Opportunities for the Private Sector

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Department of Homeland Security
Science and Technology
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Discussion Guide

- Overview of Department of Homeland Security
- Reasons to Partner with DHS-S&T
- Integrated Product Teams: IPTs
- Market Potential is Catalyst for Rapid New Product Development
- Safety Act Protection
- Tech Clearing House
- SBIR Opportunities
- Getting Involved
- Summary
Homeland Security Mission

• Lead Unified National Effort to Secure America
• Prevent Terrorist Attacks Within the U.S.
• Respond to Threats and Hazards to the Nation
• Ensure Safe and Secure Borders
• Welcome Lawful Immigrants and Visitors
• Promote Free Flow of Commerce
U.S. Department of Homeland Security

SECRETARY
DEPUTY SECRETARY

Chief of Staff

Executive Secretariat
Military Advisor

MANAGEMENT
Under Secretary

Chief Financial Officer

SCIENCE & TECHNOLOGY
Under Secretary

NATIONAL PROTECTION & PROGRAMS
Under Secretary

POLICY
Assistant Secretary

GENERAL COUNSEL

LEGISLATIVE AFFAIRS
Assistant Secretary

PUBLIC AFFAIRS
Assistant Secretary

INSPECTOR GENERAL

HEALTH AFFAIRS
Assistant Secretary/Chief Medical Officer

INTELLIGENCE & ANALYSIS
Assistant Secretary

OPERATIONS COORDINATION
Director

CITIZENSHIP & IMMIGRATION SERVICES
OMBUDSMAN

CHIEF PRIVACY OFFICER

CIVIL RIGHTS & CIVIL LIBERTIES
Officer

COUNTERNARCOTICS ENFORCEMENT
Director

FEDERAL LAW ENFORCEMENT
TRAINING CENTER
Director

DOMESTIC NUCLEAR DETECTION OFFICE
Director

FEDERAL EMERGENCY MANAGEMENT AGENCY
Administrator

U.S. COAST GUARD
Commandant

“Gang of Seven”

TRANSPORTATION SECURITY ADMINISTRATION
Assistant Secretary/ Administrator

U.S. CUSTOMS & BORDER PROTECTION
Commissioner

U.S. CITIZENSHIP & IMMIGRATION SERVICES
Director

U.S. IMMIGRATION & CUSTOMS ENFORCEMENT
Assistant Secretary

U.S. SECRET SERVICE
Director

FEDERAL EMERGENCY MANAGEMENT AGENCY
Administrator

U.S. CITIZENSHIP & IMMIGRATION SERVICES
Director
Office of the Under Secretary for Science and Technology

Divisions Drive S&T Interactions with Customers
S&T Goals

Consistent with the Homeland Security Act of 2002

• Accelerate the delivery of enhanced technological capabilities to meet the requirements and fill capability gaps to support DHS agencies in accomplishing their mission.

• Establish a lean and agile world-class S&T management team to deliver the technological advantage necessary to ensure DHS Agency mission success and prevent technological surprise.

• Provide leadership, research and educational opportunities and resources to develop the necessary intellectual basis to enable a national S&T workforce to secure the homeland.
## DHS S&T Investment Portfolio

### Balance of Risk, Cost, Impact, and Time to Delivery

<table>
<thead>
<tr>
<th>Product Transition (0-3 yrs)</th>
<th>Innovative Capabilities (1-5 yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Focused on delivering near-term products/enhancements to acquisition</td>
<td>- High-risk/High payoff</td>
</tr>
<tr>
<td>- Customer IPT controlled</td>
<td>- “Game changer/Leap ahead”</td>
</tr>
<tr>
<td>- Cost, schedule, capability metrics</td>
<td>- Prototype, Test and Deploy</td>
</tr>
<tr>
<td></td>
<td>- HSARPA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Basic Research (&gt;8 yrs)</th>
<th>Other (0-8+ yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Enables future paradigm changes</td>
<td>- Test &amp; Evaluation and Standards</td>
</tr>
<tr>
<td>- University fundamental research</td>
<td>- Laboratory Operations &amp; Construction</td>
</tr>
<tr>
<td>- Gov’t lab discovery and invention</td>
<td>- Required by Administration (HSPDs)</td>
</tr>
<tr>
<td></td>
<td>- Congressional direction/law</td>
</tr>
</tbody>
</table>

### Customer Focused, Output Oriented
S&T Organization

DHS U/S S&T

Director of Research
Starnes Walker
Deputy
Rolf Dietrich

Director of Innovation
Roger McGinnis
Deputy
Dave Masters

Director of Transition
Bob Hooks
Deputy
Rich Kikla

Innovation

Explosives
Jim Tuttle

Chem/Bio
Beth George

Command, Control
& Interoperability
Dave Boyd

Border/Maritime
Capt Dave Newton
USCG (Acting)

Human
Factors
Sharla Rausch

Infrastructure/
Geophysical
Chris Doyle

Research
Doug Bauer

Research
Chem/Bio: Keith Ward
Threat Char/Attribution:
Sandy Landsberg
Agro Defense: Tam Garland

Research
Intel: John Hoyt
Futures: Joe Kielman

Research
Jeannie Lin

Research
Michelle Keeney (Acting)

Research
Mary E. Hynes

Transition
Herm Rediess

Transition
Randy Long

Transition
Trent DePersia

Transition
Stan Cunningham

Transition
Chris Turner

Transition
Lawrence Ash

ResearchChem/Bio:
Beth George

Threat Char/Attribution:
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Transition
Stan Cunningham

Transition
Chris Turner

Transition
Lawrence Ash
Three Step Approach: Keep it Simple and Make it Easy

1. Develop Detailed Requirements And Relay Conservative Market Potential

2. Establish Strategic Partnerships
   - Business Case Information
   - Open Competition
   - Detailed Mutual Responsibilities

3. Deliver Products!
### Private Sector Outreach Process

**Requirements Development through Product Release**

<table>
<thead>
<tr>
<th>PHASES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| **Requirements Development** | • Prioritized capability gaps from Capstone IPTs  
• Identification of representatives of end users and end customers  
• Operational and technical requirements  
• Validation of price points  
• Technology Commercialization Agreement (TCA) between DHS S&T and its DHS customer  
• Project plan |
| **Market Assessment & Strategy** | • Market survey  
• Technology scan  
• Communications plan and implementation (public relations and marketing communications)  
• Technology Commercialization Plan (TCP)  
• Test and Evaluation Master Plan (TEMP)  
• Standards assessment and/or development by S&T  
• Grant program development by DHS customer |
| **Open Competition** | • SECURE Program  
• CRADAs  
• BAAs  
• RFPs  
• RFQs  
• RFIs  
• MoUs / MoAs  
• Technology transfer licenses  
• OTAs  
• Influence the private sector |
| **Product Development** | • New Product Development (NPD) process implemented by private sector partner(s)  
• Project reviews  
• Test and Evaluation |
| **Product Release, Marketing and/or Deployment** | • Transition to manufacture  
• QC/QA  
• Deployment (to Federal users) or Marketing (to independent users)  
• Measure product effectiveness |

**Legend:**  
Black text = Government activities  
Grey text = Private-sector activities
10 Reasons to Partner with DHS Science & Technology

Reasons:
- Economics-based
- Public Relations-based
- Business Development-based
- Strategic Marketing-based
- Technical Resources-based

1. Access the Sizeable DHS Market and Ancillary Markets
2. Leverage the Financial Strength/Stability of DHS and offset R&D costs through participation in mutually beneficial cost-sharing Programs
3. Utilize the SAFETY Act to gain liability protection and access DHS’ array of PR and Market Communications services
4. Effectively reach the First Responders Market through FEMA-sponsored grant programs, the AEL (Approved Equipment List), other sponsored equipment lists and fast-track programs
5. Team with Science & Technology Personnel to leverage a vast Network of Laboratory Facilities for Technology and Product Development
6. Gain access to Test and Evaluation (T&E) Facilities for Product Development and actively participate in the generation of Standards, T&E methods and Regulations used at the tribal, local, state, and federal levels
7. Meet and establish Partnerships with others in the University, Business, and National Lab Communities
8. Potentially generate Licensing revenue and capture potential Derivative Product revenue
9. Leverage SBIRs, HITS and HIPS to gain experience with homeland security applications
10. Make a Real Difference by Developing Products to Defend the Homeland for Generations to come as well as gain recognition as a Corporate Citizen contributing to the Security of our Homeland
S&T Transition IPT Members and Function

- Industry Board of Directors Model
- Consensus-driven Process

End Result:
Prioritized Investments in S&T
DHS Requirements/Capability Capstone IPTs

DHS S&T Product – “Enabling Homeland Capabilities” (EHCs)
Cargo Security
Representative Technology Needs

- Enhanced screening and examination by non-intrusive inspection
- Increased information fusion, anomaly detection, Automatic Target Recognition capability
- Detect and identify WMD materials and contraband
- Capability to screen 100% of air cargo
- Test the feasibility of seal security; detection of intrusion
- Track domestic high-threat cargo
- Harden air cargo conveyances and containers
- Positive ID of cargo and detection of intrusion or unauthorized access

Maritime Security
Representative Technology Needs

- Wide-area surveillance from the coast to beyond the horizon; port and inland waterways region – detect, ID, and track
- Data fusion and automated tool for command center operations
- Vessel compliance through non-lethal compliance methods
- Enhanced capability to continuously track contraband on ships or containers
- Improved ballistic personal protective equipment for officer safety
- Improved WMD detection equipment for officer safety; improved screening capability for WMD for maritime security checkpoints

Establishment of Project IPTs: Detailed Specifications/Requirements

• Members:
  
  S&T Program Manager(s)
  Operating Component’s Program Manager(s)
  End-User
  Supplier/Provider

• Meet at Least Monthly

• Report to Capstone IPT Quarterly
Transition Approaches

Capstone IPTs
- Identify
- Capability
- Gaps/Mission
- Needs

DHS Component Acquisition
Provide Solutions/Enables Procurement
Provide Solutions/Validates Grants & Equip

Field Agents
First Responder

Private Sector

Widely Distributed Product
Getting on the “Same Page”

- Historical Perspective
- Language is Key
- Communication is Paramount
Technology Readiness Levels (TRLs): Overview

TRLs are NASA-generated and Used Extensively by DoD

<table>
<thead>
<tr>
<th>TRL Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Basic principles observed and reported</td>
</tr>
<tr>
<td>2</td>
<td>Technology concept and/or application formulated</td>
</tr>
<tr>
<td>3</td>
<td>Analytical and experimental critical function and/or characteristic</td>
</tr>
<tr>
<td>4</td>
<td>Component and/or breadboard validation in laboratory environment</td>
</tr>
<tr>
<td>5</td>
<td>Component and/or breadboard validation in relevant environment</td>
</tr>
<tr>
<td>6</td>
<td>System/subsystem model or prototype demonstration in a relevant environment</td>
</tr>
<tr>
<td>7</td>
<td>System prototype demonstration in a operational environment</td>
</tr>
<tr>
<td>8</td>
<td>Actual system completed and 'flight qualified' through test and demonstration</td>
</tr>
<tr>
<td>9</td>
<td>Actual system 'flight proven' through successful mission operations</td>
</tr>
</tbody>
</table>

Techology Maturity

- Basic
- Applied
- Advanced
Correlation: DHS and Private Sector

[Diagram showing the correlation between DHS and Private Sector with TRL levels 1-3, 4-6, and 7-9, and stages of Transition, Innovation, and Products.]
Conservative Estimate: Number of First Responders in the US

- Homeland Security Presidential Directive 8
- Steve Golubic (FEMA)

Total: ~25.3 Million Individuals

Front Line ~2.3 Million

Support to Front Line ~23 Million

- FIRE
- POLICE
- EMT
- BOMB DISPOSAL

Port Security
Public Health
Hospitals
Venue Security
Transportation
Emergency Management
Clinics
School Security
Response Volunteers
Public Works/Utility
Call to Action: Mutual Benefits
Create “Win-Win-Win” Relationships

1. Learn Current DHS Needs

2. Inform DHS of Products/Capabilities
   - Request DHS – S&T Full Response Package at thomas.cellucci@dhs.gov

3. Interact with DHS
   - Establish Mutually-beneficial Relationship
SECURE Program
System Efficacy through Commercialization, Utilization, Relevance and Evaluation

WIN • WIN • WIN

Taxpayers
Private Sector
Public Sector
## SECURE Program

*Mutually-Beneficial Goals Achieved Through Rigorous Process*

<table>
<thead>
<tr>
<th>Goals</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>System</td>
<td>DHS Detailed Requirements</td>
</tr>
<tr>
<td>Efficacy through</td>
<td>Private Sector Product Development</td>
</tr>
<tr>
<td>Commercialization</td>
<td>Product Launch, Sales and Marketing</td>
</tr>
<tr>
<td>Utilization</td>
<td>Customer-Focused Capstone IPT Process</td>
</tr>
<tr>
<td>Relevance</td>
<td>Third-party Test &amp; Evaluation with DHS Validation</td>
</tr>
<tr>
<td>Evaluation</td>
<td></td>
</tr>
</tbody>
</table>
SECURE Program
Concept of Operations

Application – Seeking products/technologies aligned with posted DHS requirements

Selection – Products/Technologies TRL-5 or above, scored on internal DHS metrics

Agreement – One-page CRADA-like document. Outlines milestones and exit criteria

Publication of Results – Independent Third-Party T&E conducted on TRL-9 product/technology. Results verified by DHS, posted on DHS web-portal

Benefits:
✓ Successful products/technologies share in the imprimatur of DHS
✓ DHS Operating Components and First Responders make informed decisions on products/technologies aligned to their stated requirements
Federal Business Opportunities

Sites where the Office of Procurement Operations (OPO) posts opportunities for perspective suppliers to offer solutions to DHS – S&T’s needs:

- [www.HSARPAbaa.com](http://www.HSARPAbaa.com)
- [www.SBIR.dhs.gov](http://www.SBIR.dhs.gov)

take advantage of...

- **Vendor Notification Service:** Sign up to receive procurement announcements and solicitations/BAA amendment releases, and general procurement announcements. [http://www.fedbizopps.gov](http://www.fedbizopps.gov)

- **S&T’s HSARPA website:** Register to join the HSARPA mailing list to receive various meeting and solicitation announcements. Link to Representative High Priority Technology Areas, where DHS areas of interest can be found. [http://www.hsarpabaa.com](http://www.hsarpabaa.com)

- **Truly Innovative and Unique Solution:** Refer to Part 15.6 of the Federal Acquisition Regulation (FAR) which provides specific criteria that must be met before a unsolicited proposal can be submitted to Kathy Ferrell. [http://www.acquisition.gov/far/current/html/Subpart%2015_6.html](http://www.acquisition.gov/far/current/html/Subpart%2015_6.html)

**Contact Information:**
Kathy Ferrell  
Department of Homeland Security  
Office of the Chief Procurement Officer  
245 Murray Dr., Bldg. 410  
Washington, DC 20528  
unsolicited.proposal@dhs.gov  
202-447-5576
Show Us the Difference…

Hall’s Competitive Model

Differentiation = (A+B)C/(D+E)

As a function of:
• Market
• Application
• Technology
More Opportunities with DHS
Science and Technology
SAFETY Act
Support Anti-Terrorism by Fostering Effective Technologies Act of 2002

- Enables the development and deployment of qualified anti-terrorism technologies
- Provides important legal liability protections for manufacturers and sellers of effective technologies
- Removes barriers to industry investments in new and unique technologies
- Creates market incentives for industry to invest in measures to enhance our homeland security
- The SAFETY Act liability protections apply to a vast range of technologies, including:
  - Products
  - Services
  - Software and other forms of intellectual property (IP)

Examples of eligible technologies:
- Threat and vulnerability assessment services
- Detection Systems
- Blast Mitigation Materials
- Screening Services
- Sensors and Sensor Integration
- Vaccines
- Metal Detectors
- Decision Support Software
- Security Services
- Data Mining Software

Protecting You, Protecting U.S.
Criteria as stated in the SAFETY Act

- Is it an Anti-Terrorism Technology?
- Is it effective and available?
- Does it possess large potential third party liability risk exposure?
- Does Seller need SAFETY Act?
- Does it perform as intended?
- Does it conform to Seller’s specifications?
- Is it safe for use as intended?

Addition SAFETY Act information…
Online: [www.safetyact.gov](http://www.safetyact.gov)    Email: helpdesk@safetyact.gov
Toll-Free: 1-866-788-9318

Homeland Security
# Award Criteria

<table>
<thead>
<tr>
<th>Developmental Testing and Evaluation (DT&amp;E)</th>
<th>Designation</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs more proof, has potential</td>
<td>Demonstrated effectiveness, i.e. Developmental testing (with confidence of repeatability)</td>
<td>Consistently proven effectiveness, i.e. operational performance (with high confidence of enduring effectiveness)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Protection</th>
<th>Liability cap</th>
<th>Liability cap</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• only for identified test event(s) and for limited duration (=3yrs)</td>
<td>• for any and all deployments in 5-8 year term</td>
<td>Government Contractor Defense (GCD) • for any and all deployments in 5-8 years term</td>
</tr>
</tbody>
</table>

| Examples | EDS not yet TSL Certified • Novel incident pattern matching service | Radiological detector with laboratory success Opt-out screeners, only similar projects completed | EDS TSL Certified • Well-documented infrastructure protection service with history of excellent performance and meeting DoE standards |

EDS=Explosive Detection System  TSL=Transportation Security Laboratory (TSA)
DHS SBIR expects to release its 6.2 SBIR Solicitation in August 2006.
DHS announces its 6.1 SBIR/STTR award selections.

Homeland Security Advanced Research Projects Agency
SBIR/STTR Program

Vision: Make America Safer
The top priority for everything HSARPA does is to enhance the safety and security of America’s people, institutions and way of life.

SBIR Program:
The Department of Homeland Security (DHS), Homeland Security Advanced Research Projects Agency (HSARPA) launched the Small Business Innovation Research (SBIR) program, in December 2003. Our goal is to increase the participation of innovative and creative small businesses in Federal Research/Research and Development (R/R&D) programs and challenge industry to bring innovative homeland security solutions to reality.

All Federal agencies with an annual extramural R&D budget exceeding $100M are required to participate in the SBIR Program. Each fiscal year, not less than 2.5 percent of the annual extramural budget, is reserved for awards to small businesses for R/R&D through a three phase process.
Tech Clearinghouse Mission

To rapidly disseminate technical information concerning existing and desired products and services to/between Federal, State, Local, and Tribal Government and the Private Sector in order to encourage technological innovation and facilitate the mission of the Department of Homeland Security.

- Establishes Central Federal Technology Clearinghouse
- Issues Announcements for Innovative Solutions
- Establishes S&T Technical Assessment Team
- Provides guidance for the evaluation, purchase, and implementation of homeland security enhancing technologies
- Provides users with information to develop or deploy technologies that would enhance homeland security
- Enables technology transfer

Improved Knowledge Sound Acquisition Decisions
The mission of TechSolutions is to rapidly address technology gaps identified by Federal, State, Local, and Tribal first responders

- Field prototypical solutions in 12 months
- Cost should be commensurate with proposal but less than $1M per project
- Solution should meet 80% of identified requirements
- Provide a mechanism for Emergency Responders to relay their capability gaps
  - Capability gaps are gathered using a web site ([www.dhs.gov/techsolutions](http://www.dhs.gov/techsolutions))
- Gaps are addressed using existing technology, spiral development, and rapid prototyping
- Emergency Responders partner with DHS from start to finish

**Rapid Technology Development**
Target: Solutions Fielded within 1 year, at <$1M
TechSolutions Investments

- Seatbelt Safety for Emergency Vehicles
- Next Generation Breathing Apparatus
- Fire Ground Compass
- Under Consideration
- Vehicle Mounted Chem/Bio Sensor Detection
### Getting Involved: S&T Contacts

<table>
<thead>
<tr>
<th>Division</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Tuttle</td>
<td>S&amp;<a href="mailto:T-Explosives@dhs.gov">T-Explosives@dhs.gov</a></td>
</tr>
<tr>
<td>Beth George</td>
<td>S&amp;<a href="mailto:T-ChemBio@dhs.gov">T-ChemBio@dhs.gov</a></td>
</tr>
<tr>
<td>David Boyd</td>
<td>S&amp;<a href="mailto:T-C2I@dhs.gov">T-C2I@dhs.gov</a></td>
</tr>
<tr>
<td>Dave Newton</td>
<td>S&amp;<a href="mailto:T-BordersMaritime@dhs.gov">T-BordersMaritime@dhs.gov</a></td>
</tr>
<tr>
<td>Sharla Rausch</td>
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</tr>
<tr>
<td>Chris Doyle</td>
<td>S&amp;<a href="mailto:T-InfrastructureGeophysical@dhs.gov">T-InfrastructureGeophysical@dhs.gov</a></td>
</tr>
<tr>
<td>Rich Kikla (Acting)</td>
<td>S&amp;<a href="mailto:T-Transition@dhs.gov">T-Transition@dhs.gov</a></td>
</tr>
<tr>
<td>Starnes Walker</td>
<td>S&amp;<a href="mailto:T-Research@dhs.gov">T-Research@dhs.gov</a></td>
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<tr>
<td>Roger McGinnis</td>
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**Homeland Security**
Summary

Detailed Requirements
Sizeable Market Potential
Delivered Products – PERIOD!

How Can You Afford NOT to Partner with DHS S&T?

Questions/Comments:
Thomas A. Cellucci, Ph.D., MBA
thomas.cellucci@dhs.gov
U.S. Department of Homeland Security: Science and Technology Directorate’s Chief Commercialization Officer

Thomas A. Cellucci, PhD, MBA recently accepted a special five year appointment as Chief Commercialization Officer for the Department of Homeland Security’s Science and Technology (S&T) Directorate. The Chief Commercialization Officer (CCO) is responsible for initiatives that identify, evaluate and commercialize technology for the specific goal of rapidly developing and deploying products and services that meet the specific operational requirements of the Department of Homeland Security’s Operating Components and its end users. The CCO also develops and drives the implementation of DHS-S&T’s outreach with the private sector to establish and foster mutually-beneficial working relationships to facilitate cost-effective and efficient product/service development efforts.

Cellucci is an accomplished serial entrepreneur, seasoned senior executive and Board member possessing extensive corporate and VC experience across a number of worldwide industries. Profitably growing high technology firms at the start-up, mid-range and large corporate level has been his trademark. In 1999, he founded a highly successful management consulting firm--Cellucci Associates, Inc. -- that raises capital and provides strategic business services to top-tier global high technology firms. He serves on both public and private Boards and has authored or co-authored over 120 articles on Nanotechnology, Laser physics, Photonics, Environmental disturbance control, MEMS test and measurement, Mistake-proofing enterprise software, and Sales & Marketing. He has also held the rank of Lecturer or Professor at institutions like Princeton University, University of Pennsylvania and Camden Community College. Cellucci also co-authored ANSI Standard Z136.5 “The Safe Use of Lasers in Educational Institutions”.

As a result of his consistent achievement in the commercialization of emerging technologies, Cellucci has received numerous awards and citations from industry, government and business. Cellucci earned a PhD in Physical Chemistry from the University of Pennsylvania, an MBA from Rutgers University and a BS in Chemistry from Fordham University. He has also attended and lectured at executive programs at the Harvard Business School, MIT Sloan School, Kellogg School and others. Dr. Cellucci is regarded as an authority in rapid time-to-market new product development and is a frequent public speaker.