State of the INFORMATION ANALYSIS CENTERS

DEPARTMENT OF DEFENSE INFORMATION ANALYSIS CENTERS
DoDIACs
DEFENSE TECHNICAL INFORMATION CENTER

2017

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MARY J. MILLER

Performing the duties of the Assistant Secretary of Defense for Research and Engineering

To maintain technological superiority now and in the future, the Defense Science & Technology enterprise must remain agile, flexible, and relevant. Since 1946, the Information Analysis Center (IAC) program has enabled agile, efficient, and effective use of scientific and contracting resources while encouraging continuous flow of knowledge, technology, and innovation, leading to transformative scientific discovery, innovation and transition critical to national security. The recent and future transformation of the IAC program is an exemplary effort to not only focus on developing more capable and affordable systems, but also on understanding the complexity of the future environment.

"THE ASD(R&E) ENTERPRISE PROVIDES ITS CONTINUED ENDORSEMENT OF THE IAC PROGRAM AND ENCOURAGEMENT OF ITS USE TO THE MEMBERS OF THE DEFENSE S&T ECOSYSTEM."

LETTER FROM THE DIRECTOR

THOMAS GILLESPIE, Director, DoD Information Analysis Centers (IAC)

This *State of the Information Analysis Centers (IAC) report* is being published for the first time to provide a snapshot of the health and direction of the Department of Defense (DoD) IAC program as it moves into its 71st year of providing critical, flexible, and efficient research and analysis to DoD laboratories, acquisition program managers, Program Executive Officers (PEO), and Combatant Commands.

Originally founded in 1946 as the Rocket Propulsion Information Analysis Center (RPIAC), the RPIAC had the mission of exploiting technical information on rocket technology found in captured German scientific documents. Since then the IACs have gone through many transformations, expanding their technical reach from just rocket propulsion to 21 technical focus areas today, ranging from cyber defense to chemical weapons. Organizationally, the IACs are embedded in the Defense Technical Information Center (DTIC) and are structured into two principal components: three Basic Centers of Operation (BCO) and three IAC Multiple Award Contracts (MAC), each of the three focused on either Cyber, Defense Systems, or Homeland Defense.

The BCOs serve as important loci for fostering collaboration across the DoD scientific and acquisition communities in these three areas, as well as generating new scientific-technical knowledge for Department customers. The three IAC MACs are composed of 27 prime contractors, large and small industry leaders, performing similar research as the BCOs but generally on a larger scale (over $1 million). Additionally, the BCOs leverage a vast network of over 2,000 engineers, scientists, and subject matter experts in industry, government, and academia who are helping to further the advancement of innovation in their respective fields.

The IACs made notable strides in FY17 supporting the Department's research and development (R&D) goals across their 21 technical focus areas. From the integration of nuclear planning application tools to canine simulators and hagfish slime, IAC contracts supported a wide array of technology innovations to advance national defense priorities. With over $1.4 billion in R&D work done in FY17 (exceeding FY16's $1.3 billion), the IACs continue to demonstrate the importance of knowledge re-use, i.e., the efficient exploitation of knowledge gained from past research and its application to new problems, a key tenet and best practice of the IACs.

It is my hope that this first State of the *Information Analysis Centers report* provides a clear and useful summary of the past fiscal year's work for the Department's research and development community and a stimulus to the further employment of the IACs in solving the most intractable technology challenges our armed forces face.

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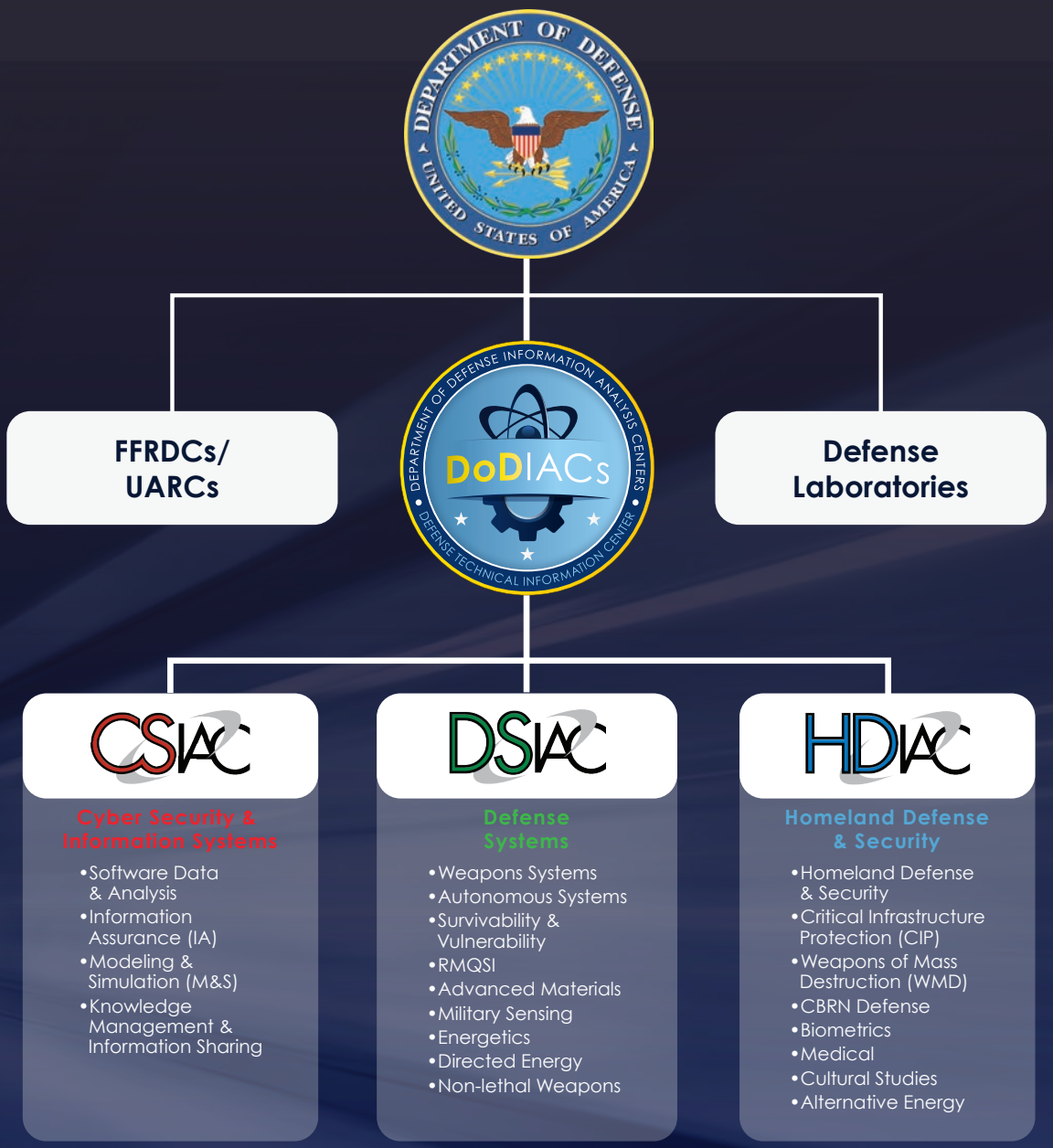

The Information Analysis Centers (IAC) provide critical innovation to America's warfighters through flexible, efficient, and low cost contracting structures that allow investment to focus on promising and succeeding efforts. Together with the Federally Funded Research & Development Centers (FFRDCs)/University Affiliated Research Centers (UARC) and the defense laboratories, the IACs serve as one of the three legs of the tripod that supports continuing research and development to meet the DoD's (and other Federal agencies) needs.

ABOUT THE IACs

INFORMATION ANALYSIS CENTERS (IAC)

Originally formed in 1946 as the Rocket Propulsion Information Analysis Center (RPIAC) with the intent of providing expert analysis of captured German rocket propulsion research papers, the IACs have evolved through various forms to their present-day triad of Cybersecurity, Homeland Defense, and Defense Systems domain areas. Across these three areas of research, the IACs are divided into two functions:

BASIC CENTERS OF OPERATION (BCO)

Comprised of three research centers located in Belcamp, MD (Defense Systems), Utica, NY (Cyber), and Oakridge, TN (Homeland Defense), the BCOs collect, analyze, synthesize, produce and disseminate Scientific and Technical Information (STI) to DoD and Federal agency users. The BCO vision is to drive innovation and technological development by anticipating and responding to the research needs of the defense and broader community, building "communities of practice" that bring subject matter experts together into collaborative environments.

TECHNICAL AREA TASK MULTIPLE AWARD CONTRACTS (TAT MAC)

Three R&D multiple award contracts are focused on Cybersecurity, Defense Systems, and Homeland Defense with a total value exceeding $13 billion. These TAT MACs have industry leaders (large and small) in their domain areas in a competitive contract environment. Furthermore, with a Customer Shared Direct Cost provisional percentage rate of 1.2% for Fiscal Year (FY) 2018, down from 1.5% in FY17, the TAT MACs are a proven low cost provider of R&D at any dollar value.

An overarching tenet of the IAC program is "knowledge reuse." All STI generated by the IACs is deposited in the Defense Technical Information Center's (DTIC) technical library (holding over 4 million technical reports) to make it discoverable by other researchers, thereby minimizing redundant research and building on previous work done. By virtue of this emphasis on "knowledge reuse" and other best practices, the TAT MACs were recognized as "contract vehicles of first choice" in a January 2015 memo by the Director, Defense Procurement and Acquisition Policy and the Principal Deputy, Assistant Secretary of Defense for Research & Engineering.

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SIGNIFICANT PARTNERSHIPS

Under the auspices of the Assistant Secretary of Defense for Research and Engineering (ASD(R&E)), the IAC Program Management Office (IAC PMO) is part of a larger coalition of professionals in the acquisition, contracting, and finance fields. The following are three of the most significant of these partnerships.

Defense Technical Information Center (DTIC)

The IACs are sponsored by the Defense Technical Information Center (DTIC), which is a field activity under the ASD(R&E). DTIC is the responsible organization to collect, organize and safeguard the results of DoD's billions of dollars per annum investment in science and technology, prototyping and rapid fielding, providing the technical information to all DoD users. With a library of over four million technical records, DTIC is the Department's largest repository of defense-related technical knowledge. The IACs capitalize on this repository by mining it for achieved knowledge to support on-going analysis work and by contributing to it with the results of R&D performed by the IACs. The net result is a powerful symbiotic relationship in the creation and use of new knowledge to solve DoD's most pressing technology challenges. The IACs support DTIC's mission to turn data into knowledge by enabling the Department to conduct more than $1.3B in research, engineering and prototyping through contractual vehicles.

Air Force Installation Contracting Activity (AFICA)

The IAC Program Management Office does not have an organic contracting capability but relies upon the contracting services of the Air Force Installation Contracting Agency (AFICA), which provides a flight (AFICA/KD) of contracting officers and specialists located at Offutt Air Force Base, Nebraska. With 36 authorized billets, AFICA/KD provides dedicated contracting support to the IAC program, an absolutely essential service that makes possible the high number of awards executed annually — in FY17, the IAC program awarded 83 new task orders on existing multiple-award contracts and processed over 6,100 Military Interdepartmental Purchase Requests (MIPRs). This staggering volume is made possible by a highly dedicated team of warranted and non-warranted personnel under the direction of Mr. Jared Dostal, Director of Contracting.

> ***"We have utilized DoD IACs for nearly 20 years with overwhelmingly positive results. The IACs bring technical teams with highly qualified employees, ready to tackle complex analytical issues associated with emerging technologies and weapon system acquisitions."***
>
> MS. STACEY ALMETER, AIR FORCE LIFE CYCLE MANAGEMENT CENTER, U.S. AIR FORCE

Army Contracting Command, New Jersey (ACC NJ)

With their support for the IAC PMO ending in FY18, ACC NJ provided essential support over the past three years, allowing the IAC program to award and execute an additional 12 task orders annually. New contracting partners may be added in the future to support overflow or growth of TAT award volume.

Defense Finance and Accounting Service (DFAS)

With thousands of MIPRs processed each FY, the IAC program requires the support of a robust payment processing service. This has traditionally been provided via partnership with DFAS. In FY17, DFAS accepted and processed over 6,100 MIPRs for the IAC program.

FY17 RETROSPECTIVE

Basic Centers of Operation (BCO)

The three Basic Centers of Operation in the IAC program, focused on Cyber Security and Information Systems, Defense Systems, and Homeland Defense and Security, serve as loci of collaborative research in their respective areas. They have assembled networks of over 2,000 engineers, scientists, and subject matter experts in industry, government, and academia and provide collaborative forums to stimulate discussion and knowledge sharing. In addition to this collaborative function, the BCOs collect technical documents from open sources and add it to the DTIC technical corpus, conduct technical training for a largely DoD audience, and respond to Technical Inquiries from DoD scientists, researchers, and engineers at no cost to them. The following figure shows the level of BCO activity in FY16 and FY17.

	FY16	FY17
Number of STI Added	29,328	28,073
Number of Technical Inquiries	5,580	5,356
New IAC Registered Users	1,677	2,124
Technical Training Event	38	88
Training Participants	4,665	11,582
IAC Web Inquiries	746,287	1,282,692

The BCOs also perform targeted research and studies. This work, called Core Analysis Tasks (CATs) serves as a means to solve highly focused technical problems in a cost effective manner, allowing DoD requirements developers and PMs to determine an agile path to rapid capability delivery. Here's a sample of some of the BCO contributions to the S&T community during FY17:

Cyber Security and Information Systems IAC (CSIAC)

CSIAC has employed a three-pronged approach to effectively enhance different aspects of the DoD Research & Engineering (R&E) communities – Inform, Innovate, and Collaborate. CSIAC collaborated with the Defense Acquisition University (DAU) to tune the University's acquisition curriculum by integrating cybersecurity considerations early on in the educational development process. CSIAC orchestrated a workshop that pulled together cross-domain subject matter experts and educators to participate in an exemplar research experiment. This endeavor should improve resiliency and the cybersecurity profile of DoD assets through enhanced acquisition program capabilities, thus enabling the U.S. to maintain our military technological superiority over our adversaries.

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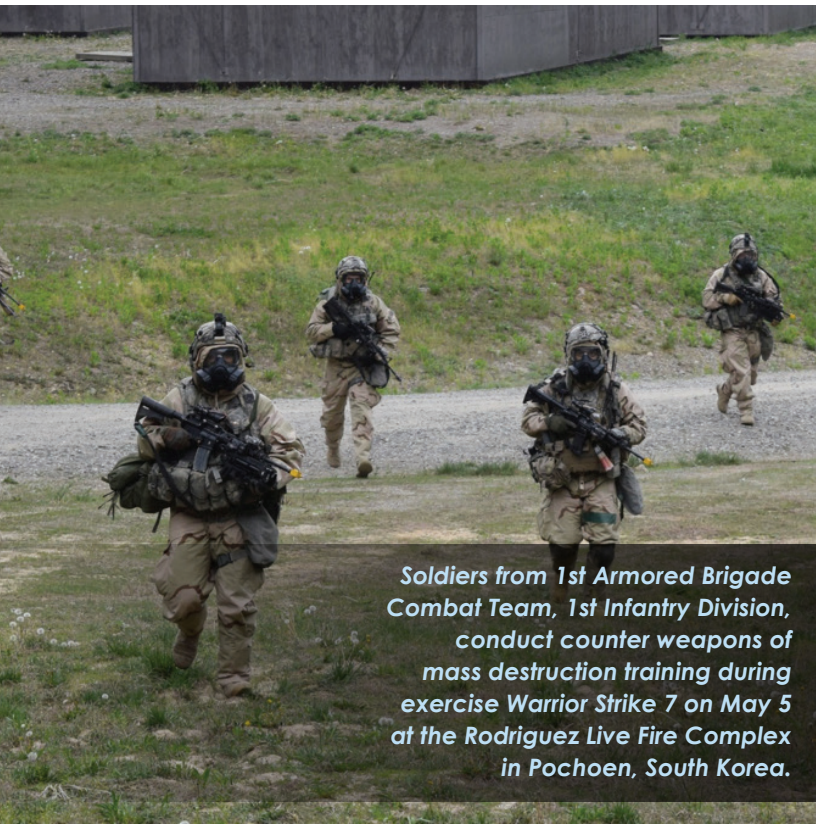
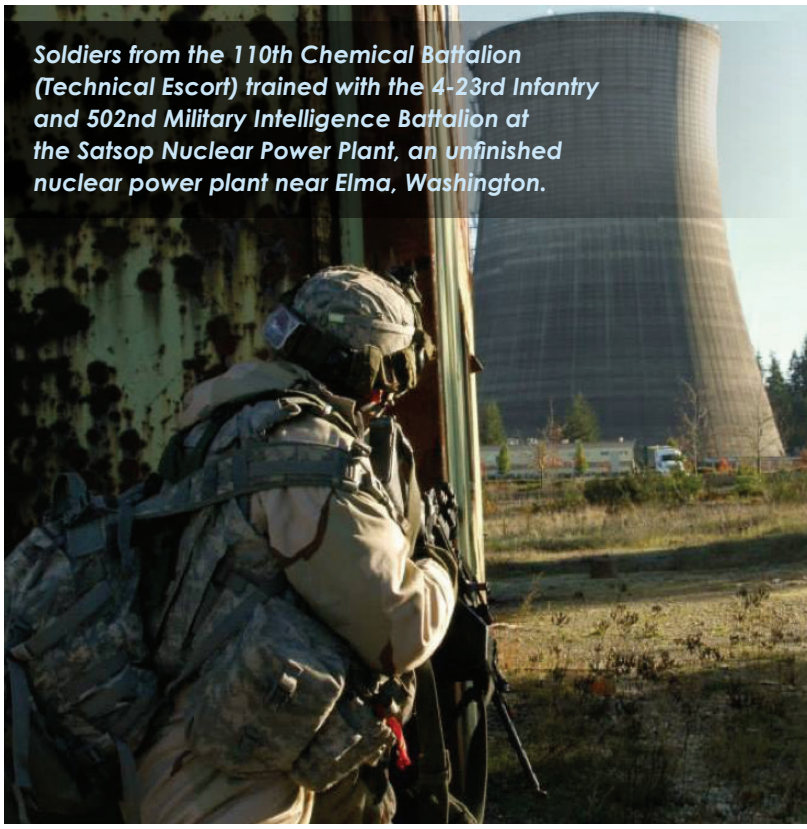
Homeland Defense and Security IAC (HDIAC)

Throughout FY 2017, HDIAC collaborated with United States Special Operations Command (USSOCOM) and the broader Special Operations Forces (SOF) community to develop critical capabilities in the medical arena. HDIAC's BCO responded to a technical inquiry regarding the capabilities of manufacturing compact, lightweight Portable Oxygen Generators for SOF by providing analysis, design considerations, and additive manufacturing approaches that resulted in a SOF Acquisition, Technology and Logistics Science and Technology program of record for the Biomedical Technology Development Working Group.

Additionally, the Pentagon J8 Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense (JRO-CBRND) utilized HDIAC and its Subject Matter Experts to support the transition of the countering WMD mission from USTRATCOM to USSOCOM. HDIAC's SMEs provided extensive analysis and a Capability Based Assessment on preventing the transfer of WMD in a crisis response situation. In support of the countering WMD objectives, HDIAC analyzed the capabilities required to address and prevent the transfers between actors or nations of concern. HDIAC assisted JRO-CBRND in identifying areas of concern and provided relevant analysis and recommendations to support the mission transition.



Soldiers from 1st Armored Brigade Combat Team, 1st Infantry Division, conduct counter weapons of mass destruction training during exercise Warrior Strike 7 on May 5 at the Rodriguez Live Fire Complex in Pochoen, South Korea.



Soldiers from the 110th Chemical Battalion (Technical Escort) trained with the 4-23rd Infantry and 502nd Military Intelligence Battalion at the Satsop Nuclear Power Plant, an unfinished nuclear power plant near Elma, Washington.

Defense Systems IAC (DSIAC)

In response to a U.S. Air Force Special Operations Command (AFSOC) technical inquiry, DSIAC experts assisted in addressing a CV-22 Osprey susceptibility technology gap associated with its forward hemisphere protection/threat suppression when engaged in low and slow operations. DSIAC leveraged established relationships with experts in the field of survivability and lethality to compile a list of viable, novel, rapid-response solutions. AFSOC was provided a summary of innovative solutions to mitigate the identified CV-22 susceptibility enhancing the aircraft/aircrew protection and mission effectiveness along with a list of key experts and technologists.

FY17 INNOVATIVE WORK

CS TAT MAC: Integration of Mission Planning and Analysis System (MPAS) Application (KBRwyle)

USSTRATCOM and its predecessors developed nuclear planning tools over the past 50 years, which included some stove-piped applications coded in a variety of antiquated software languages. The ISPAN program's long-term goal is to modernize and integrate these applications, to achieve faster planning timelines and reduce maintenance costs. USSTRATCOM, in conjunction with the DoD IAC program and Wyle as an industry partner coordinated the developers' efforts by providing an integrated test environment and processes during development. During Increment 4 Spiral 1, USSTRATCOM provided a standalone enclave that allowed the development team to deploy and test early versions of their applications against the other applications to meeting interface requirements. This process was very successful, with all applications meeting their first interface requirement goals. Wyle engineers were praised by the program office and the developers for enabling this process early and often in the development process.

DS TAT MAC: COMSUBPAC Innovation Lab (iLab) (Booz Allen Hamilton)

Booz Allen Hamilton, in partnership with the DS TAT MAC, launched the COMSUBPAC iLab, which captured deck-plate Sailor innovative training ideas, and drove development of cutting-edge training prototypes. This effort reached across commercial and government capabilities to bring the best Augmented/Virtual Reality (AR/VR) training technologies directly to Fleet operators. The DoD IAC's DS TAT played a central role in connecting the training/innovation efforts of many partners, such as COMSUBPAC, COMPACFLT, SEA 07TR, Office of Naval Research (ONR), COMSEVENTHFLT, University Applied Research Labs, Naval Undersea Warfare Center (NUWC), Microsoft, Samsung, and cutting-edge small businesses.

"The innovation lab is unique in that it leverages current technology with the talent, experience, and perspective from the waterfront in order to find new and better ways to meet our operational needs."

REAR ADM. FREDERICK "FRITZ" J. ROEGGE, COMSUBPAC.

COMSUBPAC iLab

Hagfish Slime

DS TAT MAC: Hagfish Slime: Use of Biomaterials to Protect Warfighters (Alion Science and Technology)

Hagfish under attack have been observed to secrete a slime that spreads very quickly and obstructs the gills of their attackers. The ability of a small amount of hagfish slime to alter the properties of a large volume of water in seconds has great potential for protecting U.S. Warfighters. The challenge is to synthesize a material that behaves like hagfish slime. Through the DoD IAC's DSTAT, Alion was able to rapidly identify and prototype required components through a flexible contracting system. Next, researchers at NSWC PCD produced alpha and gamma proteins in *Escherichia coli (E.coli)* bacteria and then isolated and purified them. When combined, the two proteins formed a crosslinking solution that assembled in seconds like hagfish slime. If its surface attachment capability can be sufficiently enhanced, it could prove useful for firefighting and for preventing forward movement of threatening human swimmers/divers that are approaching a military asset. Finally, the thread's mechanical properties, comparable to those of Kevlar, suggest that it might serve as alternative reinforcing material for ballistic protection gear.

HD TAT MAC: Improving the Interfacing between CBRN Garment Hoods with Mask (Battelle Memorial Institute)

A joint effort was conducted by Natick Soldier Research Development and Engineering Center (NSRDEC) and Edgewood Chemical Biological Center (ECBC) to improve the interface between chemical biological protective garment hoods and the Joint Service General Purpose Mask (JSGPM). Our industry partner, Battelle Memorial Institute (Battelle), led the effort to design various garment hoods, which play a critical role in improving the interface. The hood/mask interface is crucial to providing aerosol protection because the ear/temple area is more sensitive to agent toxicity than most of the body. Findings from several evaluations concluded that aerosol protection was increased in this critical interface using improved garment designs and a second skin molded feature (developed by ECBC), highlighting the importance of collaboration between garment and mask developers.

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FY17 SUMMARY OF

The DoD IAC contracts are populated by a select group of prime contractors who are industry leaders in their respective fields and who have been competitively screened for placement within the DoD IAC program.

$577.2M
ALION

$433.5M
BOOZ ALLEN HAMILTON

$356.5M
WYLE

$57.4M
MANTECH

$48.5M
MRI

$46.5M
ENGILITY

$2B
Award Value

FY17 FINANC

The IACs performed over $1.4 billion in R&D work over FY17, exceeding both the initial estimate for the year and the past two fiscal years (Figure 1).

$1.304B

FY15

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IAC PRIME ACTIVITY

By competitively pre-screening vendors for a contract with the DoD IAC program, we ensure that government users of the IAC TATs will get the best performers the U.S. defense industry has to offer. This substantially reduces the risk of non-performance or other problems.

$209.2M
GTARC

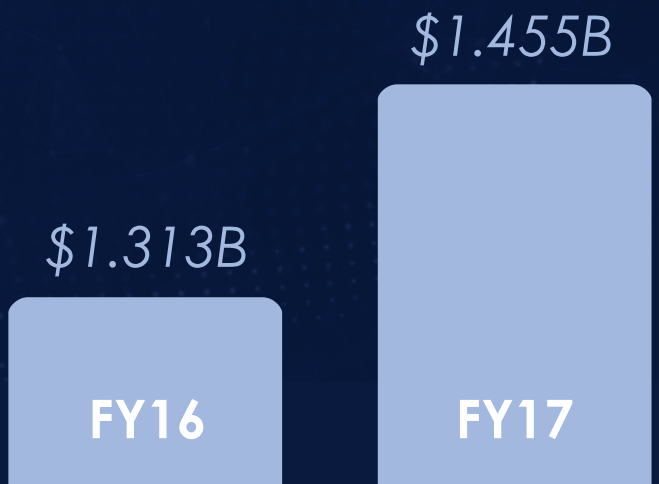
$202.4M
BATTELLE

$75.7M
PRESCIENT EDGE

$37.3M
MACAULAY BROWN

$1.9M
NSIA

IAL SUMMARY



"The DS TAT contracting solution has been a rapid innovation solution allowing many of our programs to see millions of dollars in cost avoidance while still providing the best technical solution. Through the use of the DS TAT contracting solution, DoD IAC support and the technical experience of the vendors we have at our disposal for R&D solutions, NSWC Crane has become an almost one stop solution for as many as 7 NAVAIR Program offices."

MR. KIRK TALBOTT,
NSWC CRANE

WHO USES THE IACS?

IACs support researchers, scientists, and engineers in DoD and federal government to address current real-world challenges. With over 200 TATs and over 500 users of those TATs in FY17, the IACs supported a wide variety of DoD (and other Federal) users in FY17. Here's a sampling of the most prominent users of the IAC MACs in FY17 (divided by Service and rank ordered by funded amount):

US Army

- US Army Acquisition Support Center (ASC)
- Army Materiel Command (AMC)
- US Army Corps of Engineers (USACE)
- Army Space and Missile Defense Command (SMDC)
- US Army Joint Activities
- US Army Research, Development, and Engineering Command (USA Office of the Secretary of the Army (OSA)
- National Guard Bureau
- US Army Criminal Investigation Command (CID)
- US Army Pacific Command (USARPAC)

US Marine Corps

- Marine Corps Systems Command (MARCORSYSCOM)
- Marine Corps HQ
- Marine Corps Installation Pacific (MCIPAC)
- I Marine Expeditionary Force (I MEF)
- Marine Corps Logistics Command (MCLC)
- III Marine Expeditionary Force (III MEF)
- Marine Corps Forces Command (MARFORCOM)
- Marine Corps Forces Central Command (MARFORCENTCOM)
- II Marine Expeditionary Force (II MEF)
- Marine Corps Forces Special Operations Command (MARSOC)

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Other DoD & Government Agencies

- OASD Research and Engineering (OASD(R&E)
- National Geospatial Intelligence Agency (NGA)
- Defense Logistics Agency (DLA)
- National Security Agency (NSA)
- Defense Advanced Research Projects Agency (DARPA)
- Office of the Assistant Secretary of Defense
- Acquisition Technology and Logistics (AT&L)
- Joint Chiefs of Staff
- Defense Threat Reduction Agency (DTRA)
- Defense Health Agency (DHA)
- Department of Homeland Security (DHS)
- National Oceanographic and Atmospheric Administration (NOAA)
- National Telecommunications & Information Administration
- US Coast Guard

US Navy

- Naval Air Systems Command (NAVAIR)
- US Fleet Forces Command (USFF)
- Naval Sea Systems Command (NAVSEA)
- Space and Naval Warfare Systems Command (SPAWAR)
- Chief of Naval Operations (CNO)
- Chief of Naval Research (ONR)
- Bureau of Medicine and Surgery (BUMED)
- US Pacific Command (USPACOM)
- Secretary of the Navy (SECNAV)
- Navy Systems Management Activity (NSMA)

US Air Force

- Air Force Materiel Command (AFMC)
- Air Combat Command (ACC)
- Air Force District of Washington
- Air National Guard
- Air Force Education and Training Command (AETC)
- Air Force HQ
- Air Mobility Command (AMC)
- Air Force Space Command (AFSPC)
- Pacific Air Forces (PACAF)
- Air Force Reserve Command (AFRC)

LOOKING FORWARD

As the IACs enter the 71st year of supporting the Department of Defense, the program continues to change and evolve to meet the Department's needs for innovative, relevant R&D using quick, efficient contract vehicles compliant with FAR Part 15/16 regulations. To that end, the three current IAC MACs (Cyber Security and Information Systems, Defense Systems, and Homeland Defense and Security) are being consolidated into a single MAC with a $28 billion ceiling, called the "IAC MAC." Instead of three MACs divided into three domain areas in the current configuration, the IAC MAC will be a single MAC encompassing all 22 technical focus areas. This consolidation has a number of advantages:

REDUCTION IN THE NUMBER OF SOURCE SELECTIONS PERFORMED BY THE DOD IAC PROGRAM FROM THREE TO ONE

At an approximate government cost of $1.5 million to execute one source selection for a multi-billion dollar MAC, this represents a cost avoidance to the Department of $3 million.

SAVINGS TO INDUSTRY BY REDUCING THE NUMBER OF CONTRACTS THEY BID ON

Large companies may expend from $150-300k to create a proposal for a multi-billion dollar government contract. By going from three to one MAC, industry and government both reduce unnecessary expenses.

GREATER EFFICIENCIES IN THE ALLOCATION OF GOVERNMENT CONTRACTING LABOR

Contracting officers and specialists who are required to expend labor hours competing three MACs can be re-directed to awarding Task Orders on the IAC MAC.

CLARITY OF SCOPE

With three MACs addressing Cyber, Defense Systems, and Homeland Defense domains, emerging and evolving complexities of R&D needs inevitably presented cross-domain TAT requirements. It introduced some opaqueness in determining the most appropriate MAC for each and also delays with associated contracting processes. With a single MAC encompassing 22 S&T focus areas across three domains, the IAC program will be able to provide greater flexibility and benefits to the IAC users while dissipating challenges of scope classification.

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The consolidation of three MACs to one IAC MAC, while bringing several advantages, will not entail the loss or abandonment of any of the best practices that have characterized the IAC process. Among them:

"The DSTAT has provided us the flexibility necessary for rapidly responding to emerging threats and advancing our own technologies. The TAT allows us to rapidly develop, evaluate, and integrate new capabilities into the Marine Corps ISR Enterprise."

MR. JEFF SMALL, DIRECTOR, USMC TENCAP/INTELLIGENCE TECHNOLOGY DIVISION

CUSTOMER SUPPORT CELL

This is a dedicated cell of experts who assist the government customer with assembling the requirements package and drafting a clear, effective Performance Work Statement (PWS). Possessing extensive familiarity with the service acquisition process, they're there to guide the customer as efficiently as possible through the award process.

KNOWLEDGE RE-USE

Every IAC prime contractor who wins new work receives the results of a Literature Search performed before award by one of the BCOs. This gives a head start to the contractor in executing research and ensures that hard-won scientific knowledge gleaned from previous work is built upon, not simply repeated.

PRE-VETTED PRIME CONTRACTORS

All prime contractors on the IAC MAC have been vetted through a competitive process conducted by government subject matter experts in the various technology areas. This assures the government customer that they'll get a proven industry performer on their work.

ADVANCED PLANNING MATRIX (APM)

Prime contractors who win a place on IAC MACs regularly receive an APM, which projects the R&D work coming to the contract, along with identifying the government agency and point of contact bringing the work. By getting a preview of work to come, contractors are better able to prepare quality proposals.

DEDICATED CONTRACTING CAPABILITY

The DoD IAC program works in tandem with the Air Force Installation Contracting Activity, the latter of which provides a team of contracting officers and specialists in direct support of the DoD IAC program. Government customers are not required to bring their own contracting capability to the IAC contracts; rather, this capability is provided to them.

LOW COST

In order to pay DoD IAC program costs, customers are charged a fee called the Customer Shared Direct Cost (CSDC). For several years, this CSDC fee ranged from 1% to 2%, a very low charge for a full service acquisition capability.

FLEXIBILITY

Due to its singular focus on R&D and type of funds used, TATs may be incrementally funded as the research progresses and funds become available.

SCALABILITY

The IACs support work ranging from quick research costing only a few thousand dollars to tasks costing many hundreds of millions of dollars. No research effort is either too small or too large.

The consolidation of three MACs to one promises greater efficiencies while also retaining the best practices that make the IACs such a value for the Department. Award of the IAC MAC is scheduled for late FY18.

In addition to the award of the IAC MAC, the contract for the Homeland Defense IAC (HDIAC) Basic Center of Operations will be undergoing a re-compete in FY18, with award scheduled for the first quarter of FY19. The HDIAC contract is a small business set-aside that focuses on Critical Infrastructure Protection, Weapons of Mass Destruction, CBRN defense, Biometrics, Medical, Cultural Studies, and Alternative Energy.

"The DoD IAC provides exactly the support I MEF requires and we intend to continue with other IAC supporting TATs in the future."

LTC DONALD OLIVER, I MEF OPERATIONAL CONTRACT SUPPORT BRANCH OIC.

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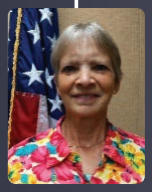

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Customer Support Cell (CSC)

Program Analysis Cell (PAC)

Financial Management Cell (FMC)

LEGEND
- DoD IAC Staff
- AFICA Staff
- CTR Support Staff

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