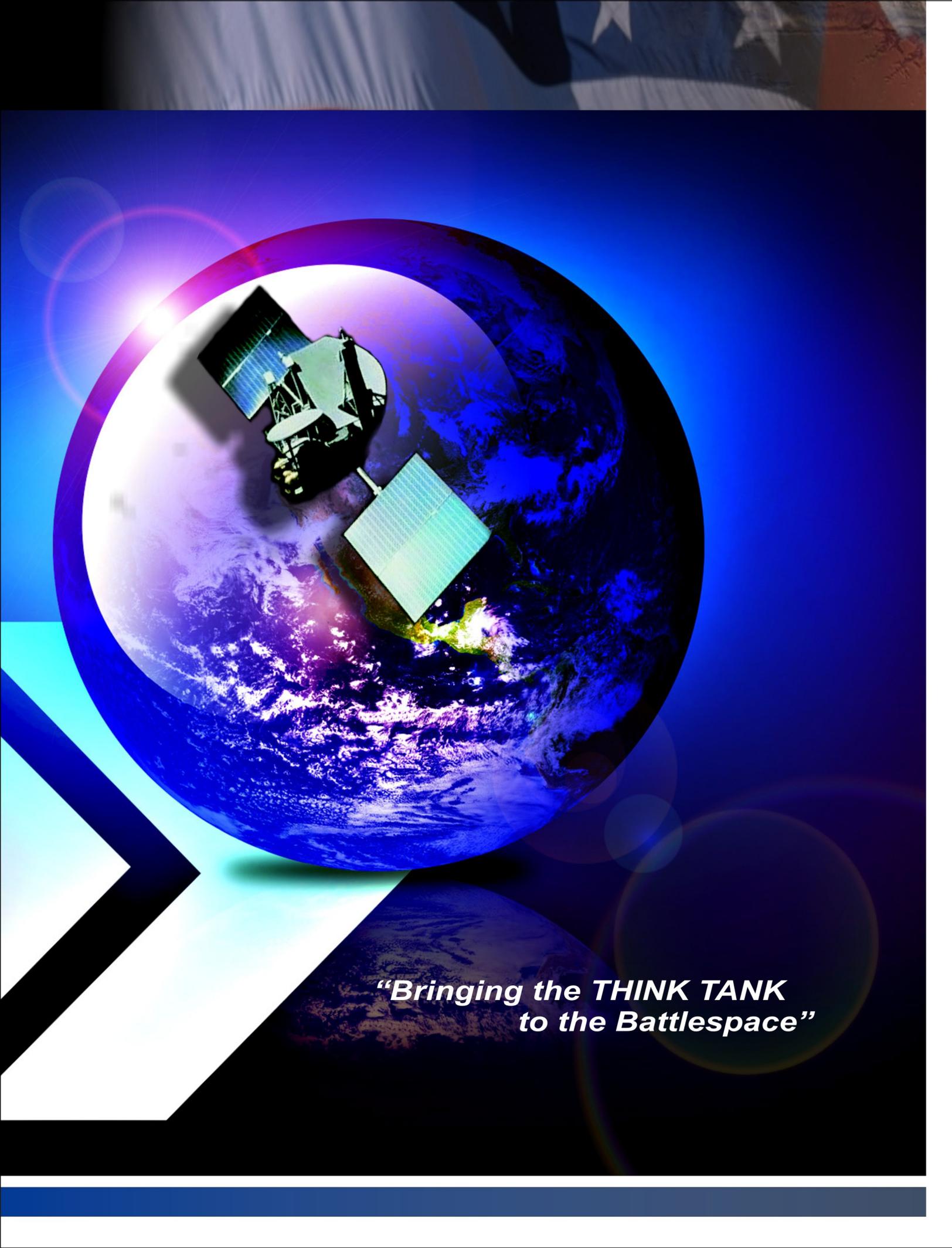


Department of Defense
Information
Analysis
Centers

IAC
PROGRAM

Strategic Plan

2010-2015



***“Bringing the THINK TANK
to the Battlespace”***

As the Department's focus has shifted to address asymmetric threats, DoD scientists and engineers simply do not have the time to sift through mountains of data to uncover essential information to address emerging requirements. This situation underscores the value of and necessity for organizations that provide analysis, synthesis, and dissemination of relevant, timely knowledge and information. The Information Analysis Center Program is just such a resource. IACs provide tactical relevance through direct connection to the Warfighter, and strategic value through long term trend analysis and recommendations. They answer an immediate need, driven by the requirements of the Warfighter and acquisition community. Products such as State-of-the-Art Reports provide a detailed analysis of immediate, critical challenges, while technical inquiry services offer a direct connection to a vast network of Subject Matter Experts from across government, industry and academia. IACs meet the customer on their ground, maintaining involvement in technical communities and working with senior executives to solve the challenges of the day, while anticipating and preparing for those of tomorrow.

In a time of shrinking budgets and increasing responsibility, IACs are a valuable resource for accessing evaluated Scientific and Technical Information culled from efforts to solve new and historic challenges. Through the IACs, research data is collected, reused to answer recurring challenges, and analyzed to identify long term trends and provide recommendations to the acquisition community.

Like our customers, the IAC Program itself faces a changing and challenging environment. New policy has resulted in a need to change our contract infrastructure. But we're up for the challenge. Through these changes, my bottom line imperative is that we maintain seamless support to our existing and new customers, while ensuring relevance and direct contribution to the Warfighter. By working with our diverse community of stakeholders, we will ensure that these changes only enhance our ability to accomplish our mission, and lead us down a path to achieving the vision set forth in this Strategic Plan.

The IAC Strategic Plan represents the synchronized perspective of government, industry and academia in leveraging our combined capabilities to confront the challenges and capitalize on the opportunities we collectively face. We will continue to move forward collaboratively, as we follow this roadmap to achieving our vision.

Terrence M. Heston
IAC Program Manager

A handwritten signature in black ink, appearing to read "Terrence M. Heston". The signature is written in a cursive style with a large, circular initial "T".

TABLE OF CONTENTS

Forward	i
Executive Summary	iii
Organization & Function	1
Strategic Environment	3
<i>Complexity</i>	
<i>Change</i>	
<i>Knowledge</i>	
<i>The Warfighter</i>	
Strategic Planning Process	5
<i>Components</i>	
<i>Strategy Development</i>	
<i>Implementation & Monitoring</i>	
IAC Strategy	6
<i>Vision</i>	8
<i>Mission</i>	9
<i>Guiding Principles</i>	10
<i>Strategic Objectives, Operational Goals, and Initiatives</i>	11
Way Ahead	19



Vision:

Drive innovation and technological developments by anticipating and responding to the information needs of the defense and broader community, while enhancing collaboration through integrated Scientific and Technical Information (STI) development and dissemination

Mission:

Collect, analyze, synthesize, produce, and disseminate worldwide Scientific and Technical Information (STI)

Guiding Principles:

- *Information Sharing & Collaboration*
- *Agility, Adaptability, & Interoperability*
- *Excellence*
- *Customer Focus*

Strategic Objectives:

- 1. Meet the changing needs of a growing customer base, while maintaining focus on the Core Mission of the IACs*
- 2. Exemplify and enable increased efficiency in responsibly spending taxpayer dollars*
- 3. Transition the IAC Program contract construct to comply with new policy requirements, while maintaining a high level of service to existing and new customers*
- 4. Increase collaboration and information sharing, both within the IAC Program and between IACs and the broader community*
- 5. Make Continuous Process Improvement an integral part of our daily operations*



ORGANIZATION & FUNCTION

Department of Defense IACs are formal organizations established by the DoD to facilitate the utilization of existing Scientific and Technical Information (STI). They are established under DoD Instruction 3200.14, Principles and Operational Parameters of the DoD Scientific and Technical Information Program, dated May 13, 1997.

Experienced technical area scientists, engineers, and information specialists staff the IACs. They establish and maintain comprehensive knowledge bases that include historical, technical, scientific, and other data and information collected worldwide. IACs maintain a wide range of valuable information that is pertinent to their respective technical communities. IACs also collect, maintain, and develop analytical tools and techniques, including databases, models, and simulations, and provide research and analysis services to customers with diverse, complex and challenging requirements. Policy for the IACs is set by the Office of the Assistant Secretary of Defense for Research and Engineering, ASD (R&E). The Defense Technical Information Center (DTIC) serves as the government sponsor for the IACs covered under this document and maintains responsibility for funding and oversight of

day-to-day activities. (There are additional IACs sponsored by the military services and other DoD Components, which are not addressed in this IAC Strategic Plan.)

Each IAC is guided by an Executive Steering Committee, and receives technical oversight from a Contracting Officer's Representative with expertise in the IAC's area of specialization. Presently, there are ten contractor-operated DoD IACs, administered and managed by the Program Management Office at DTIC. The current IACs, technical domains, and industry/academia partners that host the IACs are as below.

As Science & Technology priorities evolve, the IAC Program will continue to adapt. We continue to consider additional technical domains that could benefit from the contributions of an IAC. Currently, we are planning to add new areas, such as biometrics, medical, cultural studies; additionally, we will enhance focus on areas covered in part by the IACs, such as alternative energy, directed energy, and non-kinetic weapons. Regardless of the changes that occur, the IACs will continue to adapt in order to serve the needs of a growing community of customers.

IAC	Technical Domain	Host
AMMTIAC	Advanced Materials, Manufacturing & Testing	Alion Science & Technology
CBRN IAC	Chemical, Biological, Radiological, Nuclear Defense	Battelle
CPIAC	Chemical Propulsion	Johns Hopkins University
DACS	Data and Analysis Center for Software	Quanterion
IATAC	Information Assurance	Booz Allen Hamilton
MSIAC	Modeling & Simulation	Alion Science & Technology
RIAC	Reliability	Wyle Labs
SENSIAC	Sensor Technology	Georgia Technical Research Inst
SURVIAC	Survivability / Vulnerability	Booz Allen Hamilton
WSTIAC	Weapon Systems Technology	Alion Science & Technology



The IACs operate in a globally connected S&T world, in which the technological solutions of tomorrow depend on the science and engineering research and development done today. In developing an approach to maximize IAC contribution to identifying and achieving the solutions our Warfighters will need tomorrow, this strategic plan confronts several environmental facts of today:

1. The world is flat: we operate in a complex environment
2. Change is our one constant
3. Knowledge is power: there are both challenges and opportunities in this Information Age
4. The needs of the Warfighter are central to all we do

The world is flat: we operate in a complex environment

We operate in an interconnected world, with the proliferation of technology availability and exploitation. Coupled with the complex networks in which our adversaries operate, this leads to greater vulnerability to our troops and to our citizens. In order to defeat a network, we must operate as a network ourselves. Through efforts such as our work standing up the Counter-IED Operational Integration Center for the Joint IED Defeat Organization, IACs support an approach to embracing the complexity of our environment and adapting our tools and techniques to protect our citizens and troops.

Change is our one constant

We are constantly faced with new challenges and opportunities. This year's change in Congressional control serves as an example of the ubiquity and far-reaching impact of the changes that populate our operational environment. With these changes have come new policies regarding transparency, which reach directly into the acquisition community through acquisition policy reforms that continue to take

shape. Budgetary constraints are a matter of fact, while organizations are asked to take on an ever-increasing scope of responsibility. IACs can help do more with less, and do it well. Our knowledge resources include historical reports, on-going support activities, and a vast network of Subject Matter Experts. In addition to working directly with customers to solve immediate challenges, IACs also maintain historical records of research and end products, which we leverage to conduct long-term trend analysis and provide recommendations for the future.

Knowledge is power: there are both challenges and opportunities in this Information Age

Increased access to information presents both challenges and opportunities. The speed of information enables us to connect resources around the globe in real-time, but our adversaries have achieved the same benefit. Whereas we were previously faced with limited access to information, now our challenge is sorting through too much data to find the right information for the right person at the right time. IAC searchable data collections, information management processes, and network of technical experts are an invaluable resource. We provide unbiased Scientific and Technical Information and advice, drawing on resources from around the globe and across time, in order to provide timely, relevant and accurate information where it is needed most.



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The needs of the Warfighter are central to all we do

In a time of on-going Overseas Contingency Operations and proliferation of asymmetric threats, we are ever aware that the Warfighter is at the center of all that we do.

Our soldiers, sailors, airmen, and marines face new and complex challenges – challenges such as energy and the environment, which demand innovative approaches to balance competing requirements. Sometimes referred to as “wicked problems,” these challenges appear to have no

solution. With our depth and breadth of experience, along with information resources that connect researchers from numerous technology domains and locations, the IACs are positioned to answer the immediate and pressing needs of the Warfighter, while providing deeper analysis and recommendations for the future to the acquisition community.



Strategic Plan Components

The IAC Strategic Planning Process provides us with our “plan to plan,” with the steps, outputs (components), and purpose of each component in the overall strategic management process. The overall goal is to create public value; the products and processes associated with strategic planning provide the methodology for achieving that value, and enable governance and oversight in the implementation of those plans (strategic management).

The components of our strategic plan are outlined in the diagram below. The tip of the triangle represents our mission, which provides the justification for our existence. Next is our vision, which identifies our desired future state of being. Then follow strategic objectives, goals, initiatives, and actions, which provide a roadmap for how we will attain our vision while carrying out our mission. Initiatives and actions include a timeline for implementation, as well as specific measures and targets. Our guiding principles define the values and philosophy of our organization, and shape the way we carry out our mission and implement the strategies that will lead to realization of our vision.



Strategy Development

Development of the IAC Strategic Plan was a collaborative effort, with significant participation and critical input from our industry and academia partners that host each IAC, as well as our Contracting Officer's Representatives, Contracting Office, and Program Office staff. This approach provided a diversity of perspectives from individuals with unique responsibilities and differing viewpoints. In addition to the diversity resulting from involving various organizational elements, the diversity of our staff also contributed to providing a balanced perspective. Strategic Planning Workshops provided a forum to engage individuals with various technical competencies, number of years working with the program (from one to over 22), and a broad range of ages (from newcomers to gray beards). Additionally, a detailed analysis of the broader context provided relevance in a constantly changing environment, and ensured alignment with higher echelon strategy and guidance. Using the Balanced Scorecard process, we examined multiple perspectives, including Customer, Financial, Internal Business Process, and Learning & Growth. Consequently, the result provides a balanced, diverse and comprehensive view of where we are, where we should go, and how best to get there.

Implementation & Monitoring Process

Strategic Planning adds value insofar as it leads to strategic management. The strategic plan is just the start of the overall effort, which includes management of performance to ensure alignment with strategic objectives, and track progress towards achieving the vision.

The IAC Program will employ a variety of strategic management and governance techniques in implementing the objectives and goals articulated in this Strategic Plan. IACs develop and annually update IAC operations and strategic plans, which align with the IAC Program strategy and provide an added focus on mission, vision, and strategies driven by each IAC's area of technical focus. For the IAC Program Strategic Plan, progress is measured against implementation timelines at the action level, where specific targets and metrics are identified.

The IAC Program Management staff monitor progress on a quarterly basis, and document results in the form of a Scorecard (see below). Additional metrics identify supplemental information required to be reported by the IACs, and track both overall performance and contribution to meeting strategic objectives. IACs

collaboratively define annual performance goals, and are measured against these goals on a monthly basis. Metrics enable the identification of improvement opportunities (necessitating a plan for improving performance), as well as star performers (resulting in further analysis to extract best practices to be applied across the program). The IAC Program will additionally conduct an annual assessment of the IAC strategy, in the context of our operational environment. Although this Strategic Plan represents our current view for the next five years, the strategy will adapt as necessary in order to achieve the vision in an ever-changing environment. We will maintain awareness through communication with our senior leaders in the Office of the Assistant Secretary of Defense for Research & Engineering, as well as within the Defense Technical Information Center. Furthermore, by working side-by-side with our customers both in theater and in strategic support roles, we will remain aware of emerging Warfighter needs and will promote awareness of these needs across the technical community. Change is a constant; communication, collaboration and information sharing enable us to identify and respond to change.

IAC Strategic Plan – Scorecard

Status Update: [enter date]

TEMPLATE

Purpose: To monitor progress at the initiative level, in achieving strategic objectives and operational goals of the IAC Program Strategic Plan.

(Status Legend: Blue – Pending; Green – On Track; Violet – Completed; Orange – At Risk; Red – Off Track)

Strategic Objective 1: [enter text]

Operational Goal	Initiatives	1/09-12/09	1/10-12/10	1/11-12/11	1/12-12/12	1/13-12/13	Status
1.1 [enter text]	<p>1.1.1 [enter text] (TCD: Dec10)</p> <p>1.1.2 [enter text] (TCD: May09)</p> <p>1.1.3 [enter text] (TCD: Dec12)</p>						On Track
							Completed
							Off Track



VISION

Drive innovation and technological developments by anticipating and responding to the information needs of the defense and broader community, while enhancing collaboration through integrated Scientific and Technical Information (STI) development and dissemination

The IAC Program envisions a future where the partnerships we are building today in developing and disseminating STI posture us to anticipate future requirements, and to enable rapid transition of concepts and technologies to meet the Warfighter's most compelling operational needs. We are already marching down that path, reaching across domains, agencies, and organizations.

By design, the IACs bring together government, industry and academia in a cross-domain, interagency partnership. By reaching into various organizations, we support a Whole-of-Government approach to ensure diverse perspectives that can best respond to the complex challenges. A cross-domain, interagency approach further

facilitates synergy across disparate organizations to help synthesize research, and supports information sharing and collaboration, to reduce redundancies and enhance productivity. IACs provide expertise to solve our customers' toughest known challenges, while remaining agile and responsive to an ever-changing environment. Our technical products answer immediate, tactical requirements, while additional data collection, synthesis, and analysis provide a more strategic perspective, which results in recommendations to help the acquisition community reduce cost and minimize risk. By anticipating future requirements, we contribute directly to our customers' ability to counter (and enable) strategic surprise.



MISSION

Collect, analyze, synthesize, produce, and disseminate worldwide Scientific and Technical Information (STI)

According to DoD Instruction 3200.14 (DoD Scientific and Technical Information Program (STIP), dated 11 February 1998), IACs distinguish themselves from libraries by the use of scientists and engineers to accomplish their mission, which the DoD Instruction articulates as, to “acquire, digest, analyze, evaluate, synthesize, store, publish, and disseminate worldwide STI and engineering data... and provide advisory and other services.”

IACs provide expertise within their assigned technical domains. Specifically, they offer “focused expert assistance and unbiased scientific and technical information” (DoDI 3200.14). By integrating Subject Matter Experts with technical research staff, the

IAC is postured to provide the most relevant information, complete and without bias. At the program level, the IAC Program Manager, DTIC, and ASD(R&E) monitor emerging requirements and make adjustments in program scope and approach in order to ensure broad coverage of critical technical capabilities. IACs and IAC Program Management staff coordinate closely with DoD technical and user communities, both through daily interaction in accomplishing specific tasks, and through the advice and consultation of each IAC’s Executive Steering Committee, which includes technical representatives from the IAC’s technical community within the defense and broader community.



GUIDING PRINCIPLES

The IAC Program Guiding Principles define the values and philosophy of our organization, and shape the way each member of our team conducts daily business. IAC leadership is committed to exemplifying and enabling these behaviors and practices.

We are committed to:

► Information Sharing & Collaboration

- Government, industry & academia: working together to conserve resources and develop the best approach
- Joint & interoperable through interagency collaboration
- Engaging the younger generation and encouraging interest in Science & Technology
- Enabling excellence in S&T (attract & engage the best talent)

► Agility, adaptability, & interoperability

- Supported by information sharing & collaboration
- Responding to a complex environment
- Promoting awareness of new technologies to both counter & enable strategic surprise
- Anticipating requirements by bringing together research & operations

► Excellence

- Integrated approach (government, industry & academia)
- Engaged in technical community
 - Policy level & working level
- Efficiency, conserving resources
- Continuous Process Improvement

► Customer Focus

- Feedback from existing customers
- Visibility on emerging requirements
- Customer-funded nature of most IAC work



STRATEGIC OBJECTIVES, OPERATIONAL GOALS, AND INITIATIVES

The objectives, goals, and initiatives articulated below provide a roadmap for the IAC Program over the next 5 years, identifying the steps necessary to accomplish our mission and achieve our vision. These goals represent a multidimensional perspective on IAC operations, aligning with the four perspectives of the Balanced Scorecard approach: Customer, Financial, Internal Business Process, and Learning & Growth. In order to successfully achieve our strategic objectives, we will rely on the Guiding Principles and approach the task collectively, as a unified organization comprised of partners from government, industry, and academia. The people that make up our organization are critical to our success; we will draw on their experience, expertise, and commitment in order to achieve our vision.

Objective 1

Meet the changing needs of a growing customer base, while maintaining focus on the Core Mission of the IACs

Over the past several years, the IAC customer base has expanded exponentially, as the IACs have leveraged our collective knowledge and skills in order to support the growing needs of the Warfighter and the acquisition community. We see this growth as a positive reflection of our ability to recognize and meet the S&T needs of our stakeholders. We also recognize that growth brings challenges, particularly in developing our supporting infrastructure to keep pace with our operational outreach, and in remaining focused on our core mission. In order to continue to achieve excellence, we will be persistent in

increasing awareness and use of STI as it supports the broader needs of our existing and potential customers.

Goal 1.1: Improve understanding of Customer requirements and opportunities

Our customers continue to adapt to a changing environment. As their needs shift, we must remain in close connection with them, to meet them where they are, and help them get where they need to be. In order to do this, we will capitalize on information technology developments. We will measure our success by the quality and quantity of the support we are able to provide, and will monitor customer satisfaction and incorporate their feedback in order to continuously improve.

Goal 1.2: Increase the IACs' direct contributions to achieving national security priorities

IAC customers operate at all levels within the broader organization, from the executives designing the policy to the soldier carrying out that policy in theater. In order to remain relevant, we must remain connected; we will accomplish this through communication, responsiveness, and continued engagement with organizations at all levels within our country's national security infrastructure. We will further support the interagency elements of this infrastructure by promoting standardization and interoperability.

Objective 1: Meet the changing needs of a growing customer base, while maintaining focus on the Core Mission of the IACs

Perspective: Customer

Goals	Initiatives
<p>1.1: Improve understanding of Customer requirements and opportunities</p>	<p>1.1.1: Develop a comprehensive list of all current customers; continue to track current and new customers, conducting analysis of trends</p> <p>1.1.2: Update and standardize customer satisfaction surveys</p> <p>1.1.3: Utilize web and Web 2.0 technologies to increase accessibility to customers</p> <p>1.1.4: Demonstrate an understanding of customer requirements by continuing to accomplish customer funded work</p>
<p>1.2: Increase the IACs' direct contributions to achieving national security priorities</p>	<p>1.2.1: Increase participation in conferences, with focus on both marketing the IACs and gathering information on national security priorities/initiatives</p> <p>1.2.2: Establish regular communication exchanges with key organizations within the national security infrastructure (both within and outside of DoD)</p> <p>1.2.3: Develop annual actions to respond to feedback received from conferences, information exchanges, and other engagements that provide insight into national security priorities and on-going initiatives</p> <p>1.2.4: Engage in activities that enhance standardization and interoperability</p>
<p>1.3: Strengthen the IAC Program's Core Mission: produce, acquire, digest, analyze, evaluate, synthesize, store, publish and disseminate worldwide STI</p>	<p>1.3.1: Ensure that IAC marketing material focuses on IAC Core mission</p> <p>1.3.2: Increase access to IAC STI through Total Electronic Migration System (TEMS) and DTIC Online initiatives</p> <p>1.3.3: Establish standard content for IAC websites, focusing on core functions (e.g., inquiry, STI collection & dissemination, newsletters, etc.)</p>

Goal 1.3: Strengthen the IAC Program's Core Mission: produce, acquire, digest, analyze, evaluate, synthesize, store, publish and disseminate worldwide STI

In a changing world, the IAC mission has remained constant. How we accomplish that mission continues to adapt, as we expand awareness of and access to Scientific and Technical Information. Whereas before, when information was scarce, our focus was on providing any and all information to our customers, in a globally connected world of information proliferation, we accomplish our mission by focusing on analysis, evaluation, and synthesis, in order to provide timely and relevant STI when and where it is needed most

Objective 2

Exemplify and enable increased efficiency in responsibly spending taxpayer dollars

Our customers operate in a resource constrained environment; they are expected to do more with less. The IAC Program seeks to enable our customers to efficiently and effectively accomplish expanding requirements, by leveraging work that has already been paid for and completed. Organizations that are geographically disbursed and organizationally distinct face

similar challenges; an Army soldier in Afghanistan can benefit from information gleaned from analysis of operations in Iraq. By paying once, but using information many times, we maximize our return on investment, and also increase the speed at which we can answer our customers' most challenging questions.

Goal 2.1: Ensure customers receive value for every taxpayer dollar they invest

We are committed to providing timely and relevant support that efficiently and effectively spends every tax dollar invested in IAC Program resources. We do this by leveraging collective resources to reuse many times what has been paid for once, by monitoring our costs against our outputs to ensure financial viability, and by pursuing broad-based funding sources. Our customers

are assured that their investment will be fully committed to meeting their immediate need, and will also become part of a larger collection that can be reused by others facing similar challenges.

Goal 2.2: Ensure increased efficiency and enhanced effectiveness in the R&E community by enabling STI re-use and facilitating best practices in research and engineering

Reuse of information comes on multiple fronts: information collected during research or produced in technical reports becomes part of a collection that our customers and our researchers can directly access in order to save time and resources in responding to similar challenges across multiple organizations; additionally, internal best

Objective 2: Exemplify and enable increased efficiency in responsibly spending taxpayer dollars	
Perspective: Financial	
Goals	Initiatives
2.1: Ensure customers receive value for every taxpayer dollar they invest	2.1.1: Provide input to annual fee analysis study, documenting program costs and projected funding, in order to support alignment of customer funding with direct benefit received by customers 2.1.2: Conduct annual financial self-sustainability study, measuring funding against program costs for each IAC and associated TAT work 2.1.3: Support DTIC transition to new financial system under Defense Agencies Initiative (DAI) 2.1.4: Incorporate funding strategy into acquisition strategy for new contracts
2.2: Ensure increased efficiency and enhanced effectiveness in the R&E community by enabling STI re-use and facilitating best practices in research and engineering	2.2.1: Develop process and routine of identifying potential best practice information, to be broadly disseminated (through publications, conference presentations, etc.) 2.2.2: Continue to expand collection and production of STI 2.2.3: Make STI available to a broad customer base, via TEMS, DTIC Online, or other initiatives that enable broad access and searchability

practices are identified and shared to the maximum extent possible, in order to function as an interconnected, learning organization. The research products, as well as the expertise gained through many diverse research projects, are captured and reused time and again. These practices ensure efficient and effective use of resources, and leverage the investments of the “many” to meet the needs of the “many more.”

Objective 3

Transition the IAC Program contract construct to comply with new policy requirements, while maintaining a high level of service to existing and new customers

The FY2008 National Defense Authorization Act, Section 843 requires that contracts valued over \$100 million be awarded to multiple awardees. This represents a significant but healthy change for a program currently comprising 10 single award, Indefinite Delivery / Indefinite Quantity contracts. In navigating the changing

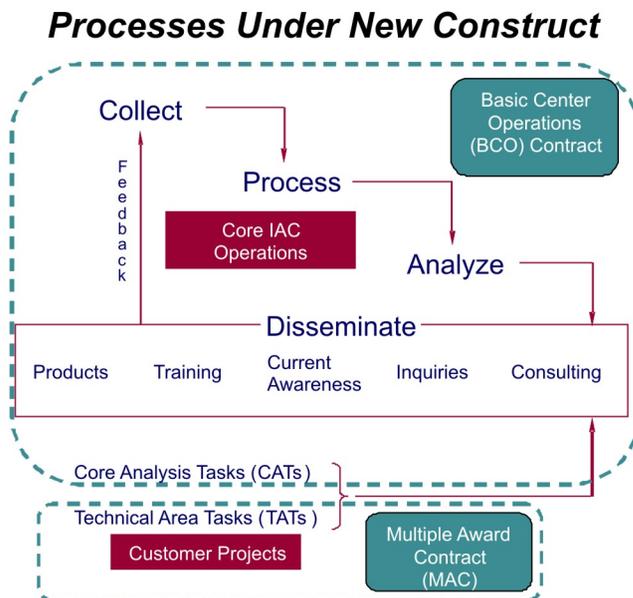
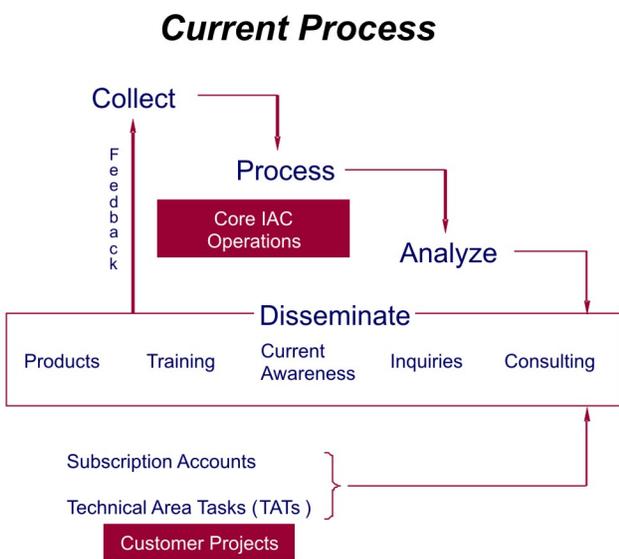
requirements, our approach is to identify what we have done that has contributed to achieving customer satisfaction, and to ensure that we keep what works, while adapting to policy changes and mandates.

Goal 3.1: Transition IAC contract construct to comply with FY2008 NDAA Sec 843 limitations on single award contracts

The IAC Program is committed to promoting competition, while remaining committed first and foremost to meeting our customers' requirements. Our revised construct puts mission first, while adapting to the new requirement for multiple award contracts. The mission remains the same; the construct for how we accomplish that mission will adapt.

Goal 3.2: Increase Small Business participation in the IAC Program

In meeting our customers' many, diverse needs, we depend on a broadly sourced and fully integrated team. Small



Objective 3: Transition the IAC Program contract construct to comply with new policy requirements, while maintaining a high level of service to existing and new customers

Perspective: Internal Business Process

Goals	Initiatives
3.1: Transition the IAC contract construct to comply with FY2008 NDAA Sec 843 limitations on single award contracts	3.1.1: Create separate contracts for Basic Center Operations (Core) functions and Technical Area Task (TAT) functions 3.1.2: Develop acquisition strategy for Multiple Award Contract (MAC) for TATs 3.1.3: Develop acquisition strategy for single-award contract for BCOs
3.2: Increase Small Business participation in the IAC Program	3.2.1: Increase the potential for SB to prime IAC contracts by conducting market research for Basic Center Operations contracts to examine the potential for SB set-aside 3.2.2: Decrease risk and complexity, and increase potential for SB success, by streamlining existing processes prior to contract transition
3.3: Make the transition seamless to IAC customers	3.3.1: Engage Executive Steering Committees and current IAC contractors for input and to gain support for changes 3.3.2: Document and codify best practices developed by current IAC contractors, prior to contract transition 3.3.3: Procure/Develop an IAC Acquisition Management System, streamlining management of IAC contracts and providing secure, role-based access to IAC contract data 3.3.4: Update the IAC Program main website, providing an easy-to-read, interactive format that clearly communicates critical IAC Program information to prospective and existing customers; utilize for requirements submittal & review

Business represents a critical participant in the IAC Program, in providing specialized support from highly skilled, uniquely focused team members. Our relationship with Small Business is one of mutual benefit, utilizing their unique skills and abilities to meet specific customer requirements, and in turn supporting their growth and development in their specialized field.

Goal 3.3: Make the transition seamless to IAC customers

In all these changes, our top priority remains solving our customers' most challenging problems. To this end, we remain committed to keeping our customers informed, soliciting and incorporating their input, and making

changes that will only enhance our ability to serve their needs.

Objective 4

Increase collaboration and information sharing, both within the IAC Program and between IACs and the broader community

In order to solve problems of increasing complexity, IACs rely on a broad and deep network of technical professionals, from diverse organizations extending across government, industry and academia. The IAC Program depends on the involvement of our network of Subject Matter Experts, to provide the best answer to the most challenging question in a timely manner.



Objective 4: Increase collaboration and information sharing, both within the IAC Program and between IACs and the broader community

Perspective: Internal Business Process

Goals	Initiatives
<p>4.1: Increase collaboration and information sharing within the IAC Program</p>	<p>4.1.1: Develop policies and supportive processes that enable regular information sharing between the IAC Basic Center Operations and Technical Area Task Multiple Award Contract (MAC) contractors</p> <p>4.1.2: Procure/Develop an IAC Acquisition Management System, streamlining management of IAC contracts and providing secure, role-based access to IAC contract data</p> <p>4.1.3: Enable an accelerated contracting process for awarding delivery orders to multiple (partnering) IACs to address cross-domain challenges</p>
<p>4.2: Increase collaboration and information sharing between IACs and the broader community</p>	<p>4.2.1: Improve the IAC web presence, increasing direct access to information through both the IAC Program website and individual IAC websites</p> <p>4.2.2: Increase participation in Web 2.0 collaboration technologies</p>

Goal 4.1: Increase collaboration and information sharing within the IAC Program

IACs are operated by our partners in industry and academia, organizations who outside the program compete against one another on a daily basis. Within the IAC Program, we seek to create a collaborative environment, where information sharing and partnering among IACs is a matter of fact, and a method used to collectively leverage resources and improve our performance as a unified, multidimensional organization.

Goal 4.2: Increase collaboration and information sharing between IACs and the broader community

IACs must be fully integrated into their respective technical communities, and must bring together the best minds from government, industry and academia in order to identify and address the most challenging

problems in their field. Awareness of the IAC mission, capabilities, and availability is essential to our ability to provide broad based support to existing and potential customers. Simply put, information sharing is our business.

Objective 5

Make Continuous Process Improvement an integral part of our daily operations

In order to function in an ever-changing environment, we must foster a culture of continuous improvement. The IAC Program is committed to promoting this culture and ensuring that it permeates everything that we do. By sharing information, soliciting input from stakeholders, and collaboratively developing improved business practices, we will ensure that we always offer our customers the best possible service and support as we help them to

Goal 5.1: Utilize the "best practice" model for improving operations at the IACs

In order to successfully accomplish our collective mission, each IAC must function at peak performance. We will enable and ensure this through performance monitoring, best practice identification, and information sharing. We will promote standardization wherever possible, while allowing each IAC the flexibility to effectively respond to the unique needs of their technical community.

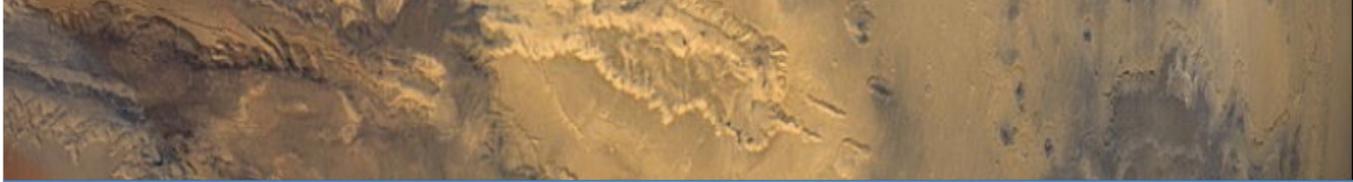
Goal 5.2: Apply Lean Six Sigma to improve internal process efficiency and effectiveness

Mission success also depends on efficient and effective internal processes. The IAC Program support team includes Program Management Analysts, Financial Analysts, and other program support personnel, as well as our geographically disbursed Contracting Office and Contracting Officer's Representatives. These diverse operations must function efficiently and effectively, focusing effort on the key performance processes (Lean) while consistently producing the desired results (Six Sigma).

Objective 5: Make Continuous Process Improvement an integral part of our daily operations

Perspective: Learning & Growth

Goals	Initiatives
5.1: Utilize the "best practice" model for improving operations at the IACs	5.1.1: Use metrics to identify best practices at the IACs 5.1.2: Increase the transparency of metrics data and conduct inter-IAC meetings to share information and best practices across the program
5.2: Apply Lean Six Sigma to improve internal process efficiency and effectiveness	5.2.1: Train IAC PMO staff in Lean Six Sigma 5.2.2: Pursue at least one Lean Six Sigma improvement project annually

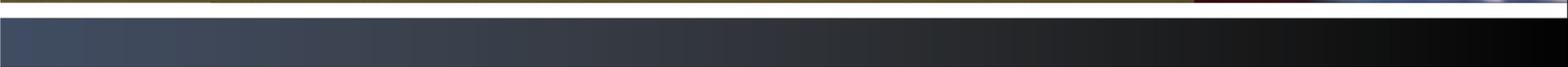
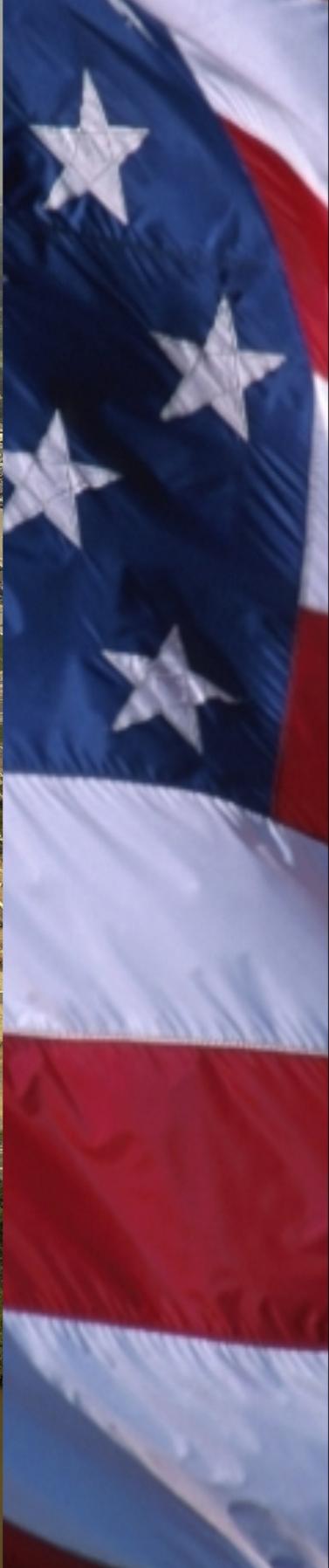


The objectives, goals, and initiatives articulated in our Strategic Plan mark the start of our path towards achieving the vision we have identified. Through the strategic management process, we will continue to monitor progress towards achieving our desired future state, and will adapt performance as necessary, in order to ensure that operations align with our strategy. Implementation of the initiatives identified here is already underway and making significant progress. Our present focus is on adapting IAC Program processes to support the new contract construct, and on enabling efficiencies across the Department through increased use of IAC resources. In implementing these changes, we rely on the continued input and involvement of our diverse team. Our bottom line imperative is to maintain seamless support to existing customers, and continue to attract new customers who can benefit from unbiased Scientific and Technical Information, along with the added analysis and advisory services the IACs provide.

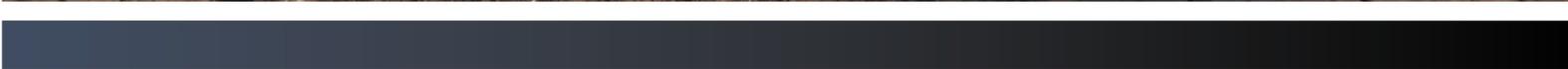
In the many and diverse environments where the IACs are engaged, one constant we see is change. Through information sharing, collaboration, and historical analysis we will continue to anticipate and prepare for future requirements. By remaining connected directly to the technical community and to the Warfighter, we will obtain firsthand knowledge and experience in current and emerging requirements, and will continue to work in partnership with our customers to help solve their most difficult challenges. We will continue to promote awareness of our availability to serve, and will build collaborative relationships with other organizations within the national security infrastructure.

Through all these efforts, we will remain engaged with the Office of the Assistant Secretary of Defense for Research and Engineering and the Defense Technical Information Center, providing recommendations for further programmatic adaptations, and ensuring continued alignment with Department S&T strategy and guidance.











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