Welcome: 0800-1200, with two breaks

Admin: No food, coffee with lids ok

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Agenda

OPENING REMARKS FROM THE DIRECTOR (0800-0805)

DOD IAC OVERVIEW (0805-0830)

IAC MAC OVERVIEW (0830-0900)

SMALL BUSINESS (0900-0915)

BREAK (0915-0930)

TASK ORDER AWARD PROCESS (0930-1000)

TASK ORDER EXECUTION (1000-1040)

INTRODUCTION TO ECMS (1040-1050)

BREAK (1050-1100)

CUSTOMER BRIEFS (1100-1200)

QUESTION & ANSWER

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DoD IAC Overview

Mr. Thomas Gillespie
Director, DoD IAC

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The Facts Behind the IACs

ESSENTIAL STI RESOURCE
Established in 1946, the IACs have provided rapid access to relevant Scientific and Technical Information (STI) to answer critical questions in support of the DoD mission. Today, the DoD IAC helps customers utilize existing STI and drive innovation across the DoD with technical analysis and development of materiel solutions.

BROAD FOCUS AREAS
The DoD IAC established 22 Technical Focus Areas (TFA), each critical to the needs of the DoD, and are mapped to one of three domain areas: Defense Systems, Cyber Security and Information Systems, and Homeland Defense and Security.

UNPARALLELED EXPERTISE
The DoD IAC provides customers with access to information, knowledge, and best practices via a network of Subject Matter Experts (SME) that are available to answer technical questions and perform specialized research and analysis.

COMPREHENSIVE SERVICES
The DoD IAC is chartered by the DoD to provide Research and Analysis services and Agile and Scalable Contracting services through integrated Scientific and Technical Information (STI) development and dissemination, studies and analyses, and other scientific and technical activities.

STREAMLINED APPROACH
In 2018, the DoD IAC consolidated three Multiple Award Contracts (MAC) into one IAC MAC with a nine year order period and $28B ceiling. Instead of three MACs divided into three domain areas, the IAC MAC is a single MAC encompassing all 22 TFAs. As a result, the IAC MAC will provide greater flexibility and benefits to the greater S&T community.

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## Transitioning to the NEW $28B IAC MAC

### DoD IAC Overview

<table>
<thead>
<tr>
<th>Legacy Structure</th>
<th>Current Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Multiple Award Contracts Task Order Competitions</td>
<td>1 MAC with 3 Pools Task Order Competitions 9 Years, $28B Ceiling Projected Award: Sept 2018</td>
</tr>
<tr>
<td><strong>Awarded September 2018</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Cyber Security
- Software Data & Analysis
- Info Assurance
- Modeling & Simulation (M&S)
- Knowledge Management & Information Sharing

*CYBER SECURITY*
- $5B MAC Awarded
- Dec 2015

### Defense Systems
- Weapons Systems
- Autonomous Systems
- Survivability & Vulnerability
- RMQSI

*DEFENSE SYSTEMS*
- $6.9B MAC Awarded
- Jun 2014

### Homeland Defense
- Homeland Defense & Security
- Critical Infrastructure Protection (CIP)
- Weapons of Mass Destruction (WMD)
- CBRN Defense

*HOMELAND DEFENSE*
- $1.3B MAC Awarded
- May 2014

### IAC MAC
- $28B MAC Awarded
- Sep 2018

- Advanced Materials
- Military Sensing
- Energetics
- Directed Energy
- Non-lethal Weapons

*Added for the IAC MAC Contract*

- Biometrics
- Medical
- Cultural Studies
- Alternative Energy

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The DoD establishes IACs to acquire, digest, analyze, evaluate, synthesize, store, publish, and distribute STI and engineering data in a clearly defined specialized field or subject area of significant DoD interest or concern.

DoDM 3200.14 Volume 2, (Principles and Operational Parameters of the DoD STIP: Information Analysis Centers (IACs) (2017)) describes the DoD IAC Program and implements its policy, principles, and concepts for procedural functions.

IACs are an integral part of the DoD STIP.

- **IACs are distinguished from technical information centers or libraries.** Center or library functions are concerned with providing reference to or access to technical documents themselves or technical information databases. **IACs use a technically expert staff to assess and provide relevant technical information to meet a specific user need.**

- Although an IAC normally maintains document or database collections, **a significant differentiating aspect of an IAC is the use of scientists and engineers in an IAC-defined field or subject area to perform many of the IAC functions.**

- IACs are established to support the DoD Acquisition Enterprise.
Basic or Core Activities. IACs are staffed with scientists, engineers, SMEs, and information specialists to provide users with focused expert assistance and unbiased STI. They:

- Establish and maintain comprehensive knowledge databases that include technical, scientific, and other data and information collected on a worldwide basis in their fields of interest.
- Identify sources and assess the relevance of data held by others.
- Coordinate closely with their sponsoring DoD technical communities and the DoD user community in general as a means to focus their efforts on topics of interest or concern to the DoD.
- Collect, maintain, and develop analytical tools and techniques, including databases, models, and simulations.

IACs provide in-depth analysis services and create specialized technical information products. IAC products are made to be reused to perform additional or special activities or tasks. IAC products and services include, but are not limited to:

- Abstracts and indexes.
- Technical and bibliographic inquiry services.
- Technical assessments.
- Support and promotion of exchanges of information.
- Preparation of state-of-the-art reports.
- Data Sets.
- Handbooks and Data Books.
- Critical reviews.
- Standards and technology benchmarks.
- Problem definitions.
- Alternative technology analyses.
- Current awareness activities.

The DoD IAC Basic Centers of Operation (BCO) perform the basic or core activities and their products are made to be reused to perform additional or special activities or tasks.
Basic Centers of Operations (BCO)

Basic Centers of Operation: Domain/Technical Focus Areas:

Cyber Security & Information Systems Domain
- Software Data & Analysis
- Information Assurance (IA)
- Modeling & Simulation (M&S)
- Knowledge Management & Information Sharing

Defense Systems Domain
- Weapons Systems
- Autonomous Systems
- Survivability & Vulnerability
- RMQSI
- Advanced Materials
- Military Sensing
- Energetics
- Directed Energy
- Non-lethal Weapons
- C4ISR

Homeland Defense and Security Domain
- Homeland Defense & Security
- Critical Infrastructure Protection (CIP)
- Weapons of Mass Destruction (WMD)
- CBRN Defense
- Biometrics
- Medical
- Cultural Studies
- Alternative Energy

266 Genesee St.
Utica, NY 13502-1348
800-214-7921
info@csiac.org
www.csiac.org

4695 Millennium Dr
Belcamp, MD 21017
443-360-4600
contact@dsiac.org
www.dsiac.org

104 Union Valley Road
Oak Ridge, TN 37830
865-535-0088
info@hdiac.org
www.hdiac.org

COR
Emese Horvath
Emese.I.Horvath.civ@mail.mil
Additional or Special Activities or Tasks. IACs are established with the explicit intent to perform additional tasks within its technical focus areas above and beyond the basic or core activities.

- These additional or special activities or tasks build on basic or core activities and provide an efficient method of enhancing the effectiveness of the technology base.

- Those additional tasks or special activities are task orders that are specifically defined by a customer as the need arises and are consistent with the area of competence and concern that defines the technical focus areas of the DoD IAC. The customer provides the funds necessary to perform the task order.

"The DoD IAC established the following agile and scalable contracting services for executing additional or special activities or tasks. All STI created is added to the DTIC Library and made available to the DoD and greater S&T community."
**Scientific and Technical Information (STI)**

- **STI** is defined as “Communicable knowledge or information resulting from or about the conduct and management of scientific and engineering efforts.
  - STI may be represented in many forms and media, including paper, electronic data, audio, photographs, video, drawings, numeric data, textual documents, etc.”

- **Task Orders** result in creating new STI, which is added to the IAC STI repository after quality control checks performed by the appropriate IAC BCO(s), based on the technical focus of the STI and the domain(s) with which it aligns.
  - The STI and other products and services provided under task orders are intended to increase the productivity of the RDT&E community, the Acquisition community, and other scientific and engineering groups working for the DoD.

- **All STI generated under the IAC MAC will be made available to the DoD and greater S&T Community.**
  - All IAC MAC generated or collected STI (e.g. Final Technical Report and other technical data thereto) shall be provided to the COR and/or Task Order Alternate Contracting Officer’s Representative (ACOR) for inclusion in the DTIC STI repository.
  - The DoD IAC PMO will coordinate with the RA for release of such data and/or information. This will be further defined per task order.

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Strategic Sourcing Success

Reduces Contract Award Time.
Reduces Problem of Scope Ambiguity.

- Comply with the 2018 NDAA
- Support top priorities of the SecDef
- Increase synergy across related technology areas
- Increase opportunities for small businesses
- Lower cost & improve quality through enhanced competition
- Expand the industrial base accessible through the IACs

Continue to increase efficiencies in consolidating from 3 MACs to 1

FY18 DoD IAC Funding by Service/Agency

- Navy: $555.2M (29.52%)
- Air Force: $452.4M (25.57%)
- Army: $496.3M (26.39%)
- Marine Corps: $169.4M (9.01%)
- Other DoD: $151.3M (8.04%)
- Other Gov’t: $27.6M (1.47%)

11.70% cost avoidance measured on task orders issued under the new strategic MAC vehicles

- $2.03B in Awarded Ceiling
- $1.88B in obligated funding
- $268M cost avoidance realized

Approach includes “several best practices for the Department” (per memo signed by Director, Defense Pricing and Contracting – DPAC)
TAT MAC Performance

Count of Task Orders by Awarded Agency
- Air Force: 90 (32%)
- Army: 55 (20%)
- Marine Corps: 15 (5%)
- Other DoD: 43 (15%)
- Other Government: 10 (4%)

Median Months Time to Award
- 2017: 7.55
- 2018: 7.38

Competitive Status of TAT Bids
- Competitive: 34.9%
- One Bid: 65.1%

Ceiling and Awarded Orders by Year
- Awarded Ceiling
- Incremental Funding
- Awarded Task Orders

Task Order Lifespan
- 10/24/2018

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IAC MAC Overview

Mr. Stanley Stearns
IAC MAC Contracting Officer, AFICA/KD
Pre-Task Order Award

<table>
<thead>
<tr>
<th></th>
<th>US ARMY</th>
<th>US Marine Corps and Other DoD/Gov Agencies</th>
<th>US NAVY</th>
<th>US AIR FORCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Brian Stricker (KO)</td>
<td>Stanley Stearns (KO)</td>
<td>Alan Brady (KO)</td>
<td>Jeff Study (KO)</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Brian.Stricker.1@us.af.mil">Brian.Stricker.1@us.af.mil</a></td>
<td><a href="mailto:Stanley.Stearns@us.af.mil">Stanley.Stearns@us.af.mil</a></td>
<td><a href="mailto:Alan.Brady@us.af.mil">Alan.Brady@us.af.mil</a></td>
<td><a href="mailto:Jeffrey.Study.1@us.af.mil">Jeffrey.Study.1@us.af.mil</a></td>
</tr>
<tr>
<td>Jennifer Heddings (COR)</td>
<td>Patricia Coulter (COR)</td>
<td>Melinda Rozga-Moore (COR)</td>
<td>Harvey Bullock (COR)</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: KO stays with Task Order through whole lifecycle (Pre and Post)

Post-Task Order Award

<table>
<thead>
<tr>
<th>IAC MAC</th>
<th>DOD IAC</th>
<th>POOL 1: Full and Open</th>
<th>POOL 3: CBRN LAB</th>
</tr>
</thead>
<tbody>
<tr>
<td>COR: Jennifer Heddings, 571-448-9751</td>
<td>Adams Communication &amp; Engineering Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMA: Austin Larrowe, 571-448-9735</td>
<td>BAE Systems Technology Solutions &amp; Services Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FMC: <a href="mailto:dtic.belvoir.rm.mbx.iac-mipr@mail.mil">dtic.belvoir.rm.mbx.iac-mipr@mail.mil</a></td>
<td>Booz Allen Hamilton</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mantech</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COR: Patricia Coulter, 571-448-9606</td>
<td>Alion Science and Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMA: Steve Finnern, 571-448-9639</td>
<td>CSRA, LLC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FMC: <a href="mailto:dtic.belvoir.rm.mbx.iac-mipr@mail.mil">dtic.belvoir.rm.mbx.iac-mipr@mail.mil</a></td>
<td>MacAulay-Brown, Inc.</td>
<td></td>
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</tr>
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<td>Raytheon Co</td>
<td></td>
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<tr>
<td></td>
<td>URS Federal Services Inc.</td>
<td></td>
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</tr>
<tr>
<td>COR: Melinda Rozga-Moore, 571-448-9611</td>
<td>Battelle Memorial Institute</td>
<td></td>
<td>Battelle Memorial Institute</td>
</tr>
<tr>
<td>PMA: Brittany Melson, 731-412-8813</td>
<td>Southwest Research Institute (SWRI)</td>
<td></td>
<td>MRI Global</td>
</tr>
<tr>
<td>FMC: <a href="mailto:dtic.belvoir.rm.mbx.iac-mipr@mail.mil">dtic.belvoir.rm.mbx.iac-mipr@mail.mil</a></td>
<td>Wyle Laboratories Inc.</td>
<td></td>
<td>Southwest Research Institute (SWRI)</td>
</tr>
<tr>
<td>COR: Harvey Bullock, 571-448-9607</td>
<td>Engility Corp</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMA: Steve Finnern, 571-448-9639</td>
<td>Georgia Tech Research Center</td>
<td></td>
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<tr>
<td>FMC: <a href="mailto:dtic.belvoir.rm.mbx.iac-mipr@mail.mil">dtic.belvoir.rm.mbx.iac-mipr@mail.mil</a></td>
<td>Leidos</td>
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Organizational Conflicts of Interest (OCI)

- An OCI is present when an IAC MAC prime Contractor or subcontractor also holds one or more IAC Basic Center Operations (BCO) contracts.
  - The Government is avoiding this risk entirely by not allowing a BCO prime Contractor to also be a prime/subcontractor on this IAC MAC IDIQ contract.
- Another conflict may be present when an IAC MAC prime Contractor or subcontractor is also a subcontractor to a BCO contract. As OCIs are identified in the course of awarding (1) this IAC MAC, (2) task orders under this contract, or (3) BCO contracts.
- The Contracting Officer shall take action to avoid, mitigate, or neutralize such OCI as required under FAR Subpart 9.5.

DoD IAC PMO Contractors awarded by AFICA/KD Contracting Officer Mr. Stanley Stearns for supporting the DoD IAC PMO

- **DoD IAC PMO Support Contractor:**
  - Cloud Lake Technology, LLC. Contractor does not have access to any Offeror’s proprietary information nor do they evaluate or advise for any source selection work and they have non-disclosure agreements. Furthermore, this contractor’s parent companies (NANA Development Corporation and Akima LLC) are prohibited from priming or subcontracting on any DoD IAC work.
- **Basic Center Operation (BCO) Contractors:**
  - Cyber Security Information Analysis Center BCO (CSIAC BCO): Quanterion Solutions Inc.
  - Defense Systems Information Analysis Center BCO (DSIAC BCO): Survice Engineering Company, LLC.
An Indefinite Delivery Indefinite Quantity (IDIQ) Multiple Award Contract (MAC) for RDT&E services, other R&D-related analytical services, and development of doctrine, tactics or plans. Awarded 30 September, 2018 with a nine-year ordering period and $28B ceiling.

**Features**
- Fast, flexible, and low cost (1% FY19 CSDC)
- Incremental Funding for severable orders
- Up to five year (60 month) Task Order PoP
- No minimum or maximum task order ceiling
- Allows all contract types
- Can be classified and Unclassified
- CONUS and OCONUS (Including in-theater and contingency operations areas)

**Scope**
- For RDT&E services, other R&D-related analytical services, and development of doctrine, tactics or plans
- Provides advanced research and analysis to the DoD RDT&E, Acquisition communities, and Combatant Commands
- Covers all 22 Technical Focus Areas

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**IAC MAC Min & Max Values**

- The total of all Task Orders issued to the multiple award contract holders collectively under the IAC MAC contracts shall not exceed the maximum ceiling amount of $28B.
  - The Government may provide all contract holders an annual notification of the total remaining IDIQ contract value available for award.

- The first task order for IDIQ minimum order guarantee for $3,600, CLIN 0001, will be issued concurrently with the IAC MAC IDIQ contract award.
  - AFICA/KD, will administer this contract and is the centralized ordering office.

- Actively market/promote the IAC MAC in accordance with the Contractor’s Marketing Plan, and in accordance with the initial TO(s) issued.
  - The Contractor’s acceptable marketing plan was incorporated into the first TO (aka “Marketing Plan” order) issued at time of contract award and forms the basis for the first TO.
    - This TO was issued on behalf of, and funded by, the DoD IAC to execute the Marketing Plan and satisfies the IDIQ minimum ordering guarantee for each contractor.
Defense Pricing and Contracting (DPAC) sent a memo, co-signed by Ms. Mary Miller, Performing the Duties of the Assistant Secretary of Defense for Research and Engineering ASD(R&E).

Identifies the IAC contracts as “best value vehicles.”

Encourages requiring activities and contracting officers across DoD to consider the IACs as “vehicles of first choice.”

The memo promotes utilization of DoD IACs to the maximum extent practicable for technical research and analysis requirements.
## PWS alignment to Technical Focus Areas:

### 1.4.2.2 Defense Systems Domain:
- Survivability and Vulnerability ([1.4.2.2.1](#))
- RMQSI ([1.4.2.2.2](#))
- Military Sensing ([1.4.2.2.3](#))
- Advanced Materials ([1.4.2.2.4](#))
- Energetics ([1.4.2.2.5](#))
- Non-Lethal Weapons and Information Operations ([1.4.2.2.6](#))
- Directed Energy ([1.4.2.2.7](#))
- Autonomous Systems ([1.4.2.2.8](#))
- Weapons Systems ([1.4.2.2.9](#))
- C4ISR ([1.4.2.2.10](#))

### 1.4.2.3 Cyber-Security and Information Systems Domain:
- Software Data & Analysis ([1.4.2.3.1](#))
- Cyber Security (CS) ([1.4.2.3.2](#))
- Modeling and Simulation (M&S) ([1.4.2.3.3](#))
- Knowledge Management and Information Sharing ([1.4.2.3.4](#))

### 1.4.2.4 Homeland Security and Defense Domain:
- Homeland Defense & Security ([1.4.2.4.1](#))
- Critical Infrastructure Protection (CIP) ([1.4.2.4.2](#))
- Weapons of Mass Destruction (WMD) ([1.4.2.4.3](#))
- Biometrics ([1.4.2.4.4](#))
- Medical ([1.4.2.4.5](#))
- Cultural Studies ([1.4.2.4.6](#))
- Alternative Energy ([1.4.2.4.7](#))
- CBRN Defense (Non-Laboratory – Pool 1 and 2) ([1.4.2.4.8](#))
- CBRN Defense (Laboratories - Pool 3) ([1.4.2.4.9](#))

---

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Pool 1 – Unrestricted/Full And Open Competition:

- TOs valued above $15M, based on the Independent Government Cost Estimate (IGCE) will be competed under Pool 1 and are full and open competition without consideration for small business set-asides.
- TOs competed among Pool 1 contractors may include CBRN Defense requirements but will not include a requirement for a CBRN Laboratory or facility.

Small Business goal is 13%.

Pool 3 - Unrestricted/Full and Open Competition CBRN Defense – CBRN Laboratories:

- TOs competed among Pool 3 contractors must include a CBRN task that requires the use of a CBRN Laboratory or facility, but may also include non-CBRN focus areas that predominately support the CBRN effort. The TO shall specify the requirement for use of a CBRN Laboratory or facility.

Small Business goal is 9%.

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On and Off Ramp

Mr. Stanley Stearns
IAC MAC Contracting Officer, AFICA/KD
The Government reserves the unilateral right to Off-Ramp non-performing Contractors.

- Contractors that are Off-Ramped will not be eligible to compete for new TOs in the Pool from which they are Off-Ramped, but will be required to continue performing active task orders until the period of performance of such orders ends.

Examples of non-performance, includes, but is not limited to:

- A Contractor does not meet minimum requirements for participating in task order competitions as described in PWS paragraph 4.4 (Minimum Task Order Proposal Submittals).
  - Must submit at least one TO proposal for all its pools combined
  - A Contractor does not meet the small business subcontract goals established in PWS paragraph 4.5 (Small Business Participation Goals) and their Small Business Participation Plan (Pool1: 13% and Pool 3: 9%).
- Unsatisfactory CPARS rating(s).

The Off-Ramp methods include, but are not limited to:

- Contracting Officer determines that exercising an Option is not in the Government’s best interest, therefore the Government would allow the Contractor’s contract term to expire.
- Debarment, suspension, or ineligibility as defined in FAR Subpart 9.405-1, 9.405-2.
- Termination as defined in FAR Part 49.402, 49.403.

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The Government reserves the unilateral right to reopen competition or “On-Ramp” additional Contractors in any competition Pool at any time during the term of the contract.

- The Government may choose to On-Ramp any number of new awardees when the Contracting Officer determines it is in the Government’s best interest to do so in order to enhance the competitive environment of TO solicitations under the originally awarded IAC MAC IDIQ contract.
- This may be due to any reason, including the lack of robust competition for TOs or a shrinking of the competitive Pool of original effective IDIQ awardees under this solicitation.

When an On-Ramp is used, the Government will advertise the reopening of the competition on www.FedBizOpps.gov, and awardees shall meet the criteria established in the initial IAC MAC solicitation for the respective Pool; this includes all evaluation criteria for that Pool.

- The evaluation and selection of awardees for any On-Ramp will be based upon substantially the same evaluation and award criteria used for the IAC MAC initial basic contract awards for the respective Pool.
- The anticipated number of awards for any Pools of competition will be announced in the reopening announcement posted to FedBizOpps.

Any additions due to On-Ramps will be co-terminus with the existing term and not impact the contract maximum ordering ceiling and the ordering period for new awardees and will not exceed the overall maximum term of the original ID/IQ contract, including options.

The Government will not consider unsolicited requests for addition to any competition Pools.
Small Business

Ms. Candice Charlton
AFICA/SB
**Subcontracting Performance**

- Measured on an annual basis (based on Fiscal Year)
- Based on ALL combined TOs awarded.

**Small Business Goals:**

- Based on the percentage of total dollars obligated to small business
  - During the evaluation period (Fiscal Year) and on a total cumulative basis, **NOT** just subcontracted dollars.
- Data obtained from the eSRS reports and the Monthly Contract Cost Tracking Report deliverable (A001)
  - Data will be assessed and the results will be reflected in an annual assessment using the Contractor Performance Assessment Reporting System (CPARS).
- **Goals by Pool** (13% for Pool 1 and 9% for Pool 3)

**We highly encourage the Pool 1 & 3 Contractors to team with the Pool 2 awardees that have been thoroughly vetted to meet their obligated subcontracting goals.**
CDRL A003 (Electronic Subcontract Reporting System)

- Requires the contractor to input the actual cumulative of total funds obligated and the actual cumulative of total funds obligated to small business(es) on all task orders in whole dollars for the Fiscal Year and for the total cumulative basis of the contract with the corresponding small business subcontracting percentage as a percentage of the actual cumulative funds obligated for the Fiscal Year reported and for the total cumulative basis for the contract.
- In addition to the Contracting Officer, please include AFICA/Small Business, afica.sbdhicol.workflow@us.af.mil concerning eSRS reporting.

The Contracting Officer will review eSRS and accept or reject reports.

AFICA/Small Business will assist Contracting Officer in analyzing eSRS to monitor contractor progress in meeting IAC MAC small business goals.
BREAK (10 MINUTES)
Task Order Award Process

Mr. Jared Dostal
Director, AFICA/KD
Perform new customer outreach, training, and relationship management.

Serves as pre-award liaison and resource to potential and current RAs for planning and preparing a requirements package.

Assists RAs with the preparation of all documents and other information needed for a complete requirement package (PWS, Independent Government Cost Estimate (IGCE), Labor Basis of Estimate (LBoE), DD254, 7600A/DD1144, Note to Buyers (NTB), ACOR Nomination Letter, Evaluation Plan, Streamline Acquisition Strategy Summary (SASS), Quality Assurance Surveillance Plan (QASP), etc.).

Assists the RA in responding to industry questions regarding the draft and Fair Opportunity Proposal Request (FOPR) release of requirements.

Refer to IAC MAC Ordering Guide for further details.

The BCOs conduct STI literature searches for all new IAC MAC task orders.

- Literature searches will be accomplished at the request of the COR and be performed by the BCO most closely affiliated with the scope of the task order, as determined by the COR.

- These searches shall be conducted during the task order’s pre-award /requirements planning stage using the DTIC repository, IAC STI databases, and other resources deemed relevant by the BCO.

- The search will identify, by PWS task, existing STI relevant to the work being performed under the task order. The STI found by the literature search is intended to shed light on the challenge(s) presented in each PWS task and shape the requirements and technical approach of the task order.

- The Literature Search is provided to the IAC MAC Prime at time of award and is intended to support task order execution.

- The pre-award STI Literature Search is the baseline used for the annual STI GAP Analysis (A011) conducted by the IAC MAC primes.
<table>
<thead>
<tr>
<th>Service</th>
<th>TAT#</th>
<th>Requiring Activity</th>
<th>Incumbent</th>
<th>Requirements Objective</th>
<th>Estimated Value</th>
<th>Projected FOPR Release</th>
<th>Projected Award</th>
<th>COR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Force</td>
<td>1741</td>
<td>Air Force Research Laboratory Strategic Development Planning &amp; Execution Mrs. Kyle Traver <a href="mailto:kyle.traver.2@us.af.mil">kyle.traver.2@us.af.mil</a></td>
<td>None</td>
<td>Title: Strategically Planned Initiatives &amp; Knowledge Enhancement (SPIKE) Air Force Research Laboratory Strategic Development Planning and Experimentation (SPDE). The objective of this TO is to provide SDPE with the opportunity to rapidly meet the AF...</td>
<td>$215,153,782.00</td>
<td>2nd Qtr FY19</td>
<td>4th Qtr FY19</td>
<td>Patricia S. Coulter <a href="mailto:patricia.s.coulter4.civ@mail.mil">patricia.s.coulter4.civ@mail.mil</a></td>
</tr>
<tr>
<td>Army</td>
<td>1527</td>
<td>Army Program Executive Office Missiles and Space Donna Morris <a href="mailto:donna.f.morris.civ@mail.mil">donna.f.morris.civ@mail.mil</a></td>
<td>Wyle</td>
<td>Joint Attack Munition System Systems Engineering and Technical Analysis for Joint Attack Munition Systems Program Office. The objective of this TO is to conduct research, development, testing, evaluation, and engineering of cutting edge tactical rocket...</td>
<td>$226,620,382.00</td>
<td>2nd Qtr FY19</td>
<td>4th Qtr FY19</td>
<td>Jennifer Heddings <a href="mailto:jennifer.j.heddings.civ@mail.mil">jennifer.j.heddings.civ@mail.mil</a></td>
</tr>
<tr>
<td>Navy</td>
<td>1641</td>
<td>NAVAIR/PMA 266 Systems Engineering Marcus Richman <a href="mailto:Marcus.Richman@navy.mil">Marcus.Richman@navy.mil</a></td>
<td>KBRwyle</td>
<td>NAVAIR Unmanned Aviation Integration, Demonstration, and Prototyping for the Naval Air Systems Command Program Executive Office, Unmanned Aviation and Strike Weapons. The objective of this TAT is to respond to the Chief of Naval Operations' (CNO) direction to...</td>
<td>$49,475,785.00</td>
<td>1st Qtr FY19</td>
<td>1st Qtr FY19</td>
<td>Melinda Rozga-Moore <a href="mailto:melinda.l.rozga-moore.civ@mail.mil">melinda.l.rozga-moore.civ@mail.mil</a></td>
</tr>
</tbody>
</table>
The DoD IAC Program will conduct a review of the RA’s requirement package in association with the Contracting Officer (KO), IAC COR, and CSC.

The requirements package typically consists of the following:

- Support Agreement (DD 1144 or 7600a/7600b)
- Streamlined Acquisition Strategy Summary and Notes to Buyer
- Performance Work Statement (PWS)
- Independent Government Cost Estimate (IGCE)
- DD Form 254, DoD Contract Security Classification Specification (if applicable)
STEP 5: Issue Fair Opportunity Proposal Request (FOPR)

All IAC MAC awardees shall be provided a fair opportunity to be considered for each order in excess of the micro-purchase threshold, unless the KO determines that one of the exceptions cited at FAR 16.505(b)(2) applies. The KO will issue the FOPR to the appropriate competition Pool.

Proposal Submission:
- Unless specified in the FOPR, Offerors will typically be provided 30 calendar days to submit a proposal.
# IAC MAC TO COST MODEL

## LOADING FACTORS IAC MAC

<table>
<thead>
<tr>
<th>Prime Name</th>
<th>[INSERT PRIME NAME]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subcontractor Name</td>
<td>[INSERT SUBCONTRACTOR NAME]</td>
</tr>
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### CLIENT (GOVERNMENT) SITE:

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<tr>
<th>Labor Escalation</th>
<th>Year 1/Period</th>
<th>Year 1/Option Period 2</th>
<th>Year 1/Option Period 3</th>
<th>Year 1/Option Period 4</th>
<th>Year 1/Option Period 5</th>
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</thead>
<tbody>
<tr>
<td>CC 1: Fringe</td>
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</tr>
<tr>
<td>CC 1: Overhead-Client (Government) Site</td>
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</tr>
<tr>
<td>CC 1: FCCoM</td>
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<tr>
<td>CC 2: Fringe</td>
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<tr>
<td>CC 2: Overhead-Client (Government) Site</td>
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<tr>
<td>CC 2: FCCoM</td>
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<tr>
<td>CC 3: Fringe</td>
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<tr>
<td>CC 4: FCCoM</td>
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### CONTRACTOR SITE:

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</table>

### OTHER LOADING FACTORS:

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<thead>
<tr>
<th>Independent R&amp;D / Bid &amp; Proposal Rate</th>
<th>IT (Computing)</th>
<th>If you pool FCCoM as 1 pool: FCCoM, Direct Labor</th>
<th>If you pool FCCoM as 1 pool: FCCoM, G&amp;A</th>
<th>General Administrative (G&amp;A) Rate</th>
<th>Material &amp; Handling (Burden on ODC &amp;or Subs)</th>
<th>Fee on Sub Labor (Only Prime fills this in)</th>
<th>Fixed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

*Annual salary is divided by 2080 for direct labor

*All offerors will use 2080 unless they have identified Uncompensated Overtime. (See FAR 52.237-10)

<table>
<thead>
<tr>
<th>Do you have a Forward Pricing Rate Agreement?</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the Prime have a DCMA Approved Purchasing System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide the date DCMA approved your Purchasing System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If CPPF does your Sub(s) have a DCAA deemed adequate accounting system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify your company’s Full Time Equivalent (FTE) hours.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subcontractor Identify the type of contract you have with the Prime?</td>
<td>Drop Down Menu</td>
<td></td>
</tr>
</tbody>
</table>

* Distribution A: Approved for public release: Distribution unlimited. *
**STEP 6: FOPR Evaluation**

**Proposal Evaluations:**

- Upon receipt of the proposals, the Technical Evaluators will evaluate proposals against the Factors and Subfactors specified in the FOPR.

- **Best value determination:**
  - The Government will make a best value determination based on one of the following:
    - **Tradeoff:** Described in FAR 15.101-1. This process allows for a tradeoff between non-cost factors and cost/price, allowing the Government to accept other than the lowest priced proposal or other than the highest technically rated proposal to achieve an overall best-value contract award. For the purposes of these ordering procedures, non-cost factors will be significantly more important than cost/price.
    - **Lowest Price Technically Acceptable (LPTA):** Described in FAR 15.101-2. The LPTA process is appropriate when best value is expected to result from selection of a technically acceptable proposal with the lowest evaluated price. Evaluation criteria are of a pass/fail nature.

- **If only one offer is received:**
  - The Government will not perform a best value evaluation of the proposal, but rather:
    - Evaluate the Offeror’s proposed Mission Capability for technical acceptability,
    - Evaluate the proposed cost to determine a fair and reasonable price, and
    - May negotiate with the sole Offeror.

Distribution A: Approved for public release: Distribution unlimited.
Required Information

• Reference the IAC MAC and AFICA (…was awarded a $XXM task order under the DoD Information Analysis Center Multiple Award Contract (IAC MAC) by the Air Force Installation Contracting Agency.”

• Include the following “About the IAC Program” language:
  
  − About DoD IAC Program:
    
    The DoD IAC program operates as a part of Defense Technical Information Center and provides technical data management and research support for DoD and federal government users. Established in 1946, the IAC program serves the DoD science & technology (S&T) and acquisition communities to drive innovation and technological developments by enhancing collaboration through integrated scientific and technical information development and dissemination for the DoD and broader S&T community.

Submission Instructions

• Submit to IAC COR for IAC PAO approval

Do/Don’t

• Do not omit required information

Distribution A: Approved for public release: Distribution unlimited.
Task Order Execution

Mr. Stanley Stearns
IAC MAC Contracting Officer, AFICA/KD
Subcontract Consent Post TO Award
(Of purchase of services, equipment, and materials)

Adding Subcontract whose estimated cost is or will become greater than 5% of total TO cost:
• Obtain written consent of the Contracting Officer.
• Unless a lower threshold is stipulated in the Task Order.
• Provide the Contracting Officer with a written courtesy notification of all ACOR technical approvals of Subcontracts for services.

Adding Subcontract whose estimated cost is less than 5% of total TO cost and greater than the Micro Purchase threshold:
• Obtain written technical approval of the ACOR
• Obtain written technical approval of the ACOR to increase the value of any Subcontract
• Provide the Contracting Officer with a written courtesy notification regardless of dollar amount.

NOTES:
• Consent and approval of a Subcontract on a particular Task Order applies only to that Task Order.
• Provide Contracting with courtesy copies of ACOR approvals of Subcontracts for services
• Obtain Contracting Officer consent required only once
• Subcontracts which were priced in your FOPR proposal will be listed in the Task Order award, and are deemed to have been consented to by the Contracting Officer
• Don’t forget requirement to select subcontractors (including suppliers) on a competitive basis (FAR 52.244-5 Competition in Subcontracting)
• Don’t forget requirement to notify the government when subcontract costs exceed 70% of the total cost of work (FAR 52.215-23 Limitation on Pass-Through Charges)
Monthly Contract Cost Tracking Report (CDRL A001)
- Cumulative total roll-up of all the awarded TOs
- Submitted via email to the KO and the COR.

Redacted IAC MAC and Redacted TOs (CDRL A002)
- Provide redacted copy of awarded IAC MAC basic IDIQ contract for public release
- Provide redacted copy of TO award for public release

Electronic Subcontract Reporting System (eSRS) (large businesses only) (CDRL A003)
- Input of the actual cumulative total funds obligated and the actual cumulative of total funds obligated to small business(es)

Monthly Metrics Report (CDRL A004)
- List of metrics report on required activities by IAC MAC prime IAW PWS

Quarterly STI Assessment Report (CDRL A005)
- Report of all STI: required, produced, and uploaded via ECMS for each TO awarded.

Task Order (TO) Success Stories (CDRL A006)
- Compilation of the Contractor’s most significant accomplishments (drawn from any of its active TOs) for the previous quarter.
Required Information (See Table)

Submission Instructions

- Submit to IAC COR

Do/Don’t

✓ Do use the RMS Number for TO number.
✓ Submit in MS Excel
  ✗ DO NOT submit in PDF or any other format
✓ Enter RMS number correctly (P1-18-1234)
✓ Track TO for the life of IAC MAC
  - (Open/Closed/Canceled)
✓ Use provided template
  ✗ DO NOT use old outdated templates that contain formatting and calculation errors
✓ Small business subcontracting is a subset of subcontracting
✓ Submit ONLY one line per TO
  ✗ DO NOT break out options
✓ Submit on time to:
  dtic.belvoir.iac.mbx.iac-mac@mail.mil
✓ Ask questions
  ✗ DO NOT make assumptions

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<tr>
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<tr>
<td>End Date</td>
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<td>TO Ceiling</td>
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<td>Percent Expended</td>
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<tr>
<td>Obligated Balance</td>
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<tr>
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<tr>
<td>FTE Changes</td>
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</tbody>
</table>

Distribution A: Approved for public release: Distribution unlimited.
Required Information

• The story will briefly describe the vendor’s most significant or noteworthy accomplishment from the previous quarter
  - Challenge: Provide a few sentences about the challenge faced by the customer. Be sure to include enough detail to paint a clear picture for the reader.
  - Approach: Describe the approach used to tackle the customer’s problem under the IAC MAC Task Order.
  - Value: Provide a few sentences on the end result and the value provided to the customer through work performed under the IAC MAC TO. Be factual. Use concrete examples and quantifiable results in terms of time/money saved, impact on the Warfighter. Try to avoid “tech-speak” (Not just for engineers).

Submission Instructions

• Due quarterly
• Obtain RA Public Affairs approval
• Submit to IAC COR
• Submit a negative response to the COR If you do not have a success story for the quarter

Do/Don’t

✓ Obtain RA PAO approval prior to submission
  ✓ Get any photos approved prior to submittal
✓ Submit multiple if appropriate
✓ Submit on time to dtic.belvoir.iac.mbx.iac-mac@mail.mil

Distribution A: Approved for public release: Distribution unlimited.
**RA Deliverables - Identified via the Task Order PWS:**

- **STI Repository & Non-STI Deliverables (CDRL A007)**
  - Requires the contractor to deliver data items, both STI and non-STI to the Requesting Activity (and STI only to DTIC, via the IAC BCO)

**RA and DoD IAC Task Order Specific Deliverables:**

- **Program Management Plan (CDRL A009)**
  - A formal, approved document used to manage project execution.
  - Submit initial Plan 15 days after TO award.
  - Update PMP within 15 days of additional tasking.
  - New Project can not start without funding.

- **Monthly Status Report (MSR) (CDRL A010)**
  - Report on TO cost, schedule, and performance against PWS requirements, providing information at the TO level.

- **Final Technical Report (FTR) (CDRL A012)**
  - Covers task background, objectives, assumptions, specific data collected, analyses conducted, conclusions and recommendations (initial and final report)

**DoD IAC Task Order Specific Deliverables:**

- **Task Order Post-Award Orientation Slides (CDRL A008)**
  - Covers requirements, roles/responsibilities, expectations for management of cost / schedule / performance, and others.

- **TO-Specific Annual STI Gap Analysis (CDRL A011)**
  - Using the pre-award Literature Search, identify knowledge gaps in performing the TO

- **Contract Manpower Reporting (CMR) (CDRL A013)**
  - Report of ALL Contractor labor hours (including subcontractor, independent consultant and wholly owned subsidiary labor hours)

Distribution A: Approved for public release: Distribution unlimited.
**Required Information**

- Introductions of Key Personnel and Team members
- Roles and Responsibilities
- DoD IAC Program Overview/Model
- Contract Overview, Summary of Tasks and Deliverables
- Cost, Schedule, and Performance Overview
- Funding Information

**Submission Instructions**

- Conduct PAO NLT 7 days after Task Order Award notification.
- Provide a draft to the IAC COR 48 hours prior to the Post-Award Orientation.
- Submit final to PCO, COR, RA and/or ACOR.

**Do/Don’t**

- Do update the provided PAO template (Contractor’s format acceptable)
  - MOD forthcoming
- Do adjust to meet specific requirements of the Task Order
- **DO NOT** use the PAO as a Technical kick-off meeting.
  - Do hold Technical Kick-Off separately
Required Information

- Prepared IAW Task Order PWS requirements.
- RA will provide input, acceptance and approval of PMP and updates.
- Estimated start and stop dates for projects
- Expenditures plan-budget aligned to key milestones within the project to include anticipated other direct costs.
- Risk mitigation plan.

Submission Instructions

- Submit initial PMP, 15 Days after Task Order Award.
- When new tasking(s) are received, update PMP within 15 Days.
- Submit as required (addition of new projects)

Do/Don’t

✓ Provide a resource-loaded baseline that outlines the steps that will be taken, the timeline to completion, STI deliverables, estimated cost, any associated risks, etc. upon receipt of initial project tasking.
✓ Update the PMP to reflect the NEW baseline for any added project.
✓ Provide status on each project in Monthly Status Reports.
✗ DO NOT start a project without funding
✗ DO NOT start a project that will not be completed prior to the end of the TO PoP
Monthly Status Report (MSR) (CDRL A010)

Required Information

- MSR reports cost, schedule, and performance of each project which was baselined on the PMP and overall status of the task order.
- Detailed status of projects within PMP
- Status of funding, (planned vs actual expenditures) per project, total monthly and cumulative ODC expenditures.
- Status of known risks, and risk mitigation efforts.
- ACOR and Contractor must mutually agree on specific MSR format and content.

Submission Instructions

- Submitted IAW Task Order PWS requirements or as directed by the Task Order ACOR.
- Submit to ACOR, PCO, and COR (additional addressees may be identified in the PWS)

Do/Don’t

- ✓ Do submit on time to dtic.belvoir.iac.mbx.iac-mac@mail.mil
- ✓ Do identify issues (Government / Vendor)
Required Information

• Submit IAW provided template.
• For each search term, highlight noteworthy examples of how STI significantly contributed to the performance of that particular task.
• For each task, identify any perceived gaps in the knowledge base (e.g., the task required information on XYZ, but the literature search did not turn up STI on XYZ).

Submission Instructions

• Submit electronically via email to the COR and BCO point of contact.
  – BCO addressee will be identified at the Task Order Post Award Orientation (PAO)
• Due 365 days after Task Order Award and annually thereafter.

Do/Don’t

• Do submit on time to dtic.belvoir.iac.mbx.iac-mac@mail.mil
• Do identify any perceived gaps in knowledge base
**Required Information**

- Task background, objectives, assumptions, specific data collected, analysis conducted, and conclusions and recommendations.

**Submission Instructions**

- Delivered to RA, ACOR, and COR.
- First report will be due after 30 months for an order with a PoP of 60 months with or without options.)
- The final report is due no later than 45 days prior to the last date of the order’s period of performance (only one FTR is required for any PoP that is less than 30 months).
- Submit with DD250

**Do/Don’t**

- Do submit on time to dtic.belvoir.iac.mbx.iac-mac@mail.mil
- Provide enough time for the RA to review and provide feedback prior to end of Task Order.
- **X** DO NOT submit on last day of Task Order.
- **X** DO NOT start a project that will not end prior to the end of the task order PoP.
**Required Information**

- Required for the performance of services provided under this contract
- Reporting inputs will be for the labor executed during the period of performance for each Government Fiscal Year (FY)
  - 1 October through 30 September, while the order remains active.

**Submission Instructions**

- Report by Task Order and Organization via online website:
  - http://www.ecmra.mil
- Or directed / forwarded service – specific or successor website.

**Do/Don’t**

☑ Do submit on time to online website above.
Submitting STI

Mr. Brent Ishizaki
Deputy Director, DoD IAC
Electronic Content Management System (ECMS):

- Is a web-based tool designed to facilitate the entry and review of Scientific and Technical Information (STI) for the DoD IAC Program.

- Links the base contract information to awarded Task Orders (TO).

- Identifies type of contract MACs or BCOs.

- Links RA/ACORs, Performing, Funding, and Controlling organizations to awarded TOs.
  - Many fields pre-populated.

- Provides only access to the TOs related to the vendors’ base contract.

- Use this link and bookmark it to access ECMS:

Distribution A: Approved for public release: Distribution unlimited.
ECMS Training:

• Will be conducted twice between now and March 2019.
• The IAC PMO will be contacting all companies to collect user information for staff filling the IAC MAC Inputter and IAC MAC Reviewer roles for each company.

Before Accessing the ECMS system:

• Register with DTIC before you access ECMS.

• Use Microsoft IE 10 or above, or Chrome, or Edge when using ECMS.
  − NOTE: Firefox does not work with ECMS.
Access ECMS Using the following link:

Select “Submit IAC STI” to input data for new STI submission.

Or access the site via the DoD IAC Website and click on “SUBMIT STI”

https://DoDIAC.dtic.mil

Distribution A: Approved for public release; Distribution unlimited.
QUESTIONS?
## DoD Information Analysis Centers (DOD IAC)

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Mr. Thomas C. Gillespie</td>
<td>571-448-9718</td>
<td><a href="mailto:Thomas.c.Gillespie.civ@mail.mil">Thomas.c.Gillespie.civ@mail.mil</a></td>
</tr>
<tr>
<td>Deputy Director</td>
<td>Mr. Brent J. Ishizaki</td>
<td>571-448-9721</td>
<td><a href="mailto:Brent.j.Ishizaki.civ@mail.mil">Brent.j.Ishizaki.civ@mail.mil</a></td>
</tr>
</tbody>
</table>

## IAC MAC Program Analyst by Services Supported:

<table>
<thead>
<tr>
<th>Service</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>Ms. Jennifer Heddings</td>
<td>571-448-9751</td>
<td><a href="mailto:Jennifer.j.Heddings.civ@mail.mil">Jennifer.j.Heddings.civ@mail.mil</a></td>
</tr>
<tr>
<td>USMC/DoD Other</td>
<td>Ms. Patricia Coulter</td>
<td>571-448-9606</td>
<td><a href="mailto:Patricia.s.Coulter4.civ@mail.mil">Patricia.s.Coulter4.civ@mail.mil</a></td>
</tr>
<tr>
<td>Navy</td>
<td>Ms. Melinda Rozga-Moore</td>
<td>571-448-9611</td>
<td><a href="mailto:Melinda.l.Rozga-Moore.civ@mail.mil">Melinda.l.Rozga-Moore.civ@mail.mil</a></td>
</tr>
<tr>
<td>Air Force</td>
<td>Mr. Harvey Bullock</td>
<td>571-448-9607</td>
<td><a href="mailto:Harvey.r.Bullock.civ@mail.mil">Harvey.r.Bullock.civ@mail.mil</a></td>
</tr>
</tbody>
</table>

## Customer Support Cell

Dtic.belvior.iac.mbx.CSC@mail.mil
## Contracting Organization

### Air Force Installation Contracting Agency (AFICA/KD)

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracting Director</td>
<td>Mr. Jared Dostal</td>
<td>402-232-5319</td>
<td><a href="mailto:Jared.Dostal@us.af.mil">Jared.Dostal@us.af.mil</a></td>
</tr>
<tr>
<td>Source Selection Director</td>
<td>Mr. Stanley F. Stearns</td>
<td>402-294-4711</td>
<td><a href="mailto:IACMAC@us.af.mil">IACMAC@us.af.mil</a></td>
</tr>
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### IAC MAC Contracting Officers by Services Supported:

<table>
<thead>
<tr>
<th>Service</th>
<th>Name</th>
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<tbody>
<tr>
<td>IAC MAC, USMC &amp; DoD Other</td>
<td>Mr. Stanley F. Stearns</td>
<td>402-294-4711</td>
<td><a href="mailto:IACMAC@us.af.mil">IACMAC@us.af.mil</a></td>
</tr>
<tr>
<td>Navy</td>
<td>Mr. Alan Brady</td>
<td>402-232-8658</td>
<td><a href="mailto:Alan.Brady@us.af.mil">Alan.Brady@us.af.mil</a></td>
</tr>
<tr>
<td>Army</td>
<td>Mr. Brian Stricker</td>
<td>402-232-7468</td>
<td><a href="mailto:Brian.Stricker.1@us.af.mil">Brian.Stricker.1@us.af.mil</a></td>
</tr>
<tr>
<td>Air Force</td>
<td>Mr. Jeff Study</td>
<td>402-294-8668</td>
<td><a href="mailto:Jeffrey.Study.1@us.af.mil">Jeffrey.Study.1@us.af.mil</a></td>
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### Air Force Installation and Mission Support Center (AFIMSC/SB) & AFICA/SB

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, SB Programs Office</td>
<td>Ms. Mary Urey</td>
<td>210-395-8907</td>
<td><a href="mailto:Mary.Urey@us.af.mil">Mary.Urey@us.af.mil</a></td>
</tr>
<tr>
<td>AFICA SB Specialist</td>
<td>Ms. Candice Charlton</td>
<td>937-257-2602</td>
<td><a href="mailto:Candice.Charlton@us.af.mil">Candice.Charlton@us.af.mil</a></td>
</tr>
</tbody>
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