IDA | **News Release:** 22-15
For Immediate Release
Date: January 14, 2022

MEDIA ADVISORY: IDA Ribbon Cutting Ceremony to be Held at Potomac Yard Facility

ALEXANDRIA, VA (January 2022) – The Institute for Defense Analyses (IDA) will hold a Ribbon Cutting ceremony on Tuesday, January 25, at 11:00 a.m. EST to celebrate the opening of our new Potomac Yard facility at 730 East Glebe Road, Alexandria, VA 22305.

Event speakers will include IDA President Norty Schwartz and Alexandria Mayor Justin Wilson. Both will be available for interviews.

We moved our headquarters and Systems and Analyses Center from the City of Alexandria's Mark Center area to the city's high-tech corridor in Potomac Yard. Our new facility has the technology, space and amenities that will better serve the needs of our staff and sponsors. The building was also constructed to meet WELL Building standards and LEED certification.

Proof of COVID vaccination and masks are required for entry into our facility. Members of the media who would like to cover the ceremony or request additional details should email communications@ida.org or contact Nina Chambers, 703-845-2553. Please RSVP soonest to ensure all paperwork is in place.

IDA is a nonprofit corporation that operates three Federally Funded Research and Development Centers in the public interest. IDA answers the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical, and analytic expertise.

IDA
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/LinkedIn

Order of Events
Tuesday, January 25, 2022

10:55 a.m.	Guests are asked to make their way to their seats
11:00 a.m.	Ceremony begins MC: Welcome and opening remarks
11:05 – 11:45 a.m.	Speakers • Dean Graves, IDA Director of Special Projects • Preston "Pete" Geren, IDA Board of Trustees Chair • Norty Schwartz, IDA President • Justin Wilson, City of Alexandria Mayor
11:45 a.m.	Official ribbon cutting ceremony and photo opportunity Cake cutting with photo opportunity
11:50 a.m.	Ceremony conclusion
11:50 – 12:00 p.m.	Media time with principals

IDA's Headquarters at Potomac Yard

IDA is excited to be part of City of Alexandria's high-tech corridor in Potomac Yard. Our new headquarters has the technology, space and amenities that will better serve the needs of our staff and sponsors.

Building Amenities

IDA's new facility in Potomac Yard consists of two towers totaling 370,000 square feet. A central feature is the Conference Center, which will enable IDA to host large meetings with sponsors or to host conferences. The Conference Center has a large auditorium that seats 300 people. It also has breakout rooms, a green room for speakers to prepare for events, and other large conference rooms. The building also has a production studio that will enable IDA to host virtual events, conduct external interviews and produce external videos.

Working Spaces

IDA's Potomac Yard facility has natural light that extends throughout much of the building. It has more dedicated SCIF space and a good mix of private and collaborative spaces for classified and unclassified work:

- 6 Classified VTC Rooms; total capacity combined is 168.
- 850+ private offices, 170+ workstations, 57 Hotel rooms (126 seats combined); 57 Huddle Rooms and 9 V-Rooms (equipped for Video Conference meetings).
- Combination of offices, project rooms, conferencing space and labs.
- 50+ conference rooms, 25+ dedicated project/lab spaces (e.g., PII, Model & Sim, etc.).

WELL Building/LEED Certification

IDA's Potomac Yard building was designed and constructed to help us achieve a Gold WELL Building Certification. These certifications look at overall wellness to include clean construction; good air and water quality; and lighting, sound, comfort, fitness and other health-minded features. To achieve the requirements of the WELL Building Standard, the space must undergo an on-site assessment and testing by a third party. Thereafter, IDA will regularly be assessing the building's health metrics. The building is also designed to meet LEED certification, an indicator that the building was designed, built and maintained using best practices for green buildings.

Metro Access

Employees, sponsors and other visitors will be able to easily access the building through public transportation. IDA's Potomac Yard facility is located one block from the Potomac Yard Metro Station, scheduled to open in Fall 2022. The Metro entrance will be one block east at the foot of East Glebe Road. The Potomac Yard Metro will run both blue and yellow lines. Until the Potomac Yard Metro Station is open, IDA will provide shuttle service to both the Pentagon (every 15 minutes) and the Mark Center (every 30 minutes).

Potomac Yard

Potomac Yard is a vibrant area in a great location. We are glad to be near the Pentagon and other government sponsors. We also plan to meet with our neighbors, Virginia Tech's Innovation Campus, National Industries for the Blind headquarters, Kaiser Permanente's Alexandria Medical Center and others, to discuss best practices and shared interests.

IDA is a private, nonprofit corporation headquartered in Potomac Yard in Alexandria, Virginia, just outside Washington, D.C. IDA's mission is to answer the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical and analytic expertise.

IDA

Corporate Biography

Norton A. Schwartz

Norton A. Schwartz serves as President of the Institute for Defense Analyses (IDA), a nonprofit corporation operating in the public interest. IDA manages three Federally Funded Research and Development Centers that answer the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical, and analytic expertise. At IDA, General Schwartz (U.S. Air Force, retired) directs the activities of more than 1,000 scientists and technologists employed by IDA.

General Schwartz has a long and prestigious career of service and leadership that spans over 5 decades. He was most recently President and CEO of Business Executives for National Security (BENS). During his 6-year tenure at BENS, he was also a member of IDA's Board of Trustees.

Prior to retiring from the U.S. Air Force, General Schwartz served as the 19th Chief of Staff of the U.S. Air Force from 2008 to 2012. He previously held senior joint positions as Director of the Joint Staff and as the Commander of the U.S. Transportation Command. He began his service as a pilot with the airlift evacuation out of Vietnam in 1975.

General Schwartz is a U.S. Air Force Academy graduate and holds a master's degree in business administration from Central Michigan University. He is also an alumnus of the Armed Forces Staff College and the National War College.

He is a member of the Council on Foreign Relations and a 1994 Fellow of Massachusetts Institute of Technology's Seminar XXI. General Schwartz has been married to Suzie since 1981.

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Corporate Biography

Dean C. Graves

Dean Graves is the Director of Special Projects at the Institute for Defense Analyses. He is overseeing a multiyear effort to move IDA to a new facility in Potomac Yards in 2022. This work includes working closely with the general contractor and architects as well as key contacts within IDA to sync facilities, technology, finance, and other operations and business functions.

Dean has more than 30 years of finance and leadership experience. He served in his previous role, Treasurer and Director of Finance, for more than 20 years. Before that, he was IDA's Manager of Finance and Budgets. Dean was the first recipient of IDA's William Y. Smith Award for Excellence when it was implemented in 1991. Prior to joining IDA, he worked as an economist at the Science Applications International Corporation.

Dean earned a master of business administration from George Washington University and a bachelor's degree in economics from the University of Richmond.

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Partners

- KGD Architecture
- MRP Realty
- James G. Davis Construction Corporation
- JBG Smith
- Savills
- Arent Fox
- McGuireWoods LLP
- BB&T
- MVA LLP
- City of Alexandria
- Alexandria Economic Development Partnership

Staff Testimonials

"Where we're located is just amazing. This is the hub of what is becoming a technology epicenter. This place is incredible for making connections. And the layout of the building is very much an open architecture that allows people to meet and stay connected."

Jim Marrs
Intelligence Analyses Division Director

"The new building is designed for collaboration and teamwork. I'm definitely looking forward to all the new conference space. It will be a lot easier to get together with the people on my task and have meetings."

Bill Whitledge
Operational Evaluation Division Research Staff Member

Building Photos

Front of Building

Breakout Room in the Conference Center

IDA What Are FFRDCs?

Federally Funded Research and Development Centers (FFRDCs) are private-sector entities that have unique relationships with their sponsoring Federal Government agencies. FFRDCs operate in the public interest as strategic partners with their sponsoring agencies to ensure that the highest levels of objectivity and technical excellence are applied to the research and development they conduct on behalf of the government.

"An FFRDC meets some specific long-term research or development need which cannot be met as effectively by existing in-house or contractor resources."

—FAR Section 35.017(a)(2)

Federal Acquisition Regulation

The U.S. Code of Federal Regulation codifies the Federal Acquisition Regulation (FAR), which governs how FFRDCs are established, used, reviewed, and terminated. According to FAR Section 35.017(a)(2), the private-sector resources of FFRDCs "accomplish tasks that are integral to the mission and operation of the sponsoring agency." FFRDCs bring together the expertise and outlook of government, industry, and academia to solve complex problems; thus, they are able to meet needs that cannot readily be met by governmental resources or traditional contractors.

In accordance with FAR Section 35.017(a)(3), FFRDCs are administered by universities, other nonprofit organizations, or industrial firms; and each FFRDC must operate autonomously from its administering organization. Today, 42 FFRDCs are sponsored by 13 Federal agencies, primarily the Department of Energy (with 16 FFRDCs), the Department of Defense (with 10), and the National Science Foundation (with 5). Each FFRDC falls into one of three categories: study and analysis centers, systems engineering and integration centers, and research and development laboratories.

Long-term relationships with sponsoring agencies

By developing strong, long-term relationships with their sponsoring agencies, FFRDCs attract quality personnel and maintain currency, objectivity, and independence. Long-term relationships also ensure that the FFRDCs can respond quickly to sponsor requests because they understand sponsoring agencies' needs and how those needs change over time.

The effectiveness of the sponsor-FFRDC association is reevaluated every 5 years, after which the relationship is either renewed for another 5 years or terminated, as outlined in a legal instrument known as the sponsoring agreement. The FAR mandates that the sponsoring agreement prohibit the FFRDC from competing with non-FFRDCs and specify whether the FFRDC is permitted to work for non-sponsor organizations. Thus if the sponsoring agreement allows it, government, academic, and industry organizations other than their sponsoring agencies may contract with an FFRDC for appropriate work. See FAR Part35.017-1(a), (c), and (e).

To be appropriate to an FFRDC's intended purpose, the work requested must require some combination of deep expertise, diverse experience, freedom from bias and conflict of interest, continuity of effort, ready access to highly sensitive information, and specialized facilities.

IDA operates three FFRDCs

IDA is a private, nonprofit corporation that manages three FFRDCs with core capabilities that meet the capabilities required for FFRDC-appropriate work. The Systems and Analyses Center, sponsored by the Office of the Secretary of Defense, and the Science and Technology Policy Institute, sponsored by the National Science Foundation are study and analysis centers; the Center for Communications and Computing, sponsored by the National Security Agency, is a research and development laboratory.

Protection of sensitive information

The sponsoring agreements between IDA and its sponsoring agencies give IDA access to sensitive and proprietary information necessary to carry out its work. In return, IDA agrees to protect sensitive information the government provides as long as the data remains sensitive.

All IDA employees are U.S. citizens whose employment depends on their attaining and maintaining a security clearance.

Reputation

IDA FFRDCs answer the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical, and analytic expertise, making IDA a compelling contributor to government decision-making.

IDA has no other lines of business outside the FFRDC framework. Our sole focus is on supporting our sponsors in service to the Nation. These sponsors turn to IDA's FFRDCs time and again for four reasons: our independence; our freedom from conflicts of interest; our responsiveness; and our record of conducting rigorous, informed, data-driven analyses.

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IDA SYSTEMS AND ANALYSES CENTER

The Systems and Analyses Center (SAC) is one of three Federally Funded Research and Development Centers (FFRDCs) operated by the Institute for Defense Analyses (IDA), a nonprofit corporation. Sponsored by the Office of the Secretary of Defense (OSD), SAC maintains an especially close relationship with the U.S. Government, tracing its roots to 1956 when IDA was formed. IDA's mission is to answer the most challenging U.S. security and science policy questions with objective analysis leveraging extraordinary scientific, technical, and analytic expertise.

Federal agency sponsors

In addition to OSD, SAC's sponsors include other joint organizations in the Department of Defense (i.e., the Joint Staff, the Combatant Commands, the Defense Agencies, and joint programs and activities). SAC conducts research for the military departments in circumstances that ensure no conflict of interest will arise.

With the encouragement and approval of OSD, SAC also conducts appropriate research for other federal departments and agencies.

To guard its objectivity and freedom from conflicts of interest, SAC does no work for commercial firms, has no financial or other stake in the implementation of its findings, and does not compete for federal contracts. SAC research products undergo a rigorous review process to ensure the quality, independence, and objectivity of the analyses they contain.

Experienced, interdisciplinary staff

The high-quality, interdisciplinary research staff at SAC blends long-standing experience and current knowledge to provide both corporate memory and state-of-the-art expertise. More than 90 percent of the research staff have advanced degrees; over 55 percent have doctorates. About 70 percent of SAC researchers were educated in engineering, physical and life sciences, mathematics and statistics, and computer science; the remainder were educated in economics, political science, business, and other social sciences. When needed to address sponsor problems, SAC augments its regular staff with a deep bench of adjunct staff members and consultants with specialized expertise.

IDA encourages its researchers to be active professionally—including publishing in the open literature—to maintain currency and to promote career development. Thus, staff members are continually learning through engagement with each other, peers, outside experts, and sponsors to improve the capabilities, methods, and approaches used.

Research focus

Initially, SAC analyzed weapons systems, tactical doctrine, and force structure issues. Over succeeding decades, SAC's research capabilities broadened to meet the evolving needs of its sponsors. Today, SAC blends expertise in technologies and systems with deep knowledge of costs, policies, human capital, intelligence, advanced analytic methods, and sponsor organizations and processes.

Types of contributions

SAC's contributions include the following:

- Evaluating systems and acquisition management issues
- Providing technical and analytic support for testing
- Supporting contingencies, commands, and operational and force planning
- Advancing cyber and information capabilities
- Evaluating ISR (intelligence, surveillance, and reconnaissance), space, intelligence, and CBRN (chemical, biological, radiological, and nuclear) issues
- Analyzing cost, resource allocation, and national security economic issues
- Evaluating science and technology issues and operational implications
- Assessing readiness, training, education, and personnel issues
- Evaluating institutions, management systems, processes, and support issues
- Analyzing international issues and regional security matters

Organizational structure

The directors of each of SAC's eight research divisions, listed below, are responsible to IDA's President for sustaining needed research capabilities and for producing timely, high-quality analyses for sponsors.

- Cost Analysis and Research Division
- Information Technology and Systems Division
- Intelligence Analyses Division
- Joint Advanced Warfighting Division
- Operational Evaluation Division
- Science and Technology Division
- Strategy, Forces and Resources Division
- System Evaluation Division

While each division has unique lines of research and expertise, sponsors' issues often cut across division lines, necessitating the frequent assembly of cross-division teams that bring together individuals diverse in thought, experience, and demographics to address national security challenges. These research teams are able to provide the best possible answers to sponsor questions, within the time and resources available. Their common goal is to improve government decision-making consistent with IDA's principles of providing rigorous analysis, trusted expertise, and service to the Nation.

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IDA SCIENCE AND TECHNOLOGY POLICY INSTITUTE

The Science and Technology Policy Institute (STPI), located across from the White House in Washington, DC, is one of three Federally Funded Research and Development Centers (FFRDCs) operated by the Institute for Defense Analyses (IDA), a nonprofit corporation. STPI was established by Congress to inform the Office of Science and Technology Policy (OSTP) in the Executive Office of the President.

STPI's interdisciplinary staff provides responsive, high-quality analyses of national and international science and technology (S&T) issues important to OSTP and other executive branch sponsors, including the National Science Foundation, the National Institutes of Health, the National Aeronautics and Space Administration, the National Space Council, the National Institute of Standards and Technology, the Defense Advanced Research Projects Agency, the Department of Commerce, and the Department of Energy.

Addressing a range of topic areas

For these and other federal sponsors, STPI provides technical and analytical support that focuses on S&T issues across a wide range of areas:

- Critical infrastructure and resilience
- Energy and environment
- Homeland and national security
- Information and communication technologies
- Innovation and competitiveness
- International science and technology
- Life sciences
- Research and development infrastructure
- Science, technology, engineering, and mathematics (STEM) education and workforce
- Social and behavioral sciences
- Space, aviation, and transportation

Recent examples of STPI contributions to the federal S&T enterprise include:

- Policy analysis and development
  - Assisting with the coordination of national resilience to electromagnetic pulses
  - Exploring policy approaches for encouraging the responsible management and use of Positioning, Navigation, and Timing (PNT) data across critical infrastructure sectors
  - Supporting the development of a federal strategy establishing STEM education and workforce goals
- Program evaluation
  - Conducting an independent assessment of feasibility of a human mission to Mars by 2033
  - Evaluating concepts for small satellite launch vehicles

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- Science and technology assessment
  - Examining the status of and challenges faced by the commercial space nuclear power and propulsion sector
  - Developing a health research and development roadmap to stem the opioid crisis
  - Examining emerging technologies and their impact on non-federal spectrum demand
- Data collection and analysis
  - Convening space weather scientists to better characterize extreme space weather phenomena
  - Investigating Chinese government expenditures in artificial intelligence
  - Analyzing the U.S. Antarctic logistics support program

- Strategic planning and metrics
  - Supporting the development of a national-level policy on the U.S. bioeconomy
  - Developing a national research strategy to advance veterans suicide prevention
  - Developing a roadmap of geothermal energy research needs to inform an agency initiative
- Economic and business case analysis
  - Assessing global trends in on-orbit servicing, assembly, and manufacturing
  - Assessing global trends in space situational awareness and space traffic management
  - Assessing the emerging commercial space sector in China

Leveraging a diverse and experienced staff

STPI's researchers include physical scientists, life scientists, engineers, social and behavioral scientists, economists, historians, STEM experts, and attorneys. Nearly all of the senior research staff hold doctorates in their respective technical fields. When needed, STPI also draws on the talents of the large, diverse research staff of another IDA FFRDC, the Systems and Analyses Center, which supports the Office of the Secretary of Defense.

STPI's 2-year Science Policy Fellowship Program provides recent bachelor's degree recipients with opportunities to develop professionally by using their critical thinking and analytic skills in support of a variety of S&T policy-related tasks.

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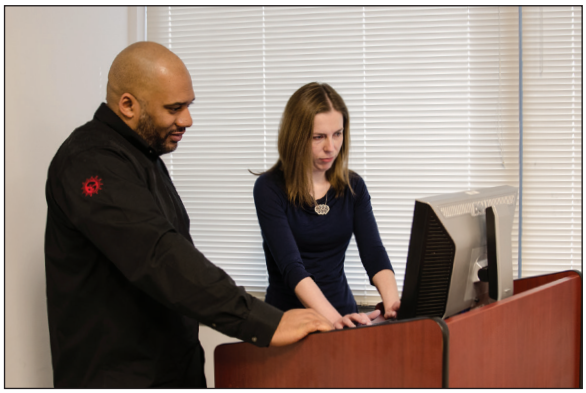
IDA CENTER FOR COMMUNICATIONS AND COMPUTING

Since the 1950s, the IDA Center for Communications and Computing has performed fundamental research in support of the National Security Agency's mission in cryptology, which includes both foreign signals intelligence and protecting the communications of the U.S. Government. The Center is a nonprofit entity operating in the public interest, consisting of the Centers for Communications Research with offices in Princeton, New Jersey (CCR-P), and La Jolla, California (CCR-L), and the Center for Computing Sciences in Bowie, Maryland (CCS). All three have developed distinct areas of expertise. Nonetheless, they work closely with each other and share many overlapping research teams.



Our research focus

The research portfolio has evolved over the years as communications technologies have advanced. Today, areas of particular emphasis are the creation and analysis of sophisticated encryption methods, high-performance computing technologies, the development of advanced algorithms and their applications, algorithmic and mathematical foundations of cryptology, computer network technologies supporting communications security, information processing technologies supporting cyber security, and analytical applications for large data sets. This list of problem areas gives no real hint as to the very wide diversity of mathematical approaches employed; virtually every branch of pure and applied mathematics has proved to be useful in these efforts.

Our success in providing cutting-edge research in mathematics and computer science to the National Security Agency (NSA) rests on four key pillars: exceptionally talented and versatile researchers, state-of-the-art computational capabilities, a close working relationship with NSA, and ongoing engagement with the broader research community so that the work can take advantage of advances in the academic and commercial worlds.

Collaborative, academic environment

We work in an exceptionally collaborative, academic-style environment that combines unique areas of expertise. It is critical that we recruit the very best new mathematical talent, and we therefore foster and maintain close ties with the academic mathematical world. We emphasize breadth and depth in our mathematics. Because of the flexibility of the environment, some researchers focus on coding, while others may do none.

Perhaps the most important collaboration occurs during the summer workshops, called SCAMPs, which draw academics and others to use a concerted "tiger team" approach to tackling several truly difficult problems each summer. The invitees to these workshops are diverse in many ways: they come from the academic community and other research organizations; there are many levels of

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experience among the attendees, who range from seasoned researchers and distinguished faculty to advanced graduate students and exceptional undergraduate students; and the disciplinary backgrounds include mathematics, computer science, statistics, physics, and electrical engineering. In a typical summer, the three centers host more than a hundred visitors, and the intense and collegial atmosphere is well known.

Center for Communications and Research, Princeton (CCR-P)
Dr. Wayne Raskind, Director

The oldest of the three centers was founded in 1959 in Princeton, New Jersey, and was originally called the Communications Research Division. Our mission is to apply mathematical and computational research to cryptology and related disciplines. As the modes and means of modern communications have become more complex, we have expanded our research into other areas including speech, the processing of signals to remove noise and distortion, and network security. Mathematics remains the fundamental science used to create and analyze the sophisticated algorithms used to encipher vulnerable communications and cryptologic problems. For more information, contact hiring@idaccr.org.

Center for Computing Sciences (CCS)
Dr. Tad White, Director

CCS, founded in 1985, is located between Washington, DC, and Annapolis, Maryland. Initially focused on the development and use of high-performance computing, the CCS portfolio now includes cryptography, network security and related cyber issues, signal processing, advanced techniques for analyzing extremely complex data sets, and alternative computing paradigms. Most of the research staff are PhDs with backgrounds in computer science, mathematics, computer architecture, electrical engineering, information theory, and the natural sciences. For more information, contact hiring@super.org.

Center for Communications Research, La Jolla (CCR-L)
Dr. Ryan (Skip) Garibaldi, Director

CCR-L was founded in 1989 in La Jolla, California, a hilly, seaside town within the city of San Diego. We focus on mathematical research related to cryptology and signals intelligence, including machine learning. The typical CCR-L researcher has a PhD in mathematics, although CCR-L also hires researchers with backgrounds in computer science and engineering. For more information, contact hiring@ccrwest.org.

Work with us

You can discover what it's like to work at or with our centers without joining as a full-time employee by participating in the SCAMP Summer Program. For more information, contact the center of your choice.

U.S. citizenship is required for all applicants, and employment is contingent upon successful completion of a security background investigation and polygraph (which we sponsor).