1995. I regret that I am unable to locate minutes of meetings held on January 6, 1998; December 10, 1996 and June 17, 1996. The Board did not meet during the period beginning after the May 19, 1999 meeting and ending on October 18, 1996 when we began posting the minutes at our web site. I trust this information is responsive to your request.

Sincerely,

Steven D. Needle  
NTIS FOIA Officer

The National Technical Information Service  
31st Advisory Board Meeting  
Wednesday, May 19, 1999  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield, VA 22161

## **Meeting Summary**

### **Opening - Ken Allen**

Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association, opened the 31st NTIS Advisory Board meeting to the public at 1:00 p.m., May 19, 1999. Also attending were Board members Jean Mayhew, director of Information Services for United Technologies Research Center, and John Jenkins, vice president and general manager of Books and Reference Products, Congressional Quarterly. The agenda included three presentations.

### **NTIS Electronic Inventory – Barry West** **Associate Director for Production Services**

Barry West reported on NTIS' progress in its transformation from paper to electronic inventory. A number of agencies supply materials to NTIS electronically, in microfiche, on tape, or CD-ROM. About 90 percent of the PB's, NTIS' basic reports, are still received in paper but this is changing with a shift toward electronic. Currently, though, this percentage in paper is a very small percentage of the incoming reports. As of January 1, 1999, of the 85,000 new information products that NTIS received, only about 5 percent were not in electronic format.

Currently, Tiff, Postscript, PDF, and ASCII are stored on NTIS' ADSTAR system. We are converting paper, microfiche, and microfilm formats to Tiff with our scanning devices. With a public domain software product obtained from the Web called Ghostscript and Image Magic, we are converting Tiff to Postscript and PDF, PDF to Tiff, and Postscript to PDF. Eventually, we will be able to convert ASCII Text and various word processors, such as Word Perfect and Microsoft Word, to Postscript, and Tiff Group III to Tiff Group IV.

In processing scanned images, paper, microfiche, and microfilm are processed either by upfront scanning or back file scanning. The output is in Tiff and is put into a single page as it is being processed. At the end, it is zipped for storage on ADSTAR. Anything requested from the Archive is being scanned including Rush Orders. No orders are being filled without the material being scanned into electronic format.

Document input includes Tiff on tape, Tiff from scanning and bulk PDF from the Web which go through an auto import process and are loaded into ADSTAR. Documents that

we get from the Web are printed, the paper copy scanned, and the copy sent to Input Processing so the report can be matched to its bibliographic record.

Currently, we are using about 20 percent of the total capacity of the available storage space in our Hierarchical Storage Management System. The bulk of that 20 percent is made up of technical data materials including documents with standards, drawings, and MilSpecs.

Mr. West closed his presentation with a list of future considerations that he feels need to be planned for now. These include:

- Devising a strategy incorporating documents based on XML, which is a more sophisticated language than HTML, into the NTIS collection.
- Developing color output capabilities for paper products
- Enhancing integration with existing systems to expedite order fulfillment.
- Fully integrating CD-ROM production capabilities with ADSTAR.

In taking questions from Board members, Mr. West emphasized that color output is an important challenge and that, currently, only about 10 percent of NTIS' total collection is in electronic format.

### **NTIS Web Site Redesign – Sharon Bishop, Marketing Communications Morgan Kreidler, Electronic Media Services**

According to this presentation, NTIS current Web site has outlived its business usefulness. Although the Second Generation, which was launched in June 1997, sought to reduce redundancy and increase accuracy, most of the changes were structural in nature. The site was an improvement over the initial Web effort, but it still lacks marketing focus, is highly fragmented, is difficult to navigate, and does not communicate a clear message to the customer.

The site redesign team, which includes Mrs. Bishop and Mr. Kreidler, has already completed background research on what changes are necessary and why. This group has developed a marketing concept to create the Third Generation of the site, one that is totally customer oriented. It has developed a business focus that anticipates the Internet's impact on customer habits, decision-making patterns, needs, interests, and expectations. It has also identified the problem areas and developed strategies to eliminate hindrances to successful "sailing" of the NTIS Web site by the customer.

This team developed both long-range and short-range business goals for the new redesign process. The immediate goals include:

- Acquiring measures to specifically identify the NTIS customer
- Encouraging more effective communication throughout NTIS business units
- Measuring and managing customer information more successfully

These are defined by NTIS' mission and agency goals:

- To collect technical information from global sources
- To classify, maintain, and disseminate that information in the forms and formats most useful to the customer
- To charge fees for its products and services that are reasonable and permit us to recover our costs

According to the presentation, NTIS has a Web site for cost savings and customer service. These are exactly the reasons why any company would have a Web site and falls in line with NTIS goals. Today, business professionals are twice as likely to use the Internet to find sources of products and technologies as they were a year ago.

And, NTIS customers are becoming more comfortable with electronic purchasing. FY98 showed an increase of 60 percent in e-mail ordering over FY97. Online orders are also increasing as existing customers use the Web more and more.

The marketing strategy, which is driving the redesign effort, includes using feedback from customer activities and managing Web content so that it is uniform throughout the site. Technology goals address the need for rapid response and delivery of orders and expanding and simplifying needed search skills. This will be dependent on improving the integration of ordering and shipping functions.

The overall goals for the redesign are to:

- Build a customer-centric Web site that can be personalized
- Deliver value to the customer
- Measure and manage customer expectations
- Focus on the NTIS mission

To demonstrate the impact of customer-driven site design, Mrs. Bishop and Mr. Kreitler presented six Web elements that NTIS customers say they want:

- Customer service and support
- Site map
- Searching tools
- Ordering information
- Value added content and marketing
- Offerings of products and services

In conclusion, Mr. Kreitler provided a sample of an effective Web page. He and Mrs. Bishop also offered a general project plan, which listed the proper order for elements of the redesign.

There was discussion by the Board members on the resources needed to make these Web site improvements. According to Mrs. Bishop, the front-end cosmetic look can be changed without the cost of updating the back end systems. Board members suggested effort should be made to identify services, such as time saved, that customers should be prepared to pay for. They also strongly recommended that a means be developed to route visitors from the FedWorld site to the NTIS home page.

## **Y2K Status - Keith Sinner**

### **Director, Information Resources Management**

NTIS Director Ron Lawson briefed the Board on NTIS' efforts to locate financial resources needed to bring the agency into Y2K compliance. Following his introduction, Keith Sinner provided an update.

Mr. Sinner reminded the Board members that he had briefed them about six months ago and at that time there was no certainty of where money would come from to make compliance happen. Money was provided by the Department of Commerce and all eleven mission critical systems were renovated by March 31, 1999. (The cost of this system renovation and development totaled less than the funds provided.) End-to-end system testing was successfully completed before the end of April. This included simulating a document coming in "the back door," scanning it into the system, creating new bibliographic records, transferring the data into CisPub, scanning the document into ADSTAR, placing orders by phone fax and COIN, printing the document, and shipping it out "the back door." Several days in 2000 were tested and everything fit with the accounting books balancing.

Work on non-mission critical systems will be done this summer with completion and testing due by August. These are primarily servers that need patching to the operating system. No hardware needs to be replaced.

Business continuity plans have been developed and accepted by the Department of Commerce and we will be testing these contingency plans throughout the summer. We have developed system contingency plans for all eleven critical systems and documentation has been completed.

Internal verification and validation has been completed for all eleven systems. The Department of Commerce is considering a department-wide contract to visit various agencies and do independent verification and validation. We submitted eight of our top systems to the department and we anticipate that if they do IV and V at NTIS, they will choose CisPub because it is the financial package.

All NTIS data sources, both incoming and outgoing, are Y2K compliant except two. NERAC and DOE, which no longer send us material and are discontinued.

According to Mr. Sinner, all telecommunications equipment is Y2K compliant as well as the heating, ventilation and air conditioning systems. The physical security system for the

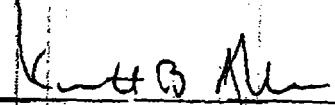
Sils Building has been replaced by one that is compliant. There are no embedded chips in the building.

Regarding compliance of electronic products that are for sale by NTIS: all those developed by the agency are Y2K compliant. We have identified Y2K compliance for the best selling re-sale products and posted this information on the Web. This information is easily found because it is embedded in the product. We will continue through Fiscal Year 99 to question other agencies on the status of the remaining re-sale products.

### Closing

As there was no further comment, Mr. Allen adjourned the meeting.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
\_\_\_\_\_  
Kenneth B. Allen, Chair

6/30/99  
\_\_\_\_\_  
Date

The National Technical Information Service  
30th Advisory Board Meeting  
Wednesday, February 3, 1999  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield, VA 22161

## **Meeting Summary**

### **Opening - Ken Allen**

The 30th NTIS Advisory Board meeting was opened to the public by Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association. Also attending from the Board was Jean Mayhew, director of Information Services for United Technologies Research Center.

In the absence of NTIS Director Ron Lawson, agency CFO Alan Neuschatz introduced the speakers and coordinated the presentations.

### **IRS Tax Products on CD-ROM - Kim Harris, Project Manager**

Kim Harris of FedWorld provided the latest information on the IRS projects.

NTIS' support for the Internal Revenue Service includes managing its Web site, its automated Fax system, its Help Desk and, new this tax season, its tax products on CD-ROM. This last opportunity allows NTIS to produce, sell, and handle free distribution of approximately 150,000 copies of this CD-ROM in two releases during January 1999 and February 1999.

NTIS has contracted to take on this project because it expands NTIS' capabilities, such as its online ordering features, while building on existing services to Federal agencies. It complements our Help Desk skills and will help generate additional revenues for the agency in the future.

A number of NTIS business units are involved in this project, including FedWorld (project management and the online ordering function), Marketing Communication (producing promotional flyers), Order Processing, Electronic Media Services (contracting for production of the CD-ROM), Information Resource Management, and Shipping.

According to Ms. Harris, electronic ordering is a real success. While NTIS is offering both standard and secure electronic ordering, 65% of all orders are coming in online. This is five times greater than last year. As a sales incentive, NTIS has been able to provide attractive discount pricing for volume orders and those placed online.



For the first release, 95,700 CDs were made. For the second release, 125,600 were ordered for a total of 221,300. Customers include the Government Printing Office, the IRS itself, and NTIS. As part of its order fulfillment responsibilities, NTIS ships to selected customers and monitors inventory and demand for possible reorders.

Although the tax questions that come to the NTIS Help Desk are forwarded on to Nashville, TN, for response, Help Desk staff answer questions about installation, search and retrieval, and printing. This service has been so successful that IRS has requested the current hours of 7:30 a.m. to 5:00 p.m. be extended.

In closing, Ms. Harris pointed out that because the Web site has been a positive accomplishment, client relations between NTIS and the IRS have been strengthened, and the public perception of the IRS has been improved. NTIS has also benefited by gaining this additional experience in managing large projects, which it will be able to apply to future work.

In response to Board questions, Ms. Harris stated that each CD-ROM unit costs NTIS \$3.92 for production and licensing. NTIS has been able to successfully sell information that is free because we are targeting tax professionals, who are reusing the information.

## **Y2K - Department of Commerce Deputy Chief Information Officer Alan Balutis**

According to Mr. Balutis, the Federal Government is going through a five-stage process in dealing with the Year 2000 computer conversion situation. These include the initial awareness aspect; the assessment phase (deciding which operations are mission critical); the repair, renovation, replacement, and elimination or remediation stage; the testing and verification stage; and finally an implementation phase. All mission critical systems should have remediation complete by 31 March 1999 which allows nine months for testing and implementation.

Commerce identified 462 systems which are deemed mission critical. Of these, 84% are Y2K compliant. This means that they have gone through remediation and some degree of validation to make certain the remediation works properly. Government-wide, the figure for compliance is 61%.

Last year, the president proposed and the Congress enacted a Y2K emergency supplemental in the amount of \$2.3 billion. Agencies have gone forward in two stage releases and requested funds against those fluid assets. Commerce was not a part of the first phase request which was made in November. But, DOC was a part of a second phase in December and did receive \$49.3M for final remediation and verification. Two more phases are scheduled to request financial help from this emergency fund. After that, any remaining funds will be saved for the later stages of the Y2K effort.

DOC anticipates having three or four mission critical systems that will not be Y2K compliant on the 31 March deadline. Contingency plans will be in place to continue operations even without these mission critical systems.

According to Mr. Balutis, the organization itself determines which of its systems are mission critical. These are the systems that are essential for the organization to carry on its business. Within Commerce, with its 462 mission critical systems, about 30 have been earmarked for "top of the list." These include such systems as those that are integral to the weather service for long- and short-term forecasting and employee pay. These are receiving special attention in the form of independent validation and testing to ensure compliance.

In response to Ms. Mayhew's question about the non-mission critical systems, Mr. Balutis stated that 1,200 to 1,400 systems fall into this category. They are being examined to see how vital they are and whether they could be dropped or could be folded into other large systems over some period of time. Those that are kept are on a schedule for completion by December 31, 1999.

### **NTIS Y2K Status - Wayne Gallant, Budget Officer**

According to Mr. Gallant, NTIS had identified 11 systems as mission critical as of the last Advisory Board session in November 1998. But, NTIS efforts were put on hold because of funding needs. At that time, it was anticipated that none of these systems would be compliant, let alone all of them. But, in early January, NTIS received \$1M from the Office of Management and Budget and now expects seven of these systems to be Y2K compliant and tested by 31 March and the remaining four to be ready by the end of that month, though not tested until the end of April. Of the money allocated, \$.75M has been spent on software systems, contractor support, and hardware. Progress is being reported to Main Commerce weekly, monthly, and quarterly.

According to Keith Sinner, NTIS' Office of Information Resources Management, NTIS is prepared to cover systems with imbedded chips, such as the security system for the Sills Building, which will be replaced.

Mrs. Mayhew asked what the government's plan was for taking the first of the year holiday on Monday, 3 January. Her company is doing this to provide an extra day for systems to be up to speed. According to Mr. Balutis, at this point, the government will take the holiday on Friday, December 31, and be ready for system implementation on Monday, 3 January 2000.

## **GPO Update - Francis Buckley, Superintendent of Documents**

Mr. Buckley opened his presentation by advising that he is the first practicing librarian to be appointed Superintendent of Documents for the Government Printing Office. He feels this signals the importance of access to Federal Government information and that GPO is becoming more of an information agency than a print shop.

Under the mission of GPO to produce and procure information products for the Federal Government and to disseminate them to the public, SupDocs oversees five programs:

- the Federal Depository Library Program
- the no-fee electronic Federal information system, GPO Access
- the sales program
- the International Exchange Program
- the distribution of publications on behalf of Federal agencies

Through FDLP, 15.2 million copies of more than 40,000 tangible products in print, microfiche, or CD-ROM were provided to depository libraries in Fiscal Year 1998. As of January 1999, there were 1,352 libraries in the depository program. This figure breaks down as such:

- over half are academic libraries
- 20% are public libraries
- 11% are academic law libraries
- the rest are participants in community colleges, state and special libraries, Federal libraries, and court libraries

Last year, \$29M of appropriated money was used to support the FDLP. This year, according to Mr. Buckley, GPO's request is for \$31M. The increase is primarily to support expansion of the electronic products inventory.

Mr. Buckley reported that he is very pleased with the continued success and popularity of GPO Access, which provides access to online government information to depository libraries and the public via the World Wide Web. He cited the following statistics to support this information:

- At the end of calendar year 1998, GPO Access provided more than 85,000 titles directly on GPO servers and pointed to more than 47,000 titles on agency Web sites, making a total of 133,000 publications available.

- At the end of 1998, approximately \$11.5 million worth of sales resulted from user activity on GPO Access. This includes both online orders and orders resulting from forms downloaded from the site and sent in for processing. This represents more than 15% of total revenue for the GPO Sales Program.
- Between October 1997 and September 1998, searches on GPO Access increased by 21%, while retrievals increased by 85%. Currently the Web site is averaging close to 5 million searches and 10 to 15 million retrievals per month.

Necessitated by the release in the Fall of 1998 of Independent Counsel materials, commonly referred to as the "Starr Reports," GPO Access capability is expected to expand.

Mr. Buckley furnished the following facts regarding GPO's sales program:

- In Fiscal Year 1998, the GPO Sales Program handled nearly 700,000 orders.
- There were over 19 million copies of publications sold for revenue of \$60,000,000.
- Bookstores across the country accounted for about \$12,000,000 of the revenue.

Yet, when looking for year-end figures, GPO encountered some of the same problems as does NTIS: declining sales volumes, changes in buying patterns, and reduced numbers of titles to sell in terms of government publishing. Unique to GPO in calculating final figures, though, is figuring in unanticipated charges for special management and financial audits and some revised internal depreciation expenses.

Mr. Buckley explained that the inventory of GPO's Document Sales Program consists of over 12,000 products in a variety of formats, such as CD-ROM, magnetic tape, microfiche, and video. But, the bulk of the inventory remains ink on paper.

Because of trends, there is a need to evaluate the structure of the GPO Sales Program. According to Mr. Buckley, GPO has been traditionally oriented to printing large quantities of popular items and, as a part of the print process, stocking and selling these reports. Shifts in demand now require that the office retain some titles of reference or historical value longer in the program. Just as GPO sees customers using its products on the Internet, there is also a demand for the larger publications to be available for sale, especially those that customers need to read elsewhere than on the Internet.

In response to questions by Ms. Mayhew, Mr. Buckley confirmed that GPO is moving to the time when materials received in electronic format will be available indefinitely providing permanent public access.

When asked how NTIS and GPO could foster a better relationship, Mr. Buckley cited competition for sales of the same materials as one roadblock to that. In the past, NTIS

primarily handled scientific and technical information, but now the agency frequently makes available reports that were exclusive to GPO, such as the IRS CD-ROM. But, Mr. Buckley stated that several efforts at cooperation have been attempted and that he was very responsive to dialog with NTIS where the public good was best being served.

In applauding any effort to take partisan politics out of the information business, Mr. Buckley stated that a modernization of Title 44 which would best define responsibility and add flexibility in administering the Federal Depository Library and sales programs would be well received.

Sup Docs also announced the implementation of a new software system at GPO. The Integrated Processing System, when operational, will replace 18 mainframe applications with a fully integrated online real-time system for processing sales orders, inquiries, and complaints.

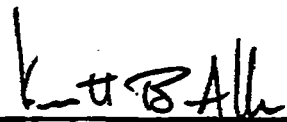
At Mr. Allen's questions about the challenges of the next five years, Mr. Buckley stated that the biggest task will be to successfully collect electronic information and provide permanent public access to it. But, he cautioned that there has to be a mechanism in place to deal with paper, because paper will never go away entirely.

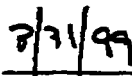
Following general discussion about progress being made in depository library capabilities, Mr. Buckley was asked by the Board to identify NTIS' strengths. He offered that the collection and marketing of scientific and technical information and being of service to the promotion of finance, business, and industry was its greatest strength. But, he suggested that NTIS should be taking a more pro-active role in the actual utilization of that information and promoting that within industry. Ms. Mayhew concluded that fostering the use of this information would truly be knowledge management.

### **Closing - Ken Allen**

Mr. Allen asked for public comment. As there was none, the meeting was adjourned.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
\_\_\_\_\_  
Kenneth B. Allen, Chairman

  
\_\_\_\_\_  
Date

The National Technical Information Service  
29th Advisory Board Meeting  
Open Session  
Wednesday, December 2, 1998  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield VA

## **Meeting Summary**

### **Opening - Ken Allen**

The 29th NTIS Advisory Board meeting was opened to the public by Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association. Board members also attending were John A. Jenkins, vice president and general manager of Books and Reference Products, Congressional Quarterly; and John Regazzi, president of Elsevier Engineering Information. The agenda for the meeting was approved.

### **Northern Light - Sandy Waters**

NTIS' Strategic Planning Officer Sandy Waters presented on a new joint venture between NTIS and Northern Light, an Internet search crawler. Northern Light was chosen for this project because it has the capabilities to allow the user to identify every single page and word on every single government World Wide Web site. With a search term, the user can find information either vertically by agency structure or horizontally by topic with all other information filtered out.

According to Mr. Waters, the goal of this effort is to develop an online subscription service with products that have a life and will encourage the customer to take what he needs and come back for more. It will also serve NTIS by locating new information that should be added to our collection. It will focus on NTIS' taxonomy for classifying information that has been identified, which is a unique capability to the agency and to the government information collected. Additionally, the goals include minimizing out of pocket expenses for NTIS, aiding in the development of new customers, and helping the agency gain increased recognition for its products and services.

The occasion of this joint venture is the first time there has been an effort to provide a premium .gov domain search service. Northern Light's state-of-the-art crawl and search technology allows its crawler to be programmed to classify automatically any information from a government site by the same criteria NTIS uses in identification. It allows content that has been licensed from content providers to be searched at the same time the Web site is being searched. This is just the kind of "one stop shop" where researchers want to go and just the approach needed to assist NTIS by getting its content into this search

channel. Northern Light is currently signing two or three content providers a week and NTIS becomes one of them.

Mr. Waters feels that this is what NTIS needs to fill out its role as the single source for federal government information. It marries up well with our clearinghouse recognition and database recognition to also have search recognition to identify content on all government Web sites. NTIS will contribute and maintain the Web sites directory database and at the same time gain a sales outlet for selected full text documents and referrals. The resulting new subscription service under a gov.search label will be very complimentary to the existing GRC product which focuses on bibliographic databases.

In conclusion, Mr. Waters described Northern Light for the Advisory Board as a limited liability company with a robust following of information professionals and industry analysts. It is a well funded, privately owned company that will go public in 2000. Beta testing for the component product launch is scheduled for January and February 1999 with the first paying customer due for the middle of January. The revenue goal for the first year is predicted to be close to \$1 million. For the general user, pricing is structured for a \$15 day pass and a monthly subscription for \$30.

## **Y2K - Keith W. Sinner**

Keith Sinner, director of the Office of Information Management, reported that NTIS has identified eleven mission critical systems which must be Y2K compliant. These include STAR, ADSTAR and FedWorld. Partial renovation/development has been completed in six of the systems.

The Office of Management and Budget has set March 31, 1999 as the deadline for all renovations. Mr. Sinner reminded the Board that NTIS has to ensure Y2K compliance not only for products we develop but also those which we offer for sale from other agencies. We are making every effort to meet the OMB deadline, but there are no guarantees.

Current funding allows for only internal testing - independent verification and validation. It is currently assumed that Y2K funding is available for obligation since November 16, 1998. No unexpected procurement delays are anticipated and a timely decision on requirements for independent verification and validation is expected.

Ninety day information testing system interruption in January 2000 would require manual processing of orders and documents, according to Mr. Sinner, and this would affect FedWorld most of all. Draft business continuity plans developed by OIRM are currently under review by NTIS executive management. System contingency plans have been developed for all of NTIS' major systems.

Mr. Sinner reported further that the agency's telecommunications are currently Y2K compliant, except for Voice Mail which will be replaced in February 1999. NTIS'

physical security system will be replaced by January 1999. Heating, ventilation, and air conditioning systems are Y2K compliant now.

In conclusion, Mr. Sinner said NTIS expects to be fully compliant by January 1, 2000. We are keeping our customers current on our progress through the Web at:

**<http://ntis.gov/y2k.htm>**. On behalf of the IRS, NTIS has identified and remedied all Y2K issues related to FedWorld components used for the IRS Web site. Independent verification and validation will be conducted by a contractor selected by the IRS.

On behalf of the Board, Mr. Jenkins asked Mr. Sinner what percentage of the work is remediation or replacing. According to Mr. Sinner, it is about 50/50 with 200 new computers needed.

### **NTIS-GPO Imaging Pilot Project - Walter L. Finch**

Associate Director for Business Development Wally Finch began his presentation by introducing Bill Baldwin of the Government Printing Office and Elaine Stober of NTIS' OBD.

Mr. Finch reminded the Board that the American Technology Preeminence Act, 1991, mandates NTIS to develop a system through which depository libraries, at no charge to them, may have electronic access to full texts of scientific, technical, and engineering information products. The Final Rule on the transfer by agencies of said information products states that depositories are expected to "protect the information" because the "improper disclosure of this valuable information could seriously erode NTIS' ability to operate on a self-sustaining basis."

A Pre-Pilot Proof of Concept was begun in fall 1996 with the Head Federal Depository Library, University of California-Davis. NTIS set up a special image database to allow this university to search the NTIS database, order documents online, and receive electronic document image delivery through File Transfer Protocol.

In December of last year, NTIS/GPO laid the groundwork for conducting a one year pilot project with 20 Depository Libraries. NTIS was tasked with providing a fully automated document search, order, and image delivery system. This fit in with NTIS' procedure of putting all new material for the NTIS collection in image format.

Selection of project participants was based on the desire to have committed users who needed the information. It was also based on the wish to have a cross section of clientele participate in the project and to test functionality in a multitude of settings.

The requirements on the documents made available included being in image format, becoming a part of the collection from October 1997 to the present, and, as a criteria for



imaging, the materials needed to be non-copyrighted, not color dependent, nor contain foldouts.

The project will work with participating libraries accessing the NTIS Depository Library Web site then moving on to access a fully searchable bibliographic record which is, in fact, a subset of the NTIS database with abstracts. The ordering function is password accessible only. Once ordered, NTIS retrieves the image, converting it from TIFF to PDF, and transmits it for pick up at the requested library.

In closing, Mr. Finch provided examples of search pages and stated that NTIS is developing an internal system to track the costs for this program.

### **STAR Redesign - Thomas J. Pennington and James W. Thorne**

Tom Pennington, director of NTIS' Office of Systems Research and Development, presented to the Board why we are converting from the existing STAR bibliographic database to an Oracle-based one.

- By moving from a legacy platform to an open, network-based system, all NTIS product information will be consolidated into one system.
- In-house data transfers will be eliminated or significantly reduced.
- Oracle allows tighter data integrity and data security controls.
- Document end-to-end processing time will be reduced.
- Oracle is fully integratable with all other NTIS systems.

Jim Thorne, chief of the Database Systems Division, gave a status report on what progress has been made. Following systems analysis, the STAR database was actually taken apart and re-built to reflect what NTIS does. Mr. Thorne provided status for the following phases of this redesign:

- Hardware acquisition
- Software acquisition
- System component development
- System component testing/tuning/integration

Even though a number of phases to this redesign have been completed or are currently in progress, Mr. Thorne projects the roll out of Phase One of the new system will be July 2000. Prior to that, testing on the new system in relation to other NTIS systems and final parallel testing will be completed.

### **Closing - Ken Allen**

At the conclusion of the formal agenda, the meeting was opened up for public comment. Mr. Baldwin from GPO made a number of complimentary comments to the Board and NTIS attendees on the Depository Library project. He is very much looking forward to the outcome of the pilot effort and expressed his awareness of NTIS' investment into the program. Mr. Baldwin also stated that there are 1,350 Depository Libraries that could eventually be candidates for this program.

The next meeting of the Advisory Board was scheduled for February 3, 1999.

As there was no further business, Mr. Allen adjourned the meeting.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

Kenneth B. Allen  
Kenneth B. Allen, Chairman

1/20/99  
Date

**The National Technical Information Service  
28th Advisory Board Meeting  
Open Session  
Tuesday, July 22, 1998  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield VA**

**Meeting Summary**

**Opening - Ken Allen**

The 28th NTIS Advisory Board meeting was opened to the public by Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association. Other board members attending were Stephen E. Arnold, president of Arnold Information Technologies; John A. Jenkins, vice president and general manager of Books and Reference Products, Congressional Quarterly; Jean Mayhew, director of Information Services for the United Technology Research Center; and John Regazzi, president of Elsevier Engineering Information.

During the open session, the following presentations were made:

**SpecFinder™ - Mike Williams**

SpecFinder is an electronic library of engineering drawings, military and Federal specifications and standards, and industry standards that together make up technical data package materials referred to in Department of Defense solicitations. Developed in a joint venture effort between government and business, the SpecFinder service brings TDP materials into one, easy to use, online delivery system. With SpecFinder, no contractor need miss bidding on an important solicitation because of a lack of technical specifications.

Mike Williams of FedWorld provided a live demonstration for Advisory Board members on how users can access SpecFinder. There is no charge for registering for the service. After registering, a user may search the SpecFinder Index of DoD solicitations. After locating a solicitation of interest, the user may select individual TDP materials for viewing and downloading. Mil-Spec and Industry Standards documents are individually priced and may be ordered along with military engineering drawings and other technical data. Once the user determines which TDP he wants, SpecFinder allows him to "check out" and purchase with a credit card or through a deposit account.

Engineering drawings and solicitations at the Supply Center in Richmond are currently available in SpecFinder. Those located at the centers in Columbus, Ohio, and Philadelphia are expected within the month. At present, there are approximately 5,000 to 6,000 solicitations in the SpecFinder system.

According to Williams, the system is still in Beta stage and will be through fall of this year. Full scale marketing will begin in October. The goal of the service is to have customers buy the technical data. If the sales of the data do not generate sufficient revenues, NTIS will then have to offer the information only by subscription.

### **PKI Update - Keren Cummins**

Keren Cummins, director of FedWorld, presented an update on the Public Key Infrastructure (PKI) program at NTIS.

Considering the interest of current and prospective customers, NTIS FedWorld has become involved with PKI technologies that specifically enable data integrity, authentication, confidentiality, and related encryption security services.

The first key recovery prototype projects were demonstrated last November. They used two different online security configurations (or key encryption) in support of the online grants programs of the U.S. Department of Transportation and the National Institutes of Health.

The second phase will build a production version of the two prototype projects, allowing candidates to file grant applications online. In addition, NTIS FedWorld proposes to be the Federal PKI Steering Committee's collaborative workspace. This online "open space" will allow all Federal agencies involved with the PKI technology to share success stories, concerns, and work with each other online.

Also, as part of the second phase of the PKI technology prototype program, NTIS FedWorld has been asked to provide the Federal Government's Bridge Certificate Authority. This will enable NTIS FedWorld to develop an architecture that allows interoperability between different certificate authority systems.

To explain Bridge CAs, Steve Needle, NTIS senior policy advisor, drew a parallel between them and the college accreditation system. One college can accept student course credits from another college because:

- the board of accreditation certifies that the two colleges teach the same material in their classes, and
- the same quality standards have been met.

The Bridge CA acts, in concept, like a college accreditation system that uses data over the internet. As the Bridge CA, NTIS FedWorld will be able to cross-certify with other Federal CA's and cross-certify with non-Federal CA's where Federal interoperability is needed. This provides a "one-stop" shop for CA certificates. Mrs. Cummins announced that a funding decision for a Bridge CA specifically for NTIS is expected in August.

## Steve Meyer - GRC

Steve Meyer of the Office of Sales, Office for Business Development, briefed the Advisory Board on progress with GRC, the Government Research Center™. Developed in cooperation with the National Information Services Corporation, GRC is a new online subscription service that provides the user with worldwide access to Federal government sponsored databases. The available databases are:

- NTIS® - representing hundreds of billions of research dollars in a wide range of topics
- Agricola - a comprehensive source of U.S. agricultural and life sciences information
- Federal Research in Progress - providing access to current engineering, science projects
- NIOSHTIC - current & retrospective information in occupational safety and health
- Energy Science and Technology - basic & applied scientific research literature
- RTECS® - toxicological information maintained and updated by NIOSH

GRC uses NISC's Biblioline search engine that offers four levels of search capability. All databases are available on a yearly subscription basis.

According to Meyer, 700 potential customers have signed up for free trials on the service, with 13 becoming customers so far. This number represents \$30,000 in revenue for NTIS. Many potential clients have expressed interest in "day passes" which may be offered in the future.

## Closing

As there was no further business, the chair adjourned the meeting. The last Advisory Board session for the calendar year was re-scheduled from November to Wednesday, December 2.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

Kenneth B. Allen  
Kenneth B. Allen, Chairman

10/20/98  
Date

The National Technical Information Service  
27th Advisory Board Meeting  
Tuesday, March 10, 1998  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield, VA

**Meeting Summary**

**Opening - Ken Allen**

The 27th NTIS Advisory Board meeting was opened to the public by Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association. Other members attending were John Regazzi, president and CEO, Elsevier Engineering Information; and John A. Jenkins, vice president and general manager, Congressional Quarterly. Participating through an open conference telephone call was Stephen E. Arnold, president, Arnold Information Technology.

After Board members and NTIS attendees introduced themselves, Keren Cummins, FedWorld Manager, presented Linda Wallace, chief, Electronic Information Services for the Internal Revenue Service. Ms. Wallace detailed experiences her agency has had with NTIS over the last few years.

**Guest Speaker from IRS - Linda Wallace**

Ms. Wallace explained why the IRS came to NTIS when it branched out into offering Internet services to its customers. Initially, the IRS was advised by the private sector on what was needed to reduce costs and improve service. The basic tenets included striving for a multi-media approach for self help electronic services, guaranteeing that the interfaces would be consistent and that all information could be updated in a timely fashion. But, according to Ms. Wallace, the most important factor was to insure that the IRS partner offered a text and graphics infrastructure in place.

In further preparation for choosing a partner, IRS went out to government agencies, telecommunications companies, and to a number of local large systems integrators. Included was IRS' own information systems department. When all the bids came in, not only was NTIS the low bidder, but it was the one with the highest technical points. This success was attributed, in part, to NTIS' ability to provide multiple media services. In addition to Internet services, IRS is providing electronic bulletin board, CD-ROM, and fax-on-demand services through its partnership with NTIS. Customer service is greatly enhanced by having a central Help Desk where the same people are handling calls for each of these services. Since all these media are fed from the same exact files, everything electronic for IRS has one consistent interface.

According to Ms. Wallace, IRS is especially pleased with security offered by NTIS. Even though a small agency with a small budget, NTIS is virtually the only agency that can successfully prevent security attacks. Independent audits of its security proves that it rivals or betters the best of the Fortune 100 companies.

Ms. Wallace also presented hard facts on the business success of the NTIS partnership. Last year, 6% of the forms coming back to the IRS as tax returns originated from the IRS Internet site. At the same time, there were 500 locations where taxpayers could walk in to get forms and three major distribution centers where 300 employees were handing them out. This effort also resulted in 6% of the tax returns. Obviously, the electronic services are being used effectively which is also impacting telephone calls received. Every year for the last 30 years, telephone calls to the IRS have increased from between 9% and 12%. Last year, for the first time, there was a small dip in the number of calls. This allows the IRS to better serve those who do still need to phone in.

Improvement also shows up in cost, responsiveness, and accuracy. For the IRS to send a tax form to a taxpayer, it costs about \$3; with the Internet, the cost is less than a penny a form. Because there are fewer customers calling into the IRS, the chances of getting through the first time has risen from about 60% to more than 90%. With the advantage of re-using information with e-mail, by cutting and pasting facts for taxpayers with similar questions, the customer gets more accurate information and can print and have a hard copy for records.

According to Ms. Wallace, IRS made the right decision in partnering with NTIS for it has allowed the agency to improve its production rate, improve its quality, lower its operating cost, and respond to its customers more quickly.

When asked by Chairman Allen if the IRS plans to continue its relationship with NTIS, Ms. Wallace assured him that that is the plan for the next four years.

### **Kim Harris - FedWorld® Program Manager for the IRS Web and Fax Services**

Ms. Harris reported that NTIS has worked with the IRS since 1994 and is currently in the second year of a five year agreement. During this partnership, there has been tremendous growth in all areas of the multi-faceted services NTIS provides the IRS, including the dynamic Web site, the Fax-on-Demand system, and the Help Desk.

Last tax filing season, NTIS delivered 118 million HTTP transactions with 6 million downloads. On April 15, 1997, alone, there were 4.29 million hits and 147,000 FTP downloads. This year, the Web site is already running 3.3 million hits a day and FedWorld is predicting up to 6.2 million hits a day by April 15.



Ms. Harris also explained NTIS' service to the IRS Fax-on-Demand system. NTIS is tasked with application design, implementation, and system maintenance. Last year, the agency provided a 108 port or phone line automated fax-on-demand system. During the 1997 tax season, the fax system received over 1 million calls and delivered nearly 620,000 faxes. This year, the system has been expanded to a 228 port automated system. Already this year, half a million forms have been faxed to taxpayers and NTIS projects delivering as many as 1 million more before April 15.

The IRS Help Desk has also grown to match demand, Ms. Harris reported. Last year, there were 2.5 full-time employees manning the desk. This year, there are 5.5 FTEs with 6 temporary staffers added during the actual tax filing season. NTIS serves customers on the phone, on e-mail, and by fax. Tax related questions are redirected to the designated IRS office if they cannot be handled at NTIS.

### **Chris Loudon - FedWorld Computer Systems Architect**

Chris Loudon presented on the infrastructure for the FedWorld Web site. The FedWorld architecture was very well fixed, though fairly simple, before the IRS opportunity presented itself. Initially, we established the IRS Web site by plugging in another box as we had done for other customers, Mr. Loudon said. But, very early it became clear that the IRS site was not going to be a normal Web site and that NTIS was going to have to use scaling. After considerable research, it was decided FedWorld would go with a distributed system.

Since scalability on a single large server is expensive, Mr. Loudon explained, NTIS went with several small systems to handle the demands of the IRS support effort. For an incremental cost increase, NTIS improved its performance significantly. After FedWorld created a dedicated network for the IRS, NTIS then bridged the dedicated network to existing infrastructure with a smart bridge that does load balancing. For ease of maintenance, a network file system was added. This also benefits other FedWorld plans.

Mr. Loudon listed a number of projects that are now being addressed by FedWorld: investigating a mirror site, becoming more involved in the content of the Web site, developing support for new features, and expanding e-mail service for IRS.

### **The Honorable Gary Bachula, Acting Undersecretary for Technology, U.S. Department of Commerce**

Mr. Bachula first thanked the Advisory Board members for the valuable input they give. Without the input from those who know the rapidly changing private marketplace, the bold and daring enterprise asked of NTIS might not be accomplished, he stated.

He next made general observations about this time of very rapid change where information technology is not only changing the management of information, but it is

also changing procedures in manufacturing, retailing, banking, and real estate. Keeping abreast of this change is enormously difficult in the business world and next to impossible in the government arena, according to Mr. Bachula. This causes NTIS to shoulder two burdens: the first is to take on its mission and stay on top of it in a very rapidly changing world. Then, it must help other government agencies, which do not have the technology and marketplace expertise, to stay ahead of the curve and help them do their government job.

Mr. Bachula stated that performance objectives for senior executives in government have recently been re-written to include language which incorporates leadership qualities such as those demonstrated by NTIS' Director Don Johnson. These include the willingness to take risks, to adapt to change, to be entrepreneurial, and to be willing to be measured by the results of his performance.

Challenges for NTIS include continuing to respond to the Vice President's effort to re-invent government, by doing more with less and moving quickly to a paperless kind of government. We are now living under a new law called the Government Performance and Results Act which is calling for agencies to be measured by cost effectiveness and benchmarked against either private industry or themselves. NTIS has had to do this by the very nature of the revenue-generating requirements placed on the agency, Mr. Bachula pointed out.

In the new world of electronic commerce, Mr. Bachula said, government has to figure out not only how to play its own role and deliver services electronically, but also how to encourage the private sector to better play in this new information economy. There are many issues - such as, whether we do or do not tax the Internet - that we've taken for granted in the 20th Century. Now, we have a 21st Century version of it and we must meet that challenge and also change ourselves internally.

In conclusion, Mr. Bachula said that the Department of Commerce has gotten assignments from the President regarding the challenges of the coming millennium. While there is no one agency within the department that is the "electronic commerce agency," it is becoming more and more apparent that the transformation taking place at NTIS can be the model for other agencies and activities.

Mr. Regazzi asked Mr. Bachula what the function of the NTIS clearinghouse is and whether NTIS has taken on an expanded role. According to the acting undersecretary, many agree an expanded mission is appropriate for NTIS, but there is legislation that restricts the agency from exercising the flexibility it needs. Mr. Regazzi asked where the Advisory Board should direct its recommendations if it felt necessary changes should be examined. Mr. Bachula asked that they be directed to the Secretary of Commerce.

## **Saul Summerall, FedWorld Business Specialist**

Saul Summerall presented on the Department of Transportation's electronic grants program and resulting business opportunities for NTIS. Last year, NTIS participated in two major initiatives with PKI (Public Key Infrastructure): the Federal Public Key Infrastructure and the Key Recovery Demonstration Project. According to Mr. Summerall, NTIS got into PKI because our customers were very interested in using PKI technology. They wanted to know about authentication, data integrity, confidentiality, nonrepudiation, and related encryption security services.

It was a natural fit for NTIS to work with DOT because the department had an electronic grants pilot program which required a service provider, like FedWorld, to develop, implement, and support PKI services. The pilot funds to NTIS enabled FedWorld to provide DOT with certificate authority, key recovery, and directory services. It also allowed NTIS to demonstrate PKI services to the federal agency community. Technically, NTIS was able to integrate DOT developed technology with NTIS' infrastructure.

According to Mr. Summerall, in this partnership, as far as NTIS is concerned, we were certainly able to implement a new technical solution and infrastructure. It also put NTIS in the flow of emerging security solutions in terms of access to new sources. For DOT, there was demonstration of sophisticated online grants application and evidence the department could put on application that had utility across federal agencies.

The program also provided new marketing opportunities with the approximately 20 multi-agency partners that teamed with DOT for the development of this application and that require interactive database Web hosting. The program also proved NTIS can bundle, package, and deliver database hosting, Web server, and electronic grants software services at a reasonable and competitive price.

Mr. Summerall explained that, after NTIS' presentation of its capabilities at a DOT partners meeting, follow through was arranged with the Departments of Interior and Education and with the U.S. Coast Guard to review their technical specifications requirements. Within NTIS' customer base itself, the Departments of Treasury, Defense, and Commerce are also interested in PKI.

## **Keren Cummins - FedWorld Manager**

Briefly, Keren Cummins described a recent rule making opportunity from the U.S. Department of Agriculture involving the meaning of the word "organic." FedWorld was tasked to help USDA create an open and participatory process where anyone could comment on the appropriate use of the word. It also had to offer a high visibility process with ease of providing these comments, online access to comments regardless of how they came in to USDA, a short timeframe for response, and the opportunity for USDA to review the comments before they were made public.

USDA came to NTIS to help the department utilize an existing investment on its home page, to prepare for massive response, to support registration and user controls through FedWorld, to maintain integrity of comments as required by law, and to provide automated ability to post comments online, mailed, and faxed with 24 hours of receipt.

According to Ms. Cummins, the results of this project were excellent, including positive news coverage in the *Washington Post*; on CNN; in *Government Computer News*; and others. NTIS met Agriculture's time frame and was very happy with the results, which included the statistics that 73% of the comments to date were made online. USDA has referred NTIS to other agencies with similar needs.

In conclusion, Ms. Cummins explained why the focus of the presentations made to the Advisory Board were on IRS, DOT, and USDA. These efforts illustrate the ways NTIS wants to target out activity in FedWorld. The IRS effort is basically the kind of dissemination application that FedWorld has mastered. Here, there are very specialized needs which tie in with other multi-media capabilities at NTIS. We want to maintain this service. But, we are looking for other applications where there is a collection component and a dissemination component. IRS has the dissemination piece of that. The USDA site is a good example of collection.

The IRS project also demonstrates the successful interplay between the services provided to other agencies and the benefits for NTIS. This project has been entered into in the true spirit of partnership, Ms. Cummins emphasized.

From the funding available for DOT, we were able to build an infrastructure to provide necessary trusted services and test a number of products. When we are ready to roll out services on FedWorld's behalf, and on behalf of their other customers, we know a great deal about what is out there from the vendors. We have the hardware infrastructure in place and it becomes only a matter of selecting from fairly well known cost products that benefits the agency customers. It also benefits our own mission of selling technical information to the public through the use of these kinds of services, Ms. Cummins explained.

## **Closing**

John Jenkins asked for a day change for the Advisory Board meetings. It was agreed to meet on Wednesday instead of Tuesday.

There was no public comment.

Chairman Allen asked for Board comment. Mr. Regazzi suggested an effort to develop a planning paper and provide focus for NTIS. Dr. Johnson felt that would be helpful. Mr.

Jenkins echoed the need for a focus and was especially complimentary of the high quality of presentations at today's meeting.

In closing, Mr. Allen stated that he wants to work on consistency from one meeting to the next in terms of a report which provides indicators and trends that NTIS sees. Ron Lawson from NTIS will put together a proposed "driver" report and circulate it to board members. Dr. Johnson offered to provide a monthly report that has profit and loss figures. By having that report, less time in the formal meetings would be needed for updating.

As there was no further business, the meeting was adjourned.

The next meeting date is July 22.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

Kenneth B. Allen  
Kenneth B. Allen, Chairman

5/6/98  
Date

The National Technical Information Service  
25th Advisory Board Meeting  
Tuesday, November 25, 1997  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield, VA

**Meeting Summary**

**Opening - Ken Allen**

The 25th NTIS Advisory Board meeting was opened to the public by Chairman Kenneth Allen, executive vice president and CEO of the National Newspaper Association. Current members attending were Jean Mayhew, director of Information Services for United Technologies Research Center; Joseph Shuster, chairman of Teltech; Dr. Salvatore Meringolo, vice president for development at St. Mary's College of Maryland; and John Regazzi, president and CEO of Engineering Information, Inc.

Also present were prospective board members John A. Jenkins, president of the Cobb Group and Stephen E. Arnold, president of Arnold Information Technology.

With the Advisory Board's concurrence, Mr. Allen adjusted the agenda to include time for a presentation on the Technical Data Package Material Information System (TDPMIS).

**PAYERID - Tom Bold**

Although Mr. Bold is project manager for the PAYERID program at NTIS, he recognized the partnership existing between his efforts and those of Pam James, as business counterpart, and Tim Pinegar as systems specialist, both of whom work for FedWorld®.

For the benefit of the board's prospective members, Mr. Bold provided a brief background statement on the program. PAYERID is the result of an interagency agreement between NTIS and the Health Care Finance Administration. It calls for development of a number system along with a national registry to support routing of health claims. NTIS has been working on this program for three years. The system is now complete and being tested. Next year, NTIS will implement the program and begin operating it.

Initially, PAYERID was to be voluntary, but, in 1996, the Health Insurance Portability and Accountability Act was passed making it mandatory. All health plans must be enumerated, including group health plans, health insurance issuers, health maintenance organizations, Medicare and Medicaid, long-term care plans, employee welfare benefit plans, and selected federal health plans.

PAYERID allows for an established standard for identifying health plans in claims transactions. It improves accuracy of claims routing by linking a patient's health card with

a numeric system within the industry. PAYERID numbers are made up of eight digits plus a check digit. This structure and its slogan - "More Than A Number" - will be a part of the official trademark.

Once PAYERID becomes operational, NTIS will become the registrar for HCFA, creating and maintaining a registry of insurance payer data. It is anticipated that resellers will lease the entire registry and make it available to clearinghouses, value added networks, and systems vendors. NTIS will also sell CD-ROMs, diskettes, and paper directories of the registry data.

So far, funding the development of PAYERID has come from HCFA's appropriated funds. It is anticipated that leasing the registry database and charging for online access to it will provide the revenue to offset the cost of operation. Currently, NTIS is drawing \$1.3 million a year for the development and implementation process of the program. Once it is in operation, Mr. Bold projected that \$500,000 to \$1 million in revenue will be generated to cover costs of operations at NTIS.

In answer to the board's concern about NTIS' role in this project, Mr. Bold stated that NTIS' flexibility in its interagency agreement appealed to HCFA as did the agency's experience in leasing databases. The board requested future updates on this project.

### **Computer Security - Keren Cummins and the FedWorld Staff**

Keren Cummins, manager of FedWorld Information Technologies, introduced Kevin Hawkins, director of FedWorld systems, who provided an overview of the security program at NTIS, particularly with FedWorld. According to Mr. Hawkins, NTIS' technical security goal is to develop technology solutions that incorporate appropriate security measures to mitigate threats and vulnerabilities, ensure the integrity of information, and prevent unauthorized disclosure.

The three security components are organizational security with its policies and awareness; architectural/infrastructure security which is inwardly directed and means protecting your own assets; and application security which addresses outreach issues, such as encryption and key recovery.

### **Infrastructure Strategy Vulnerability Assessment - Chris Loudon, System Architect**

In his presentation, Chris Loudon emphasized the importance of security protection on the infrastructure strategy front. We deploy detection techniques which include perimeter, redundant host, and application defenses because, as an Internet provider, we allow users to connect to our servers. We do real time monitoring, automated evaluation and automated notification. Most significant is our extensibility detection which is run off a variety of configuration files which we can change on a regular basis. As new threats are identified and as we receive false alarms, we can modify our configuration files and immediately throughout the infrastructure, our security has become that much more



effective.

According to Mr. Loudon, diligence is our most important strategy. Today, if you have a security strategy that is 90 days old, at least 50 % of it is obsolete. Internet security changes very quickly, hackers are good and very well organized. We monitor security notices and hacker sites to stay ahead of them. We try to categorize vulnerabilities and deploy protection techniques against a category.

Recently an independent vulnerability assessment was conducted by a local private corporation on NTIS' infrastructure strategy. The completed perimeter assessment shows no unauthorized access was obtained.

In conclusion, Mr. Loudon stated that NTIS has proven itself successful at protecting the networks. Concentration will begin now on developing practices which will accurately differentiate between authorized and unauthorized users.

### **Public Key Infrastructure and Key Recovery Activity Update - John DiDuro, Engineering Support Group Manager**

John DiDuro, ESG manager, provided an update on the public key infrastructure initiative. This effort is being made to provide the user with full confidence that, when he steps up to a computer, he can successfully conduct a sensitive transaction.

During calendar year 1997, NTIS provided secure certificate authority and key recovery services to multiple agencies on a pilot basis. Because the customers' needs drive this development, NTIS has tried to offer multiple product choices based on these needs. We are establishing a federal government presence in this technology. According to Mr. DiDuro, NTIS has in the past proven itself successful as a problem solver. Therefore, the agency provides a good, solid, honest broker, practical implementation viewpoint.

Mr. DiDuro highlighted a recent key recovery demonstration, sponsored by the FPKI Steering Committee, in which NTIS participated. The NTIS booth not only had project participants available, but by setting up an actual network, we also had actual key recovery with certificate authority being demonstrated. The demonstrations were of great interest to the attendees.

For this demonstration, NTIS customers were the Department of Transportation's and the National Institute of Health's electronic grant systems. NTIS was specifically asked to feed back information to the committee to help structure best practices for the federal government. With DOT and NIH, there were similar needs but their approaches were different. Therefore, NTIS has to develop appropriate solutions for each requirement.

Members of the Advisory Board questioned NTIS' work in this area. In his response, Dr. Johnson stated that this is an area of a technology that NTIS needs to have under control in order to serve its customers in the future. Already, our customers are asking for

different key recovery application. And, there is a host of different applications being developed in the private sector. NTIS hopes to be able to work with most of them depending on which particular private sector technology an agency decides is best for its own application.

Mr. DiDuro concluded his presentation with some of NTIS' FPKI activities for calendar year 1998. These include transitioning pilot projects into production and developing a cost/business model for public key services. NTIS is in touch with the leading edge technology, but must proceed with caution.

#### **Information Security Program - Bill Donovan, Information Security Systems Officer**

Bill Donovan provided a brief description of the elements which make up a secure information system. These are (1) physical security such as locks and alarms, access and environmental control; (2) administrative security which includes the rules and policies which can be very effective and cost little to do; (3) security awareness - training for this is currently underway at NTIS for all employees. This will be enhanced with more defined training for systems managers and designers so security can be built in at the beginning where it is more effective and costs less; (4) telecommunications security which covers how we protect information when it is the pipeline; (5) technical security which is a lot of what Mr. Loudon described in his presentation; and (6) personnel security which calls for careful work when hiring new employees.

According to Mr. Donovan, all of these things have to work together for they enhance each other and make the overall program more secure and more effective.

#### **International Trade Center Bookstore - Pat McNutt, Directorate for Business Development**

Pat McNutt, manager of the Office of Sales, brought board members up to date on the development of the ITC bookstore. Working with her on this project are Bill Pelesh and Camille Fields, who, along with Mrs. McNutt, seek out business prospects, make the initial contacts, and carry them through the agreement process. Then, Jeanette Young-Reese works with the partner to implement his database in our system and to get the material up on our Web site. In addition, the NTIS bookstore team includes a product manager and both accounting and systems representatives.

Mrs. McNutt explained that the bookstore became part of a major Department of Commerce project four or five years ago. It will be located with the trade assistance center where the American public can walk in, call in, or mail in questions about trade regulations, overseas contacts, exporting, importing, standards, and more. There will also be a research library located near the bookstore retail area that will hold federal government information dealing with business, trade, and export.

The Department of Commerce defined business in very broad terms and requested that

NTIS reach out to private sources for trade and business information that is based on government data but has been packaged and copyrighted outside of government. NTIS' objective is to assemble the information collections that American businesses need to remain dynamic in the global economy.

The bookstore will encompass 4,000 square feet. Space is planned for book signings, demonstrations of electronic products, database search areas, and workstations for searching. Eventually, there will be a print-on-demand facility and NTIS will offer electronic products from its collection. The store is scheduled for late April 1998 opening.

In closing, Mrs. McNutt provided a list of existing partners which include Brookings, the United Nations, Battelle, the World Bank, and more. She praised the work of NTIS' Input Section for the speed it used in successfully getting these collections into NTIS' cataloging system. This includes creating like bibliographic records for all materials taken in and allows the customer to search by subject through the entire collection.

### **TDPMIS (Technical Data Package Material Information System) - Mike Williams, FedWorld Business Specialist**

For the benefit of the prospective Advisory Board members, Mr. Williams provided some background on this program. It is a cooperative venture which includes the Department of Defense, NTIS, and the private sector. Its purpose is two-fold: (1) to help DOD reduce the acquisition lead time in procurement, mainly in electronic commerce, and (2) from the industry side, to help prospective vendors obtain the technical data package materials needed to bid on government procurements.

A memorandum of agreement has been established between NTIS and the DOD Defense Logistics Agency which allows NTIS to receive information from DOD and make it available to the public. The mainstay of the project will be government and industry partnerships which provide access to the complex array of technical data that is required to support ongoing DOD small parts procurements.

NTIS brings the needed pieces of the TDP together by including both the DOD and commercial source materials. Commercial resellers under joint agreements with NTIS will acquire this data from NTIS and package it for their Web sites. Their customers who subscribe to a service, or buy the data or the document, will split the revenue with NTIS. NTIS fills the role of integrator.

Mr. Williams explained that the software we sell is mainly used by DOD to view the documents in electronic format that we ultimately will sell online. To make electronic commerce work, we have to provide the tools that can make it work.

About \$100,000 of DOD funding will come directly to NTIS during 1998 for development of applications, such as a sensitive but unclassified data delivery vehicle, which are unique to DOD. A new MOA allows NTIS to tap into its unclassified network,

saving the agency from having to go to as many as 35 different repositories to get data. Agreements are currently being written that will also allow those organizations participating in this pilot to refer their vendors directly to NTIS.

NTIS has also been named as technical data component of DOD's Management Reform Memorandum #2 which is committed to paperless contracting by the year 2000. NTIS can provide DOD with substantial savings of \$1.3 billion if the department will fully migrate product data and all technical data to electronic formats. DOD is striving to save \$60 billion a year so NTIS' savings is a significant part of that.

## **Farewells**

This was the last Advisory Board meeting for Joe Shuster and Tory Meringolo. In his farewell, Mr. Shuster stated that it had been satisfying to be a part of the board and emphasized that he felt the future of NTIS is solid. His parting recommendations include devising a succession plan and also making a conscious effort to built up a reserve.

Dr. Meringolo expressed his pleasure in serving on the board and mentioned that, in many ways, it has re-affirmed his faith in the federal government. He also said that NTIS demonstrates that it is possible to be entrepreneurial. In parting, he reminded NTIS managers that "big science" will be back as soon as budget constraints ease and NTIS should not lose sight of its primary function.

Dr. Johnson expressed his appreciation for the effort and association with both these outgoing board members.

As there was no other business, the chair adjourned the meeting.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

Kenneth B. Allen

Kenneth B. Allen, Chairman

3/10/98

Date

The National Technical Information Service  
24th Advisory Board Meeting  
Monday, July 28, 1997  
5285 Port Royal Road  
Sills Building, Conference Room 2029  
Springfield, VA

Meeting Summary

**Opening - Jean Mayhew**

Board Chairman Jean Mayhew, director of Information Services for United Technologies Research Center, opened the meeting. Board members present in addition to Mrs. Mayhew were Kenneth Allen, executive vice president and CEO of National Newspaper Association, and Joseph Shuster, chairman of Teltech. Sandy Schwalb from the Government Printing Office attended to offer public comment.

The agenda for the meeting was adopted.

**Dr. Johnson - NTIS News**

**Agenda Items**

Dr. Johnson discussed the presentations prepared for the meeting. According to Dr. Johnson, even though many government agencies are producing significantly less material than they have in the past and a lot of material is going up on the Web, NTIS is taking more material into its collection than ever before. Kris Vajs of the Customer Services Associate Directorate was listed on the agenda to describe the resulting changes in input processing.

Mike Williams of FedWorld was scheduled to talk about NTIS' effort to collect technical data packages for defense procurement. Dr. Johnson stated that it has become clear during the search that some kind of arrangement had to be made with the standards community. NTIS is trying to provide an automated system which would allow downloading and had to go directly to the various standards organizations to see if they would agree to allow direct electronic dissemination. The goal of the effort is to have an impressive collection of technical standards that NTIS can make available in paper or electronically.

In the absence of Pat McNutt, Dr. Johnson was listed to present on the new bookstore at the World Trade Center. NTIS is doing this bookstore at the request of the Department of Commerce. Initially, the agency was asked to put together a collection of government-based documents. But, it shortly became clear that the best of government generated information ends up being packaged in the private sector in ways that are far more useful to the customer. Dr. Johnson explained that DOC then asked NTIS to approach some

quasi-government, not-for-profit organizations that were packaging government information. DOC wants NTIS to make arrangements to bring this information back into the government fold. Thus, a number of agreements have been signed with such organizations as the United Nations and the World Bank which allow NTIS to make available information products belonging to these groups.

Dr. Johnson stated that Keren Cummins of FedWorld would report on efforts to make Web sites more interactive and on both automated funding processes and automated input processes. He also noted that Jim Thorne and Mike Browning of Production Services would present on NTIS' efforts to reengineer the agency's bibliographic database and to reengineer the entire microfiche production system.

### **Political Climate**

In describing the political climate, beginning with Main Commerce, Dr. Johnson explained that many designates to various positions have been delayed in the confirmation process. Currently, Gary Bahula is Acting Under Secretary for Technology, following Dr. Mary Good's resignation, and is doing much traveling for DOC. Downsizing has hit Main Commerce with 100 slots to be eliminated, 40 are existing vacancies and 60 are occupied positions.

Dr. Johnson also explained that negotiation is going on between the Office of Management and Budget and the Joint Committee on Printing to re-write Title 44. Administration negotiators seem intent on eliminating the print monopoly that GPO has by providing two or three other options on the Executive side to give an agency a choice. The Joint Committee on Printing appears to want to deal with a Constitutional challenge to Congress requiring Executive side printing to go through GPO. Congress' first proposed solution was to move GPO to the Executive Branch, eliminating the Constitutional issue. Draft legislation on the revised version of Title 44 is expected to be available next month.

### **Reorganization**

In announcing organizational changes within NTIS, Dr. Johnson said that additions to FedWorld will meet the needs of long time customers who want whole solutions to their information management problems. These customers want to get out of the warehousing and delivery end of the business. What they need is a bibliographic listing that goes up on their Web site with an automated ordering system. Then, their constituents can come into the Web site, search the site, find documents, hit a button to order, and pay with a credit card. They want NTIS to handle the whole operation. To help meet these client requests, the Office of Planning and Program Management has been moved into FedWorld from Production Services.

To continue the restructuring, Marketing Communications, formerly under Business Development, has been moved to Janice Coe under Production Services to assist with her

discrete product development. And, finally, the Acquisitions staff from Business Development has become a part of the Input Processing System in the Customer Services Associate Directorate.

In conclusion, Dr. Johnson emphasized that these changes will produce a smaller and more streamlined organizational structure.

### **Public Affairs - Renee Edwards**

Renee Edwards, NTIS' Public Affairs Director, reported that the agency was mentioned in a total 400 press clippings during the period February through June.

The major press campaigns included work with the Centers for Disease Control and Prevention on the release of its *ABC's of Safe and Healthy Child Care*. Sixty articles and three radio interviews were the result of this joint effort.

Also reported was the coordinated work with the Small Business Administration on the release of its *Small Business Lending in the U.S., 1996 Edition*. Thirty articles resulted from this effort during a one-week period in March.

Miss Edwards also described trends in FedWorld coverage. During April, the press focus was on the IRS site which resulted in 178 articles. But, there continues a mass audience appeal for the online job search and the online government and business information. These two FedWorld capabilities resulted in 45 articles during the February to June period. In conclusion, Miss Edwards reported product announcements prepared by NTIS' Marketing Communications resulted in 35 articles during the same period.

### **The Standards Collection - Mike Williams**

Mike Williams of FedWorld described the NTIS effort to establish a standards collection. Approximately 20 employees are involved in some phase of this project. At present, 12 signed agreements are in place with various standards organizations representing about 24,000 additional documents for NTIS to sell. The Department of Defense is searching for policy that will allow RFPs to point potential bidders to NTIS.

There was general discussion between Board members and NTIS staff about the appropriateness of this effort. Concern was expressed by the Board that making standards available to so wide an audience could be competing with industry. Dr. Johnson explained that the main selling point for this project is that it is first and foremost a cooperative effort between government and private industry. He further stated the standards collection, once established at NTIS, will provide the material needed all in one place for response to a government RFP. It is through the use of voluntary standards that the government will promote the U.S. position in international trade, specifically, in the export of U.S. goods.



Mr. Allen from the Board reminded session attendees that this effort was initially developed to provide standards to DOD vendors only. He questioned that since the standards are not government materials, how can NTIS sell them and to so wide an audience. Mrs. Mayhew pointed out that this indicates NTIS is moving more closely to the private sector. For the record, Mr. Allen asked that the summary of the meeting reflect that he cannot fundamentally recommend this expanded effort.

### **World Trade Bookstore - Dr. Johnson**

During his presentation on the new bookstore for the Ronald Reagan Building, Dr. Johnson again addressed the issue of competition with private industry. NTIS is charged with responsibility to provide service for the public good, yet without public funds. In order to support the NTIS functions, there must be some latitude to move in new areas. According to Dr. Johnson, the agency is making careful moves into those areas when there is no need for change in legislative mandate. NTIS must be allowed to do business which will generate enough money to support the agency.

Describing the new Reagan Building, Dr. Johnson noted that it is the largest building in the District of Columbia with 3 1/2 million square feet of office space and conference areas. Although it will not open until Spring 1998, some of the upper floors are occupied. The Department of Commerce will occupy 80,000 square feet of this space. As part of the planning, DOC asked if NTIS was willing to establish and manage a bookstore that would focus on international trade. Several Commerce organizations will have trade counselors on the same level as the bookstore and it is planned that the bookstore will house reports and materials to which these counselors can refer their customers.

In developing the collection for the bookstore, Dr. Johnson noted that we have already put together a comprehensive series of government-based international trade documents. We have also discovered that organizations in government that produce the most attractive materials are often not producing the data themselves, nor do they produce a final product. Often private sector organizations are asked to do this and when they do, they copyright the results.

In asking senior staff at the International Trade Administration what additional materials, beside government-based reports, should the bookstore house, Dr. Johnson reported that NTIS has been pointed to "think tanks," and not-for-profit/quasi-government organizations.

As part of his comments about the new bookstore, Dr. Johnson also demonstrated its new Web site.

## **Trends in Acquisitions and Input - Kris Vajs**

From the Customer Services Associate Directorate, Kris Vajs presented on new efforts within the acquisition and input areas. NTIS is now emphasizing collections development. Through its acquisitions staff, we are looking for new documents to stock that address hot and newsworthy issues.

Because we are finding that customers often want only the summaries, project summaries, such as those from EPA, are now being included in the inventory. In the past, they were not included if we had the complete reports.

The current direction is a response to:

- Agencies not producing completed reports
- Information being put up on the Web
- Some agencies having their own sales program

In the future, Mrs. Vajs said NTIS will advertise for "inventory only" documents and will index based on user need. The input work flow is being modernized based on priority of materials brought in.

## **FedWorld Developments - Keren Cummins**

After lunch, FedWorld Manager Keren Cummins reported on significant activities within FedWorld. The IRS Web site took about 117,000,000 hits between January and April. Over six million files, either tax forms or publications consisting of as many as ten pages, were downloaded via the Internet, BBS, and fax. On April 15 itself, the site took 4.3 million hits. The system has received over 40 industry awards and positive feedback from the general public. The site continues to receive more than 10 million hits a month.

According to Mrs. Cummins, the IRS program has moved from a pilot effort to something that is a centerpiece for the service. NTIS has been working with IRS staff to avoid the problems of redundancy and liability. In conclusion, Mrs. Cummins reported that during the tax season, the overall FedWorld system, traffic and sites, remained healthy.

Commenting on the organizational change announced by Dr. Johnson, Mrs. Cummins explained that it combines NTIS' primary providers of ongoing agency services and meets the needs of NTIS customers who are seeking total information management solutions. NTIS' Office of Program Management and Planning, headed by Rebecca West and previously a part of the Production Services Associate Directorate, will come under FedWorld with FedWorld's business specialists reporting to Mrs. West. This insures an

integrated business approach across major NTIS services and provides an experienced business manager for the FedWorld business functions. It will also provide Mrs. Cummins the opportunity to focus on strategic and integrative issues, such as, developing digital signature capabilities and COIN, an automatic ordering interface.

Mrs. Cummins also told about new FedWorld seminars which her staff are providing for NTIS' long time customers. These informational sessions will create regular opportunities for informal customer contact. They also create upselling opportunities for existing customers and provide additional exposure to agencies considering FedWorld services. The first of these was held in July for thirty attendees with a predominately technical background representing 15 agencies. The second session will be held in October and effort will be made to make certain the technical level of the presentation is clear to potential attendees, that there are more interactive sessions, and that the meeting is held in the morning when Internet response is quick.

Mrs. Cummins also described Online Collaboration as presented at the seminar. This included descriptions of new tools in collaboration, such as conferences, discussion groups, rule-making, chat rooms, and document management.

### **Reengineering the Database - Jim Thorne**

Jim Thorne of Database Systems Division of the Office of Production Services presented on the NTIS System Integration Project. This project will result in the integration of all internal component systems within the agency so they will be capable of sharing data across all platforms.

Currently, we are in the First Step of Phase I of this project which is devoted to the re-engineering of the Star bibliographic database system. The new Oracle-based update will interact with ADSTAR, CisPub, and COIN/FedWorld and will be Year 2000 compliant. Currently, we are designing "The New System" with system roll out scheduled for July 1999.

Mrs. Mayhew expressed concern with the time line for Oracle transfer since it is not consistent with industry. She recommended freezing NTIS' legacy system immediately and outsourcing some of the development of the new system. Mr. Shuster reminded NTIS staff that these kinds of moves always cost more and take longer.

### **Microfiche Production - Mike Browning**

Mike Browning of Systems Integration Division of Production Services explained to the Board about the current effort to update the production of microfiche. The major goal is to reduce the cost of producing the fiche. Currently, two thirds of the production is being done with some degree of manual effort; one third is electronic. According to Dr. Johnson, the new procedures will positively impact both the production of the fiche and

the handling of fiche from Archives to produce blowback paper copy. The goal is to scan as much as possible into electronic memory and then be able to print from image.

Mr. Browning told how managing the Archive by hand will be eliminated with the document moving from the ADSTAR system to the electronic fiche production machine. Not only is this cheaper and quicker, but the electronic version produces a cleaner, higher quality reproduction.

Since the overwhelming amount of microfiche production is SRIM, the re-design will be concentrated in that area. Phase I calls for the tapes received from the source agencies to be processed well in advance of the SRIM production. All the documents will appear in the same format so they can be processed by the same computer system. Phase I alone will reduce the 18 current steps needed in production to 5 or less.

Phase II is the most involved phase. All customer records and CisPub processing will be taken over and placed on ADSTAR in Oracle. Phase III will be a hardware acquisition effort to replace the current SRIM rack which is document-based with a smaller, more automated system which is customer-based.

According to Mr. Browning, all of the SRIM product demand will be affected by the new system. The only parts of the procedure not affected are the Input Processing which will still be done by STAR, customer billing which is done by CisPub, and then the shipping itself.

In conclusion, Dr. Johnson explained that we needed to ship SRIM and collect the revenue more quickly than we can at present. The new system will reduce the shipment time by two months, reduce the waste from poor quality manufacturing of the fiche, and eliminate about two thirds of the labor cost involved.

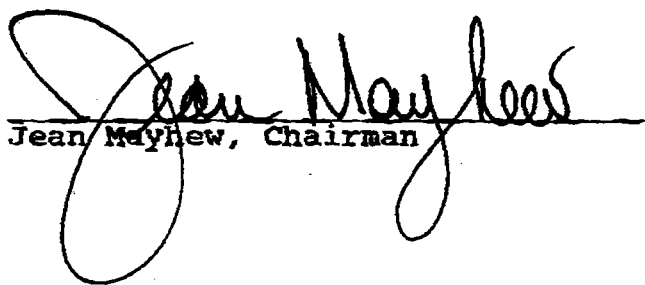
## **Public Comment**

Mrs. Mayhew complimented all the presenters and called for comment by GPO. Mrs. Schwalb stated that the NTIS Web site is very well done. She also expressed high praise for Kris Vajs who presented to the Depository Library Council in April.

As there were no further agenda items, Mrs. Mayhew adjourned the meeting.

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I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
Jean Mayhew, Chairman

8/27/97  
Date

The National Technical Information Service  
23rd Advisory Board Meeting  
Tuesday, March 18, 1997  
Sills Building, Conference Room 2029  
Springfield, VA

Meeting Summary

**Opening - Jean Mayhew**

Board Chairman Jean Mayhew, director of Information Services for United Technologies Research Center, opened the meeting and welcomed all attendees. Board members present in addition to Mrs. Mayhew included Kenneth Allen, executive vice president and CEO of National Newspaper Association, and Dr. Salvatore Meringolo, library director for St. Mary's College in Maryland. Sandy Schwalb of GPO and Mary Alice Baish with the American Association of Law Libraries attended to offer public comment.

No minutes from the previous meeting were available as it was a closed session. In reviewing the agenda, Dr. Johnson commented that an effort is being made, at the Advisory Board's recommendation, to present tactical implementation issues and "lessons learned" on the first day of the session, reserving the second day for strategic and planning topics. The agenda was adopted.

**Dr. Johnson - NTIS News**

**Capital Climate**

In his opening remarks, Dr. Johnson described the current atmosphere in Washington as a type of "feeding frenzy" with both the press and in partisan politics. Issues that affect NTIS are literally on the front pages of the *Washington Post*. Federal employees are influenced by the attitude that there is general opposition to things related to the government's operation and to the assumption that every issue hides a scandal. Because the agency has such an enormous interaction with the press, NTIS has had to adopt a very cautious posture. In a report prepared by Public Affairs Director Renee Edwards, it was noted that in only three months, from November 1996 to January 1997, 550 articles cited NTIS, but were nearly 100% positive.

**New NTIS Bookstore**

NTIS is actively involved with the new Ronald Reagan Trade Center under construction across from the Department of Commerce. The agency is developing a bookstore which, at the direction of the Commerce Secretary, will be the public source for documents made available by the various organizations participating in the new trade center.

The bookstore will also be the showcase for NTIS' effort to provide technical data packages with private sector voluntary standards to vendors of the Defense Department. NTIS has a signed

distribution agreement with ASTM (American Society of Testing and Materials) which allows the agency to provide the customer with both a print-on-demand product and one for download. Eventually, these standards will be available on a by-the-standard basis at the Reagan Building Bookstore.

### **ADSTAR**

Dr. Johnson brought the Board up to date on ADSTAR and how it is positively affecting turnaround time on orders. During February, 71% of the orders filled in response to demand sales were produced from ADSTAR within moments from when these orders were placed. This has forced NTIS management to streamline the agency's complicated and very slow shipping system. This system, in the past, was spared scrutiny when the upfront time was often 10 days or more to prepare the document itself. In early March, NTIS began shipping all documents that weigh under 12 ounces by first class mail and all shipments over 12 ounces by FedEx at no cost to the customer. NTIS now has a standard \$4 handling fee which is common practice in the mail order industry.

Dr. Johnson announced a further outgrowth of the improved document preparation time and the faster delivery service. NTIS is preparing to automate the packaging and handling process once the document is printed. It is expected that the new conveyor system will be in place by summer.

### **Microfiche Production**

Dr. Johnson stated that the integration of the microfiche production system for automated microfiche reproduction is nearly complete. This is providing NTIS with additional business opportunities. Currently, management is talking with a number of different organizations about bringing their microfiche production to NTIS where it can be done more economically and efficiently than by any manual process. Potential clients include the Department of Energy, NASA, Department of Defense and GPO.

### **FedWorld and CisPub**

Dr. Johnson noted that important equipment moves have been made since the last board meeting. The production operating systems of FedWorld have been moved to a physically secure and undisturbed "lights out" area in the Sills Building. CisPub equipment was moved to accommodate the FedWorld requirement and now is in a developmental environment where it gets constant attention.

CisPub problems seem finally behind us, according to Dr. Johnson. Although the system is working fairly well, NTIS is still dealing with some residual issues and limitations. We are looking ahead to the next generation and how we can move toward it.

### **The Web**

Dr. Johnson has been exploring money making successes on the World Wide Web. One company

on the West Coast, Amazon Books of Seattle, has reached the multi-million dollar range in only 18 months. Their customers are almost entirely individuals and small companies. Much of Amazon's success has come from its overseas business, currently 30% of sales with projected growth to 50 %. They have found that if you can take an order by a credit card and ship by air freight, this is both faster and cheaper for the overseas customer than dealing with a broker.

Amazon also uses credit cards for 90% of their transactions on the Web without a secure browser. Yet, Dr. Johnson has learned that to market to libraries of medium and large size, the deposit account is the payment of choice.

As for advertising on the Web, any subscription service must protect itself from small Web site owners who will begin as content providers, leasing selected databases, Dr. Johnson explained. Then, to increase earnings, they will make the contents of the databases free in order to increase traffic.

According to Dr. Johnson, secure transactions are coming faster than we anticipated. Customers will be more confident about using credit cards for payment. But, according to Dr. Meringolo, deposit accounts will continue to be used where an audit trail is needed. NTIS will maintain both payment systems.

### **Opportunity Review Board**

In closing, Dr. Johnson announced the establishment of an Opportunity Review Board at NTIS. This is the outgrowth of the Advisory Board recommendation that NTIS develop a more orderly way of deciding what work the agency can take on and what it can't. The formal process of this board is to help determine whether or not NTIS can take on the job when a customer needs a whole solution to a major information management problem. Opportunity Review Board members analyze how the project will impact their specific production areas and decide whether or not they have the resources and manpower to do the job.

Mrs. Mayhew asked about the criteria for making these decisions. According to Dr. Johnson, a number of criteria are considered:

Is this job mainstream to our mission  
Do we have the capacity to handle it  
How big is the job

Dr. Johnson noted that we have already determined through this new review process that there are jobs we could not take on because they were not what they claimed to be.

### **HCFA Payer ID - Tom Bold, Office for Business Development, and Carolyn McCleod, FedWorld®**

In beginning his presentation, Mr. Bold introduced Mario Phillips and Eulene Orr as members of the NTIS Payer ID implementation team.



Required by the Health Insurance Portability and Accountability Act of 1996, Payer ID is a system where a unique number is assigned to organizations and health plans, called Payers, involved in the health claim process. There are currently 4,000,000 such Payers in the United States.

NTIS became a part of the Payer ID team, comprised of both public and private sector organizations, in 1995. The agency is tasked with the design and implementation of this program. Long range plans call for NTIS to perform registrar functions including processing Payer applications and disseminating registry information to providers. When fully operational, payers will put PayerIDs on health cards of the insured which will tell the providers where to route patient information and payment.

According to Mr. Bold, system testing is currently underway. PayerID will be in place for Medicare by January 1998 and for industry by August 1999. It is hoped that by standardizing the method of identifying payers, the efficiency of the entire system of health care will be improved.

Carolyn McCleod provided a demonstration of the system database. Board members asked for an update on this program in the next six to nine months.

### **FedWorld Comprehensive Order Infrastructure (COIN) - Keren Cummins**

According to Mrs. Cummins, FedWorld manager, NTIS' first pilot online ordering system, OrderNow™ showed us that there is a need for the customer to be able to order any NTIS product online, including subscriptions. COIN is being built to accomplish that and to accommodate any search engine browser to structure the order.

The COIN database will have authoritative information from the STAR database and CisPub and will be built in Oracle by FedWorld staff. Congratulations were expressed by Dr. Meringolo for making more easily available NTIS' greatest sales tool, the bibliographic database. Mrs. Mayhew noted that COIN shows us that the barriers to the electronic world are not as high as we thought they were.

### **Analysis of NTIS Sales - Marilynne Eder, Office of Strategic Planning**

Following lunch, Marilynne Eder presented sales data on demand orders for Fiscal Year 1995-96. (The data excludes subscriptions and, generally, audiovisual products.) During this period, NTIS received fewer products than during the previous fiscal year which reflects the federal government shutdown and extreme winter weather.

Demand sales figures show that PBs, which are products NTIS indexes and abstracts itself, are accounting for 43% of all the titles sold and 79% of the revenue earned. This reflects a heavy marketing effort of these products. Newer documents, three years old and newer, are the products that sell the best.

Top sales by subject category and also top source agencies by revenue earned were identified in the presentation.

NTIS Deputy Director Don Corrigan explained to board members that these statistics are being shared with both marketing and acquisitions staffs to better target what products NTIS wants to promote. The figures also show that a well coordinated marketing effort will positively impact sales.

According to Kitt Rodkey, manager of Marketing Communications for NTIS, these figures will affect the products selected for various catalogs and will result in more timely rollouts for agency best sellers.

### **New Shipping System - Doug Campion, Office of the Director**

Mr. Campion provided dollar values to NTIS' old and new shipping systems. Even though the costs are very close to the same, there will be tremendous savings with traceable shipments in reduced replacement costs.

Shortened turnaround time for orders will soon be enhanced by a full conveyor belt system. This system will take the document from production with ADSTAR, drop it into a shrink wrap operation with the shipping paperwork, run it across the scale, post it properly and route it into the appropriate bag for outgoing shipments. Implementation is expected this summer.

In closing, Mr. Campion reported that NTIS employees have been very complimentary about the service provided by the new carriers, FedEx and Global.

### **Key Recovery/Certificate Authority - Keren Cummins and Kevin Hawkins, Office of FedWorld**

Keren Cummins briefed the Advisory Board on NTIS' role in the Secure Web (Key Recovery)/Certificate Authority Project. The goals of a public key infrastructure are to develop the mechanisms to provide integrity, authentication, confidentiality and non-repudiation service in support of electronic commerce and communications between the government and its constituents.

NTIS is participating in two major administration initiatives under the Government Information Technology Service (GITS):

Federal Public Key Infrastructure (FPKI)  
Emergency Access Demonstration Project (EADP)

The FPKI steering committee provides guidance to federal agencies, executive agents, and the GITS Board regarding the establishment of a Federal Public Key Infrastructure and associated services. The steering committee charter includes digital signature issues, encryption and emergency access. At present, NTIS is participating in FPKI through the technical, business, and legal and policy working groups.

EADP is a separate pilot under FPKI supervision established to stimulate industry participation in emergency access (key recovery). It is an effort to apply a business orientation to the national security and public safety considerations implicit in strong encryption, i.e. protect the government's data and information.

In conclusion, Mrs. Cummins stated that NTIS is taking a cautious role in this effort. There are ten pilot programs, with NTIS scheduled to demonstrate its approach in six months. Although there are risks and constraints to working on this project, the benefits outweigh them. They include:

- The pilot is fully funded

- NTIS customers need this technology

- The pilot places NTIS in the information flow of emerging security solutions with tremendous access to new resources

Dr. Johnson added that the real issue here for NTIS is to assess whether or not the agency can turn this into a business. Mrs. Mayhew asked for an update at the next Advisory Board meeting.

### **Depository Library Pilot - Kris Vajs, Office for Customer Services**

Kris Vajs provided the session with details of a pre-pilot project between NTIS and the University of California at Davis which will provide the depository library with free access to NTIS documents which are available in image format. This project has recently been enhanced by the increased sophistication of depository libraries in using electronic information and by the tremendous increase in the number of documents in the NTIS collection available in image format.

Initially, the service will evolve out of the reference function so the librarian will work directly with the user to access the service. UC-Davis' project team has created a passworded Web page from which the user can link to OrderNow Online. Users will retrieve lists of documents on topics that are available in image format. They may display the entire citation to determine whether this is a document they wish to see in full text.

The requests are electronically transmitted to NTIS and TIFF postscript image files will then be FTPed to Davis where they will be automatically processed into Adobe Acrobat format. Users will view or print documents from workstations in the depository library. The full text of the documents will be accessed from the UC-Davis Web page.

According to Mrs. Vajs, the project is very close to operation stage. Once the success of the

program is assured with UC-Davis, NTIS plans to expand the project to include 20-25 depository libraries selected by GPO.

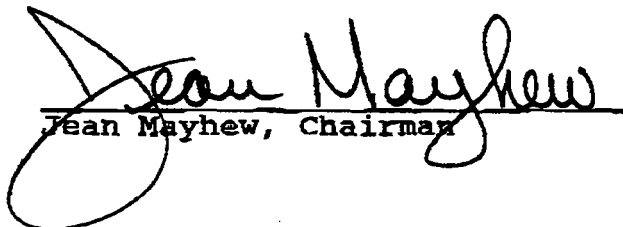
### **Public Comment**

Sandy Schwalb, speaking for GPO, expressed great enthusiasm for the depository library project as outlined by Mrs. Vajs. It is anticipated they will work together on this. Mary Alice Baish also applauded the project and stated that the library community finds it very exciting. Mrs. Vajs was encouraged by public comment to broaden the scope of the program.

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As there were no further agenda items, Mrs. Mayhew adjourned the meeting.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
Jean Mayhew, Chairman

4/18/97  
Date

The National Technical Information Service  
21st Advisory Board Meeting  
Monday, September 9, 1996  
Sills Building, Conference Room 2029  
Springfield, VA

Meeting Summary

**Opening - Jean Mayhew**

Board Chairman Jean Mayhew welcomed all attending the meeting. Board members present in addition to Mrs. Mayhew included Kenneth Allen, John Regazzi, and Salvatore Meringolo.

The agenda for the meeting was adopted as presented. Because the last quarterly Board meeting was a closed session, there was no summary for review.

**Dr. Johnson - NTIS News**

**Cyberfile**

Dr. Johnson first addressed the Cyberfile issue. This project for the Internal Revenue Service was intended to allow taxpayers to prepare and send their tax returns to the IRS electronically using their personal computers. The project has drawn criticism from the Government Accounting Office following audits of NTIS procurement and financial management. The audits were a search for procedural error that could be attributed to NTIS. Dr. Johnson pointed out significant "positives" which were not given the focus they deserved:

- The system worked
- NTIS delivered the product the customer paid for

In addition, the Department of Commerce IG decided to conduct a routine audit of its extramural projects to ensure that NTIS was not stepping beyond its authority with Cyberfile. That report has not been circulated yet, but Dr. Johnson understands it focuses on shortcomings of the Department of Commerce's Procurement Office which provided all contract support for NTIS until NTIS moved its procurement needs to the National Institute of Standards and Technology.

Dr. Johnson further noted that a response by the Department of Commerce to the GAO report had been completed and furnished the Congress. This submission deals strongly

with the technical aspects of the GAO report, assuring the reader that the system did work technically and was built to specifications.

In closing, Dr. Johnson noted that it is clear when an agency deals with a large development project, such as Cyberfile, where there is much attention focused on it, it must have good support in both the service areas of procurement and personnel or it is very vulnerable. (Note: NTIS personnel support services have also been moved to NIST.)

### **Staff Additions**

Dr. Johnson introduced Kris Vajs, who has taken over input operations, and Barry West, the associate director for production services. Both employees have extensive experience in their respective areas.

### **Business Issues of Interest**

According to Dr. Johnson:

- Many government agencies have come to NTIS for production work needed before the end of the fiscal year
- Early retirement opportunity will result in staff reduction of about a dozen employees
- "Right Sizing" is resulting in restructuring the work force to put the personnel where the work is
- We are making a huge effort to increase sales
- August was a pretty good month for revenue and, if we can complete September's work and post it, NTIS should enter the new fiscal year financially healthy.

### **Renee Edwards - A Report by the Public Affairs Director**

From April to August 1996, 471 articles were generated about the agency. Some of this effort was in small press campaigns which demonstrated NTIS' philosophy of working successfully with other federal agencies.

Mrs. Mayhew asked if Miss Edwards was finding it any easier to get press coverage for the agency. Unfortunately, Miss Edwards still has to go to the press. She stated that some stories are easier to sell if they are categorized by subject, such as health, environment, and business, and targeted to the specialty magazines. This effort affords name recognition and from there it is possible to move to local papers. Miss Edwards reported that a number of major computer magazines have picked up news on FedWorld®.

Mr. Meringolo was concerned about response by the library trade. According to Dr. Johnson, NTIS has had no pickup at all in library magazines on the commitment NTIS has made to Depository Libraries to provide them with online access to all "fugitive" documents.

Mr. Meringolo expressed his concern that the Advisory Board does not have a very high profile. He asked Miss Edwards if she thought it would be helpful if the Board was the corporate sponsor for a column in major library magazines on what is new at NTIS. This idea was greeted with enthusiasm and will be discussed further.

### **Barry West - Product Demonstrations**

Mr. West briefed the Board members, NTIS staff and guests on the demonstrations to be presented:

- Production of a CD-ROM automatically from image and then a custom CD-ROM on demand
- Production of microfiche from ADSTAR

Meeting attendees visited the production areas for these demonstrations.

### **Keren Cummins - a FedWorld Update**

Keren Cummins, manager of FedWorld, provided a description of electronic commerce for NTIS customers using OrderNow™ as an example. It is the agency's goal to offer its customers the tools to seamlessly and transparently locate, select, order, pay for and receive a document from the most widely used electronic platforms. NTIS must also be able to offer its collections of products and seamlessly receive, process, bill for and fulfill orders. This ability is also necessary for our customers for whom we store and disseminate products.

Currently, FedWorld has numerous electronic commerce applications. These include:

- E-mail orders to [orders@ntis.fedworld.gov](mailto:orders@ntis.fedworld.gov)
- Ordering interface for the 30-day preview file (*OrderNow Update*)
- Ordering mechanism for the *OrderNow CD-ROM*
- Order capability for NTIS subscription services such as *World News Connection*® and the Bureau of Export Administration's U. S. Export Administration Regulations



Today, FedWorld is focusing on the following new initiatives:

- Use the World Wide Web interface to automate order placement services at NTIS
- Streamline searching, ordering and fulfillment functions using Internet applications
- Provide the customer with an easily found, user-friendly Web site for accessing these capabilities
- Implement *OrderNow*, *WNC*, and *BXA* services and use them as prototype and model for expanded NTIS electronic commerce initiatives

The *OrderNow Update* was demonstrated by Marna Hayes of FedWorld. This 30-day file is updated daily from Cis.Pub and offers fully searchable bibliographic records. Also:

- The customer may select items for order, review and modify orders, save orders
- The customer may choose format and quantity of items
- A credit card transaction is secure, the card is validated online, the customer gets a confirmation number
- Orders are queued for regular processing by Order Control

So far, the prototype is seamless for the customer but not yet seamless within NTIS. The *OrderNow Update* service is in agency-wide testing, and suggestions and changes are being handled through a controlled process. The system is expected to go live within the month.

#### **Guest Speaker Glenn Schlarman - Office of Management and Budget**

Following lunch, Mr. Schlarman from OMB discussed current information policy issues. First, he addressed the memorandum of May 1996 from the Justice Department which states that it is unconstitutional for the Government Printing Office to exercise control over Executive Branch printing. Although this has been a known fact for decades, OMB plans to maintain the status quo for the next 12 months. This provides time to launch a comprehensive review of Title 44.

Mrs. Mayhew was especially interested in where this puts NTIS in this review. According to Mr. Schlarman, NTIS will be a part of the overall review contributing a business prospective to the study. Federal Depository Libraries will be reviewed in the context that they involve a cost due to printing. Mrs. Mayhew pointed out that this study is also an opportunity to influence technology standards which benefits the private sector as well as the government.

According to Mr. Schlarman, the most important information policy issue today is the preservation of documents. Digital archiving and access, digital warehousing and access, and digital preservation and access all have some measure of software solutions now and more are coming out every day. The Government Information Locator Systems and their advanced search facility under Request For Proposal will go a long way toward increasing the flow of information to the public and the libraries.

## **Nancy Dehncke - OrderNow CD-ROM**

Mrs. Dehncke, director of the Office of Product Management, introduced two members of her staff who are major participants in the development and marketing effort of the *NTIS OrderNow CD-ROM*: Dug Greevy and Bill Clark. Mrs. Dehncke explained that this product is not only an alternative to the *Government Reports Announcement and Index* which will be discontinued after December 1996 but, with the ordering module built in, is also an inexpensive, user-friendly access point to the NTIS collection which is designed to increase sales.

Sample *NTIS OrderNow CD-ROM* discs were provided to the Board members. Mrs. Dehncke gave a product demonstration which included searching, tagging items of interest and "making" a purchase.

## **Ed Lehmann - Federal Computer Products**

Mr. Lehmann, director of the Office of Product Development, provided a brief overview of Web site marketing of computer products. It is the goal of this effort to bring the customer to the product and provide enough information on the Web so the customer can walk away and order the product.

At the home page site, updated every two weeks, is a listing of about 1200 computer products received since 1990. There are also search options to view this collection from a most requested list, newest titles from the last three months, and CD-ROMs only.

Mr. Lehmann described the update letter program NTIS uses to generate sales. These letters are sent to existing customers who previously brought products and may be interested in superseding or related material. Also, NTIS will soon be offering an outreach program through e-mail. The customer will be able to sign up and NTIS will furnish notice of new products on subjects of the customer's choosing.

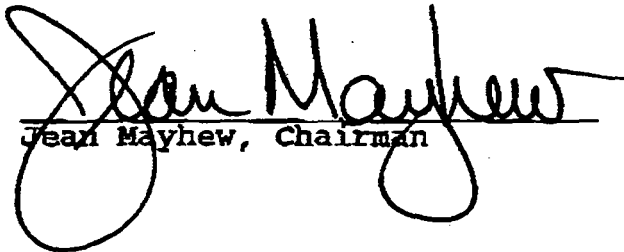
## **Public Comment**

Sandy Schwalb attended the meeting in the public's interest, but advised that she is currently detailed to GPO for 12 months. During this year, she is tasked with fostering partnerships between federal agencies to ensure the availability of government information.

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As there were no additional agenda items, Mrs. Mayhew adjourned the meeting.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
Jean Mayhew, Chairman

10/9/96  
Date

The National Technical Information Service  
19th Advisory Board Meeting  
Thursday, February 22, 1996  
Sills Building Conference Room 2029  
Springfield, VA

Meeting Summary

**Opening - Jean Mayhew**

Board Chairman Jean Mayhew welcomed all attending the meeting. Board members present included Joe Shuster and member designate Ken Allen. (Salvatore Meringolo joined the meeting following the lunch break.)

The agenda for the meeting was adopted as presented. The minutes of the previous meeting were approved without correction.

**NTIS Update and Agenda Review - Dr. Don Johnson**

Dr. Johnson commented on the tremendous growth experienced by FedWorld:

- The new improved IRS Web Site which is running nearly 700,000 hits a day.
- The whole U. S. Treasury Department Web Site generates an enormous amount of traffic.
- FedWorld will soon host the U.S. Business Advisor.

Today, the total range of customer service is very large and, even excluding IRS from calculations, Dr. Johnson said we are looking at something like 50,000 customers a day that are served by FedWorld. To answer Mr. Shuster's question about revenue, he explained that NTIS charges sponsoring agencies an annual fee.

Mrs. Mayhew commented that for twenty years, the information business has waited for publishers to produce this major shift to electronic publishing. Now it appears the government is going to lead the way which she termed a "phenomenal thought."

Dr. Johnson mentioned that FedWorld staff would provide an update on the system and demonstrate new products and services for the Board. These same products had been demonstrated at the recent Virtual Government on the National Information Infrastructure exhibit where Dr. Johnson spoke following opening remarks by Vice President Al Gore.

Dr. Johnson told about two recent visits to major suppliers that are automating their document transfer to NTIS operations:

- Department of Energy, Oak Ridge, TN; 20,000 documents each year to NTIS; expected to be fully automated within six months
- Defense Technical Information Center; 30,000 documents per year to NTIS; automation in final stages

Dr. Johnson shared some of his thoughts on partnership as addressed in his talk at the NII. Larger agencies come to NTIS for assistance because we are smaller and entrepreneurial. We're easy to work with, we're creative, and we're equipped to help define the solution to the problem. And we have legal authority to partner with private sector firms. These factors brought IRS to us, the Social Security Administration to us with the problem of direct deposit for pensioners' checks, and lately, the Defense Logistics Administration within DOD. DLA needs to make the necessary design information available to the public from its military databases when soliciting bids for a maintenance or repair part. We can provide a physical firewall by offloading the design information to a machine at NTIS and then allowing the public to access that information only.

The Board members were very enthusiastic about these projects as having real potential and that NTIS was filling a niche with no real competition. It was noted by Mrs. Mayhew that the key element in all the projects Dr. Johnson mentioned was time, and that NTIS is working on how to compress the amount of time it takes to deliver information to the marketplace.

#### **Renee Edwards - Public Affairs Reports**

Renee Edwards, NTIS public affairs director, presented a report on her efforts for the fourth quarter of 1995 and for the entire calendar year. For fourth quarter, about 205 articles on NTIS were placed, with emphasis on three major press campaigns: IRS and tax forms (more than 146 articles placed), FedWorld and the revision to the "Nutrition and Your Health: Dietary Guidelines for Americans" (over 33 articles), and FedWorld and the EPA Clean Air Act (more than 13 articles). Total press coverage for NTIS for 1995 was 720 articles placed, averaging 60 articles a month. The Board was very complimentary about this public affairs success.

#### **Keren Cummins - a FedWorld Update**

Keren Cummins, manager of FedWorld, provided a traffic report and business overview of how projects flow through the system and how NTIS FedWorld business is evolving. Her report focused on FedWorld services and subscriptions projects and those committed to internal

development to support sales and to enhance our overall presence. Types of services and subscriptions projects include:

- Mature Business - An agreement is in place, the service is up and running, and it is stable.
- Active Business - Includes services that are operational, but improvements are being made.
- Projects Under Development - Larger projects, typically on the Web, or both Web-based with a dial-up component, valued from \$100,000 to multi-million dollar level.
- Business Opportunities - Most of this future business will take place on the Web, but to meet customer needs, will continue to offer dial-up access.

Included in the internal development projects enhancing sales is the effort connecting ordering and collection to remote print-on-demand, a joint venture with Kinko's; those enhancing the overall FedWorld presence include eventual free SLIP access for NTIS employees to the Web/UNIX systems and a redesign of the FedWorld Home Page.

#### **Paul Melton - New Products**

Product demonstrations by FedWorld's Paul Melton included the World News Connection, a foreign news alert service database that has been available for the past 24 years in its paper form, but now is being offered electronically as a subscription. Also, he showed the IRS Digital Daily, a creative departure from what NTIS did a year and a half ago on tax forms and publications available from the Internal Revenue Information Service on the FedWorld Bulletin Board. Lastly, he described the Clean Air Act Compliance Database which was developed in response to EPA's rule requiring every vehicle manufacturer that sells cars in the United States to make available to the public how to acquire all emission related information. FedWorld was named by EPA specifically to house the index because it is both a neutral site and a central site for public access.

#### **Larry Brandt from the National Science Foundation - Where is the World Wide Web Going?**

Larry Brandt, program manager for Advanced Scientific Computing with NSF, was the featured speaker for the Board meeting. He outlined future trends for the Web. According to Mr. Brandt, the number of servers has been like an explosion since 1993 when there were approximately 100. Now, as many as 100,000 servers are being talked about. Users are now consumers of information, but will soon be providers of information.

And, the Web, along with E-Mail, is rapidly becoming the way people are doing business on the Internet.

The Web began as one-way information dissemination. It now is providing real-time service, including real-time traffic reports to how your Congressman voted. The trend now is toward interaction and collaboration. Cited as an example is the NSF FastLane. Funded by the National Performance Review, this program is to speed the process of answering submitters' queries on the status of grants from NSF. Although security is not a simple problem, the Web has the potential of being safer to use than a credit card.

In conclusion, Mr. Brandt spoke about "Java," the new prototype of the network as a computer. Both data and the application to deal with that data are delivered to the user. When the application is quit, it all disappears from memory. This offers the challenge of brand new security protocols.

#### **Marketing Update - Wally Finch, Pat McNutt and Kitt Rodkey**

Pat McNutt, manager of Marketing and Sales, described the new effort to put some good marketing processes in place using an integrated marketing strategy based on what was really working. According to Mrs. McNutt, the Marketing Communications organization has become quality oriented and revenue conscious. In support of this overview, Kitt Rodkey, manager of Marketing

Communication, supplied statistics which showed an increase in marketing effort in fiscal year 1995 over 1994. Yet, the marketing effort is more focused with successful use of direct mail, catalogs, brochures and product announcements. It is predicted that in FY 1996, there will be an even greater use of direct mail and that electronic marketing will also make inroads.

#### **New Database Lease Agreements - Dug Greevy**

Dug Greevy, from the Office of Product Management, talked briefly about the new database leasing agreements prepared by Steve Needle who has come to NTIS the Technology Administration. The agreements are concise, media independent, apply to online distribution, CD-ROM distribution and will accommodate other means of distribution. The customer response has been excellent.

#### **Public Comment**

Mrs. Mayhew called for public comment. The only comment was to suggest that a recent article about GPO should not be viewed by the Board as representative.

**Activity Based Accounting and Overhead Budgets at NTIS**  
- Ron Lawson

Mr. Lawson, Associate Director for Financial and Administrative Management, explained to the Board the implementation of activity-based budgeting, costing and responsibility within NTIS. The principles require that managers know what activities, products, and services really cost based on accurate financial information. Management at all levels must know where the agency is going and exactly what the value-added activities are for products and services. This has resulted in a culture and processing change at NTIS. Factors that also facilitate this change include:

- Accountability
- Communication
- Focus, Purpose, and Vision
- Leadership
- Measurement
- Recognition and Rewards

Application of these factors has brought NTIS to a climate similar to that in the private sector, according to Mr. Lawson.

As there was no further business, Mrs. Mayhew adjourned the meeting at 4:00 p.m.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
Jean Mayhew, Chairman

4/8/96  
Date



**The National Technical Information Service (NTIS)  
18th Advisory Board Meeting  
Monday, October 2, 1995  
Latham Hotel, Franklin Room  
Washington DC**

**Meeting Summary**

**Opening - Jean Mayhew**

Chairman Jean welcomed everyone attending the meeting. Board members present included Jean Mayhew, Guillian Lavendel, Salvatore Meringolo, and Joe Shuster.

The Agenda was adopted as revised, to include a preview of a new on-line product called the World News Connection which will be available to the public on Nov. 7, 1995. The minutes from the previous meeting were approved without correction.

**Opening Remarks by Dr. Don Johnson**

Dr. Johnson gave a brief summary of staffing changes at NTIS and announced the following awards that will be presented: Federal Technology Leadership Award from OMB - FedWorld; Hammer Award from VP Gore for FedWorld's IRIS Project; and Department of Commerce Gold Medal - Ron Lawson.

Dr. Johnson also stated that the year-end finances looked good with earned revenues around \$37 million, compared to \$32 million last year. He mentioned that a new accounting system is being put in place that changes how NTIS charges fixed overhead. He also presented an overview that compared percentages of revenue for traditional products and services with new electronic products and services. It showed that electronic products and services accounted for 38% of revenue in FY94, 44% in FY95, and is projected to be 65% of revenue in FY96.

**Congressional Report by Don Corrigan**

Don Corrigan briefed the board on congressional matters, explaining that the Walker amendment to the Chrysler Bill would have privatized NTIS and sold its assets off. But now the Davis amendment (unanimously approved by the Science Committee) replaced the Walker amendment and has NTIS becoming a government corporation within 6 months of the bill's passage, possibly reporting to a new department, the U.S. Science and Technology Administration. Mr. Corrigan stated that the government corporation has a good possibility of staying intact because Congressman Davis is also on the oversight committee, which will be the next to consider the bill. Discussion ensued on what form of government corporation it could be and where NTIS would

report, but all agreed that nothing firm is really known at this point.

# **Information Policy "The Economics and the Politics"** **Ken Allen**

Mr. Allen gave an economic outlook of the information industry. He stated that with today's rapid technological developments, information is one of the major industries in the U.S., and pointed out that information is an essential input factor to all other industries.

He includes telecommunications, computer hardware and software, printing and publishing, radio, TV, cable, audio products, data processing, and on-line services in the information industry; and estimated that total revenue for the industry is \$500 billion/year. He also estimated that copyrighted information accounts for 6% of the U.S. gross national product, only exceeded by agriculture and the aerospace industry. Ken proceeded to point out that the U.S. is the most advanced in the field, with more entrepreneurial activity than in other U.S. industries.

Comparing worldwide indicators, he used the telephone as a measure, stating that 50% of the world population has never used a telephone, and that worldwide telephone revenue was \$570 billion in 1992, and estimated to grow to \$1.5 trillion by 2002. The rest of the world is at various different levels in the information area, and will progress upward at different paces.

In regard to the politics of information policy, Ken said that greater access to information is making the U.S. a more democratic society, and that more are becoming involved in the political process.

## **World News Connection**

**Nancy Dehncke, Demonstration by Dug Greevey and Holly Chong-Williams**

The beta test version of a new NTIS on-line service, World News Connection, was demonstrated for the Board and public attendees. The service will give access to thousands of non-U.S. media sources with information uploaded on a daily basis. It will start out with information collected since July 94 and eventually contain a rolling window of 3 years worth of world-wide media information.

World News Connection met with enthusiastic interest from both the Board and public participants, especially when they heard the low monthly subscription prices. Many took the introductory brochure and discussed subscription options with Nancy Dehncke.

## **New Order Processing and Financial Management Systems**

### **Alan Wenberg**

Alan gave an update on problems and fixes for the new NTIS order processing and financial management system. He explained the bugs that are being worked out of the system, such as: NLM account statements, deposit account statements, and account security.

The Board suggested NTIS consider quarterly vs. monthly deposit account statements and perhaps phasing out deposit accounts and encouraging credit card charges.

Alan also gave background on serious problems that still need to be worked out:

- backorders/stranding order processing
- daily system balancing - a problem that is unique to NTIS, not at the hundreds of other sites using the same system.

Things to do next:

- Link CIS-PUB, FedWorld and ADSTAR
- Inventory barcoding
- Improve access to screens
- Establish a test and development system
- Automate royalty process
- Improve management reports
- Have in-house programmers, rather than rely too heavily on CIS.
- Implement accts. payable module
- Disaster recovery and security plans

The board urged breaking with the source contractor and perhaps finding some local contractor support. They also warned against building in too many custom programs, saying that business processes should be changed to reflect the software, not the software to reflect the business processes.

## **Electronic Archiving and Print on Demand**

### **Bob Hammond**

Bob told the Board about his computer imaging and networking experiences at the Census Bureau, setting up the systems for the 2000 census and establishing their Internet servers.

He explained that he has been at NTIS about a month and is impressed with the state of art equipment here. His job will be to integrate all NTIS imaging and networking, which will improve the workflow processes. He stated that a primary goal is to eliminate as much standing inventory by

converting it to digital media or other efficient method that will still allow access to products. Another goal is to eliminate many of the manual processes that are now being done. To accomplish this, they will stabilize the infrastructure, link the machines properly, and make sure security is in place.

Bob explained to the Board how he will proceed with integrating the network, and that setting up firewalls between systems will open doors to other network improvements. He also talked about linkages, such as machine handshakes and system protocols between all NTIS systems - STAR input, CIS-Pub, FedWorld ordering, ADSTAR reproductions, and inventory control. He said that these will help to take out as much of the human activity as possible.

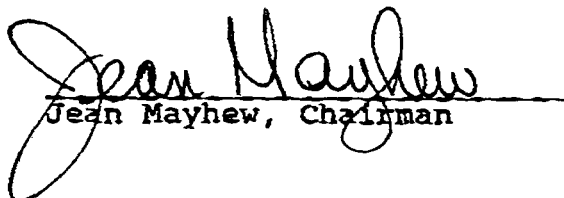
The Board expressed confidence in Bob's ability to carry out these tasks.

#### **Public Comment**

One member of the public expressed concerns about leaving behind those that aren't keeping up with the technology discussed during the meeting. The Chairman stated that the Board felt the same way, and that its a valid concern.

Chairman Jean adjourned the meeting at 4:00 p.m.

I hereby certify that this report accurately reflects the discussions and conclusions of the meeting.

  
Jean Mayhew, Chairman

12/13/95  
Date