

# Defense Cyber Crime Center (DC3) Capture

ICF International

VALUE / SCOPE

Large FEDSIM opportunity (loss with lessons learned)

## SITUATION

During my tenure leading federal cybersecurity growth initiatives, I served as Capture Executive for the Defense Cyber Crime Center (DC3) opportunity at ICF. The program had evolved from the Defense Cyber Investigations Training Academy (DCITA), which I had previously managed while at CSRA. That prior experience gave me intimate familiarity with the mission, operational tempo, and key decision-makers. The DC3 capture was a pivotal pursuit for ICF's expansion into the DoD cyber mission space under FEDSIM acqu...

## TASK

My objective was to develop and execute a comprehensive capture strategy that would position ICF as a credible and capable prime contractor within the FEDSIM environment. The goal was to establish ICF's credibility among key government stakeholders, build a strategic partnership with an experienced FEDSIM performer, invest in infrastructure to demonstrate long-term commitment, and assemble a delivery team that could transition from the incumbent with minimal disruption. This required shaping not just a tec...

## ACTION

To differentiate ICF and increase our competitiveness, I shaped the capture strategy around four integrated initiatives focused on strategic teaming, government engagement, infrastructure investment, and talent acquisition. Recognizing the importance of FEDSIM expertise, I forged a formal teaming relationship with Booz Allen Hamilton, leveraging their extensive experience with FEDSIM-managed programs and their established reputation within the defense acquisition community. This relationship strengthened I...

To elevate ICF's visibility, I personally led introductions between ICF executives and key FEDSIM leaders, including Chris Hamm. I also hosted an Executive Mosaic dinner attended by Chris Hamm, Booz Allen capture executives, and ICF's business development leadership. The dinner served as a valuable forum to introduce ICF's senior leadership team, discuss mission alignment, and position ICF as a serious and informed participant in the FEDSIM community. In parallel, I leveraged my prior DCITA experience to me...

To demonstrate ICF's commitment to the mission, I acquired a SCIF facility branded with the ICF logo within six miles of the previous government site. This investment provided a secure environment for program operations, solution development, and recruitment. I hosted multiple corporate hiring events at the facility, which enabled us to attract and hire both the Program Manager and Deputy Program Manager from the incumbent contractor, GDIT. These hires brought deep institutional knowledge and mission conti...

Internally, I built and led a cross-functional capture team integrating business development, technical solutioning, pricing, and contracts expertise. I implemented measurable performance indicators to ensure discipline and transparency throughout the capture, tracking milestone adherence, cost-to-win efficiency, and stakeholder engagement progression. I also recruited a new Business Development Director and Line-of-Business Leader to improve alignment between our growth, technical, and delivery functions. ...

## RESULT

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The DC3 capture effort significantly elevated ICF's profile in the DoD cyber community. Within six months, government engagement increased by more than thirty-five percent, and our proposal received strong technical and management scores during evaluation. Evaluators specifically noted our local presence, our hiring of key incumbent staff, and the depth of understanding demonstrated in our solution narrative. However, despite the positive feedback, ICF ultimately lost the award due to the absence of a DCMA...

Following the loss, I immediately initiated a corrective action plan. I worked with our contracts and compliance teams to engage directly with DCMA and conduct a comprehensive audit of ICF's procurement and accounting systems. The audit was completed successfully, and ICF passed with no findings, though the timing came too late to influence the DC3 evaluation. This experience reinforced the importance of looking beyond the written RFP and proactively addressing the implicit expectations of the customer, espe...

The DC3 capture demonstrated my ability to lead complex pursuits, cultivate strategic relationships, and translate prior program knowledge into actionable strategy. More importantly, it reinforced the critical leadership lesson that success in competitive acquisitions often depends on understanding the unstated expectations and compliance underpinnings that drive evaluation outcomes. While the loss was disappointing, the lessons learned directly strengthened ICF's competitiveness and governance posture for ...

[randy.l.james@gmail.com](mailto:randy.l.james@gmail.com)

(703) 909-7546

[linkedin.com/in/randyjamescybernetops](https://www.linkedin.com/in/randyjamescybernetops)