

Homeland Defense Journal

"He is best secure from dangers who is on his guard even when he seems safe." —Syrus Publilius

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Bioterrorism Summit in Texas

By Edith A. Chenault

Safeguarding America's food supply is very serious business, and the fight to protect against biological warfare is far from over, according to Dr. Floyd Horn, with the U.S. Office of Homeland Security.

Biological warfare, "can affect each and every one of you here," Horn told the approximately 140 producers, university researchers and governmental officials gathered at the Food and Agricultural Biosecurity Summit at the Austin Hilton North and co-sponsored by Texas A&M University and Texas Tech University.

The summit was part of the Agricultural and Natural Resources Summit Initiative,

which began in 1993 to identify and resolve high-priority issues facing Texas agriculture and natural resources.

"A safe, reliable adequate food supply system is, I believe, critical to national security," said Susan Combs, Texas agriculture commissioner, who also was one of the kick-off speakers for the two-day summit.

Horn said terrorism is "dead serious, and we really are at war.

"[Terrorists] want to get us, they want to get our economy, they want to kill us, they want to make us sick, get us out of the global marketplace, and they want to get us out of their part of the world. And they have very few constraints about how they want to go about it," said Horn.

"We know that there are many nations that have biological weapon capabilities, or the 'poor man's nuclear weapon.'"

Some national groups, including Al Qaeda, have tried very hard to acquire biological weapons capabilities, he said. In one unclassified document, he noted, there are numerous examples of briefings given to Al Qaeda about agricultural and biological warfare. Recipes for bioterrorism written in English have been found in notebooks in the caves of Afghanistan and in the camps where weapons and terrorism training went on.

"All that is emerging now since we have access to better intelligence ... would terrify the average farmer," he said.

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Growth and Consolidation in the Homeland Defense Industry

By Jeffrey Hamon and Elliot Williams
For Homeland Defense Journal

As lawmakers debate the final make-up of what is soon to be one of the largest government agencies ever created, a new market comprised of companies across many industries is preparing to meet the needs of the new U.S. Department of Homeland Security. The homeland defense industry would benefit from more than \$38 billion in government funding earmarked for homeland security next year, an undetermined increase in military technology spending and, according to *Fortune* magazine, an estimated \$150 billion in spending from the private sector for homeland security-related products and services.

The results of this dynamically changing industry are significant public market expansion, increased availability of government

funding for new technology development, as well as a steady stream of venture capital funding. While the larger defense contractors, such as Lockheed Martin, General Dynamics and Northrop Grumman, have seen tremendous market expansion and merger activity, companies in the middle market are benefiting from the market expansion despite a lagging economy and the highest levels of merger and acquisition activity in several years.

Defining the Industry

Companies that comprise the homeland defense industry serve the vast needs of the military, as well as the varied needs of the government and private sector relating to law enforcement, surveillance, border control and public security. Examples of this newly

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Publisher's Notes



By Don Dickson
Homeland Defense Journal

Water, water, everywhere ... but is it safe?

Tuesday, July 30, Fox News reported the arrest of two Al Qaeda suspects who had in their possession documents about poisoning the American water supply.

Fortunately, our national leadership has been aware of these risks and has moved to increase awareness, security and response planning.

Presidential Decision Directive 63 (PDD-63) designated the water sector as a critical infrastructure.

The water sector is susceptible to two types of attack —physical and cyber— that result in interruptions to the supply of water. Attacks could cause disruptions to the source water, treatment plant or distribution system. Additionally, Supervisory Control and Data Acquisitions (SCADA) systems and other process controls, might

be susceptible to physical or cyber intrusion, potentially causing changes in water quality or flow.

PDD-63 provides for protection against attacks on physical facilities and computer systems. The directive calls for a coordinated, collaborative effort among all levels of government and the private sector to address and solve issues related to providing protection to critical infrastructures.

Under our critical infrastructure protection plan, the U.S. Environmental Protection Agency (EPA) is the lead federal agency for the water sector.

In June of this year, Congress passed HB 3448, the Bioterrorism Preparedness Bill. This bill stipulates that water utilities must prepare vulnerability assessments and update emergency response plans by specified dates. (To see a copy of the full bill passed by Congress, go to www.homelanddefensejournal.com and select the Homeland Defense: Protecting America's Water Infrastructure conference.)

Despite the author's good intentions, there remain several open questions: What are the required timelines? What resources are available from EPA and how does one get access to these resources? How will the water utilities

interoperate with state and local emergency planning agencies?

Protecting America's Water Supply Training Conference

Monday, Sept. 23, 2002, our business partner, Market*Access, is sponsoring a one-day training conference on Protecting America's Water Supply. Speakers include leading executives that include U.S. Congressman James L. Oberstar, D-Minn., the senior Democrat on the Transportation and Infrastructure Committee; Jim Shell, principal water resource planner, Metropolitan Washington Council of Governments; Janet Pawlukiewicz, director, Water Protection Task Force, EPA; Tom Curtis, deputy executive director, American Water Works Association; Sandia Labs; and leading industry water sensors expert, Christopher J. Owen, president and chief operations and technical officer, Apprise Technologies Inc. (<http://www.apprisetech.com/>).

Don W. Dickson

Bioterrorism Summit in Texas

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It is estimated that from 40,000 to 70,000 people went through the terrorist training activities in Afghanistan alone, "and we only know of where 8,000 of those are," he said. "There's a strong suspicion that many are in the U.S. already, probably nested in safe and secure positions where they are going to be very hard to find until they're called upon to do harm."

Agriculture is particularly vulnerable, in part because it is such a giant part — about 15 percent, according to Combs — of the gross domestic product. One in six jobs in this country stems from American agriculture. In exports, it is the one business that always has a positive return, she said.

"We produce more corn and soybeans [in the United States] than any other country in the world," Combs said.

America is noted for having one of the most reliable and safe supplies of food at a reasonable cost in the world. U.S. agricultural production and food-processing systems are large and complex, and easily accessed by almost anyone, Horn noted.

He added that American producers and scientists have done such good work with genetic selection that many of the major crops and livestock are relatively homogeneous and therefore could be susceptible to carefully selected or created disease organisms.

The psychology of real, or threatened, outbreaks of disease could be devastating, he said.

Citing last year's outbreak of foot-and-mouth disease in the United Kingdom, Horn said, "The psychology of this was awful. The suicide rate was way up, people lost tremendous amounts of genetics [from animal seedstock] that had been in their families for generations. Many of them were not only stripped of their livestock and their livelihood, but their barns — if built of wood — were torn down and [used to burn carcasses]. It was something that was hard to imagine. The psychological impact of that, even on a national scale, will be very difficult to recover from."

Economically, all of the livestock markets were tremendously affected. The price of Scottish beef immediately shot up. Markets in the United Kingdom had just taken a hit from bovine spongiform encephalopathy (mad cow disease) when foot-and-mouth disease hit last year.

"The livestock markets went to the pit," he said.

The outbreak created major political disruptions, a prime objective of terrorists.

"When people lose their faith in government to protect the food supply, there's big trouble," said Horn. "This is ice cream for the average terrorist, and it's something we have to worry

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Improving Performance Through Innovative Business Practices Document Management and Automation for the Federal Enterprise

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- **Bette Fuggitt**, Records Manager, USDA
- **Bill Hooton**, Assistant Director Records Management Division, FBI
- **James King**, Specialist in Library Information Technology for the Naval Research Lab's Ruth H. Hooker Research Library
- **Brenda Lamka**, Systems Administrator, Postal Rate Commission
- **Shawn Magill**, Director of Business Development, Document Automation & Production Service (DAPS)
- **Bernadette Mount**, Director, Office & Scientific Equipment Center (FCG), GSA
- **Stephen R. O'Neill**, Assistant Director in the Litigation Office of the Office of General Counsel, Department of the Navy.

For more information, including an updated list of speakers, visit www.marketaccess.org.

Sponsored by: Homeland Defense Journal, INPUT, Department of Transportation TASC, Document Automation and Production Service (DAPS)

Bioterrorism Summit in Texas

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about every day here."

The "take-home message" for participants at the summit was to "sustain an interest, believe there's a problem, and make sure you know as much as you can about what goes on in your sphere of influence" to prevent terrorism.

Agricultural producers and researchers need to add a "law enforcement mentality" to all their thinking. Research needs to contribute to prevention of problems, and new tools to rapidly detect diseases are needed, he said.

Also, the agricultural community needs to be educated in "good, solid biosecurity practices based on good solid research," Horn said.

Combs said, "There's no substitute for each man, woman and family member to take a look around their own backyard, their own shed, etc."

Agriculture is the second-largest industry in Texas, Combs said, and farm and ranch receipts amount to about \$15 billion annually.

"If you roll [the receipts] through the local communities, where you buy the gas, you buy the feed, the seed and the fertilizer, that makes about \$45 billion," she said. "You double that one more time because you've got a cotton tablecloth here [when] you had lunch, [that amounts to] \$80 billion; all the grocery store businesses, all the truckers, all the people who are engaged in one form or fashion [in] the farm-to-fork chain."

Texas is the livestock capital of the world,

Combs said. "We have more animals than people," she said. The state is No. 1 in the production of cattle, sheep and horses.

In crop production, Texas is No. 1 in cotton and hay, and No. 2 in grain sorghum and peanuts.

"So here we are, this incredible ag engine," she said. "Now how easy is it to keep our state secure? Our size makes it incredibly difficult, but not impossible."

Edith A. Chenault is a news editor with agricultural communications at Texas A&M University. Contact her at (979) 845-2886, or send an e-mail to e-chenault1@tamu.edu.

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What They're Saying On The Hill

By Kelly Kingsley - Homeland Defense Journal

Gerald L. Dillingham
Director, U.S. General Accounting Office, Physical Infrastructure Issues
U.S. Senate Committee on Commerce, Science and Transportation
Thursday, July 25, 2002



- Use federal workers to conduct security screening at 429 commercial airports
- Hire and train almost 4,000 key security personnel
- Implement more rigorous background checks of employees with access to secure areas of airports.

He noted that TSA must hire and train 33,000 federal workers to conduct passenger security screening by Nov. 19, 2002. As of July 13, TSA had hired 2,475.

Dillingham said TSA faces immediate challenges in assuming responsibility for security in other transportation modes, improving screeners' performance, and addressing aviation security issues not covered by the Aviation and Transportation Security Act deadlines.

He added that TSA also faces several longer-term challenges as it organizes itself to protect the nation's transporta-

tion system. These challenges include strategically managing the workforce, controlling costs, and sharing threat information.

Rick Stephens
Vice President and General Manager, Boeing Homeland Security and Services
U.S. Senate Committee on Commerce, Science and Transportation
Thursday, July 25, 2002



Rick Stephens, vice president and general manager of Boeing Homeland Security and Services appeared before the committee in his capacity as the executive responsible for the airport checked baggage explosives detection system and explosives trace detection equipment deployment contractor team. On Friday, June 7, 2002, Boeing was awarded the contract by the Department of Transportation to install explosives detection systems for screening checked baggage at all U.S. airports with scheduled commercial service by December 31, 2002.

Stephens said the contract, managed by TSA, also called for the training of baggage screening employees. This task, he said, requires airport studies of passenger movement, architectural designs, structural changes, and the coordinated supply of 1,100 explosives detection system machines and approximately 4,600 explosives trace detection devices.

He explained that Boeing's approach is to work collaboratively with airports, airlines, federal security directors and other TSA officials to develop effective checked baggage screening solutions for individual airports for implementation by the end of the year.

Stephens noted that a one-size-fits-all EDS/ETD configuration for all airports is clearly inappropriate — each airport terminal has different characteristics that will drive the solution.

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Building, Operating, and Securing the Enterprise

What They're Saying on the Hill

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The first step in the process, said Stephens, was to dispatch site assessment teams to meet with airport and airline officials and other key stakeholders. The primary goal of the site assessment team was to establish an EDS/ETD concept plan that could be implemented by December 31, 2002, and would be acceptable to the airport, airlines and the TSA.

After the site assessment, design survey teams would deploy to the airport to evaluate the design and construction requirements for the EDS/ETD concept plan established by the assessment team.

The teams, he said, are a little behind schedule. They have been delayed by one week or more in 18 tasks due to weather, flights in Alaska, and holiday/vacation schedules of airport staff.

**Rep. Stephen Horn, R-Calif.
Chairman, Committee on
Government Reform Subcommittee
on Government Efficiency, Financial
Management and Intergovernmental
Relations**

U.S. House of Representatives

Wednesday, July 24, 2002

Rep. Stephen Horn, R-Calif., said more than 90 percent of the nation's critical infrastructure is owned and operated by the private sector. To protect these assets, he said, it is important to understand their vulnerability to cyber attacks, which are increasing in intensity and sophistication.

Horn said during the first six months of this year, the Carnegie Mellon Computer Emergency Response Team Coordination Center received reports of 43,000 cyber attacks. Last year, the center received approximately 53,000 reports of attacks for the entire year.

To shore up the defense of the nation's critical infrastructure, each industry group has formed its own Information Sharing and Analysis Center. Horn said the businesses within each sector can vary widely in size and complexity, and in their ability to safeguard their systems. Nevertheless, the financial sector center must develop common security processes in order to report, respond and recover from a cyber attack.

**John S. Tritak
Director, U.S. Department of
Commerce, Critical Infrastructure
Assurance Office Bureau of Industry
and Security**

*U.S. House of Representatives,
Government Reform Committee,
Subcommittee on Government
Efficiency, Financial Management and
Intergovernmental Relations
Wednesday, July 24, 2002*

John S. Tritak, director of the U.S. Department of Commerce, Critical Infrastructure Assurance Office Bureau of Industry and Security, discussed cyberterrorism and the nation's critical infrastructure protection activities. He also discussed the important role that the Critical Infrastructure Assurance Office (CIAO) plays in this environment.

Tritak said critical infrastructures comprise those industries, institutions and distribution networks and systems that provide a continual flow of the goods and services essential to the nation's defense and economic security. These infrastructures relate to:

- Agriculture - food
- Water supply
- Public health
- Emergency services
- Government services
- Defense industrial base
- Information and telecommunications
- Energy
- Banking and finance
- Transportation
- Chemical industry
- Postal and shipping

He noted that threats to critical infrastructure fall into two overlapping

categories: Physical attacks against the "real property" and cyberattacks against the information or communications components that control these infrastructures.

Tritak said the Administration has proposed an Information Integration Program Office (IIPO) within the CIAO that would improve the coordination of information sharing essential to combating terrorism nationwide. The most important function of the office, he said, would be to design and help implement an interagency information architecture to support efforts in finding, tracking and responding to terrorist threats within the United States and around the world.

Tritak said the CIAO would be responsible for assisting civilian federal departments and agencies in analyzing their dependencies on critical infrastructures. To carry out this mission, he said, the CIAO developed "Project Matrix," a program designed to identify and characterize accurately the assets and associated infrastructure dependencies and interdependencies that the U.S. government needs to fulfill its most critical responsibilities to the nation.



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Growth and Consolidation in the Homeland Defense Industry

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defined industry's broad reach include, among others:

- Audio and video surveillance equipment
- Secure communications equipment
- Law enforcement and military safety equipment
- Biometric identification
- Disease and bioterror identification
- Environmental monitoring equipment
- Article and substance detection equipment
- Training and simulation equipment
- Security services
- Systems integration
- Secured data

Specific Experiences

Based on observations of the homeland defense industry, companies in this market segment are experiencing the following:

- Unprecedented expansion in the amount of capital earmarked for products and services utilized by federal, state and local law enforcement agencies

- Federal agencies are not only sponsoring new research and development efforts for updated technologies, but also have become active in finding companies to perform such activities
- A marked rise in the military and intelligence communities' interest in products and services that benefit human assets in the field, including soldiers and intelligence personnel
- An overall attitude across all organizations to utilize, whenever possible, U.S.-based products and service providers with long-standing relationships and officially documented sales channels

Current debate centers on whether to build or to seek liquidity. Some are exploring ways to finance organic growth or acquisitions through government grants, professional equity investors, IPOs and conventional or mezzanine debt infusions. Others are entertaining the thought of a merger or sale to benefit from either a larger player's increased channel throughput or the inflated multiples that currently exist for those

companies that have recently completed a sale.

Public Company Trends

Companies of all sizes serving U.S. defense needs have benefited from several positive market trends in comparison with the rest of the public markets over the past twelve months, including strong stock growth and market cap expansion for those already public, as well as the viability of an IPO to finance growth.

Small to mid-cap public companies have seen stock prices increase by 52 percent on average in the past year and have experienced an aggregate market cap expansion of more than \$4.5 billion. Although the large cap companies have experienced a significantly larger dollar expansion in market cap, on a percentage basis, middle market players have topped their larger peers by almost four times.

Perhaps the most interesting statistic that has emerged over the past twelve months is the difference in growth between the small-to-mid cap companies that have been acquisitive and those that have relied on organic growth. Those

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Homeland Defense Protecting America's Water Infrastructure Homeland Defense Training Conference

September 23, 2002

NRECA Conference Center • 4301 Wilson Boulevard • Arlington, Va. 22203

Registration: 7:00 AM • Program Starts: 8:30 AM • Wrap Up: 4:45 PM

Presidential Decision Directive 63 calls for the protection against attacks on physical facilities and computer systems, and specifically designates the water sector as a critical infrastructure. The directive outlines a coordinated, collaborative effort between all levels of government and the private sector to address and solve issues related to providing protection to critical infrastructures.

H.R. 3448, the Public Health Security and Bioterrorism Response Act, requires drinking water systems serving more than 100,000 people to complete vulnerability assessments for potential security threats by March 31, 2003.

Speakers include:

- U.S. Congressman James L. Oberstar, D- Minn.
- Christopher J. Owen, president and chief operations and technical officer, Apprise Technologies Inc.
- Wayne Einfield, Sandia Labs
- Jim Shell, principal water resource planner, Metropolitan Washington Council of Governments
- Janet Pawlukiewicz, director, Water Protection Task Force, EPA
- Tom Curtis, deputy executive director, American Water Works Association

For more information, including an updated list of speakers, visit www.homelanddefensejournal.com.

Growth and Consolidation in the Homeland Defense Industry

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companies that have shown acquisition activity over the past year are currently outpacing their non-acquiring counterparts by approximately 2.5 times.

There have also been several successful IPOs during the past year that are homeland defense related. These new entrants have either maintained stability or shown immediate growth during an abysmal period in the public markets. In aggregate, over \$1.8 billion in new market capitalization has been created.

It should also be noted that the micro-cap players in this new market have also seen relatively strong trends in terms of stock growth and market cap expansion. For example, Compudyne Corp., Hanover, Md.; Viisage Technology, Littleton, Mass.; Analex Corp., Alexandria, Va.; Communication Intelligence Corp., Redwood Shores, Calif.; and Simula, Inc., Tempe, Ariz.; have posted stock growth of 26 percent on average and have expanded aggregate market cap by over \$50 million.

Merger and Acquisition Activity

The substantial growth among public players has resulted in ample acquisition currency to purchase new technologies or expanded product offerings. The small to mid-cap public companies referenced above have completed 23 transactions over the past year. The average price-to-sales multiple for these transactions was 1x while the average price-to-earnings before interest, taxes, depreciation and amortization (EBITDA) multiple for those that disclosed was above market. Highlighted activities include:

- Engineered Support Systems of St. Louis purchased Radian, Alexandria, Va., for \$41.7 million and Universal Power Systems, Chantilly, Va., for \$5.5 million
- DRS Technologies of Parsippany, N.J., purchased the Eaton Corp.'s Navy Control Division, Milwaukee, for \$92.2 million, as well as Meggitt Defense System's UAV division, Mineral Wells, Texas, and Boeing Corp.'s SES division, from Anaheim, Calif., for undisclosed amounts
- Kroll, Inc., New York, purchased ONTrack Data International, Eden Prairie, Minn., for \$150 million and Crucible for an undisclosed amount

- ManTech International of Fairfax, Va., purchased Aegis Research Corp., Falls Church, Va., for \$70 million
- L-3 Communications of New York purchased PerkinElmer's Detection Systems Business, Wellesley, Mass., for \$100 million; Raytheon's Aircraft Integration Systems Business, Marlboro, Mass., for \$1.13 billion; Bulova Technologies Defense Business, Lancaster, Pa., for \$44 million; the Emergent Government Services Group, Vienna, Va., for \$38 million; and SY Technologies, Arlington, Va., for \$48 million
- Dynamics Research Corp. of Andover, Mass., purchased HJ Ford Associates, Washington, D.C., for \$10 million

Merger and acquisition activity among the micro-cap players also has continued with Compudyne, Hanover, Md., purchasing Tiburon, Fremont, Calif., for \$27.6 million; SenSytech, Inc., Newington, Va., purchasing Frequency Engineering Laboratories, Farmingdale, N.J.; and Viisage Technology, Inc., purchasing Lau Technologies, Littleton, Mass.

Sources of Government Funding

Government funded research and development has intensified since September 11th with agencies, such as the Defense Advanced Research Projects Agency, the CIA's venture arm In-Q-Tel, defense budget allocations and numerous other congressional subcommittees and government agencies looking to fund new technologies. Congress is continuously

looking for ways to streamline the research and development funding process including a proposed civilian version of DARPA. Funding dollars are skyrocketing with both the \$2 billion allocated for DARPA this year and \$30 million allocated for In-Q-Tel likely to increase dramatically over the next several years.

Technologies funded by the government are far reaching and should positively alter the nation's long-term success at the front line of a battlefield, as well as protecting our citizens at home. Several recent technology fundings include:

- Advanced Ceramics Research, Tucson, Ariz., received \$500 thousand to develop the company's aerial drone for military applications with the prospect of another \$5 million to market the product, as reported in the *L.A. Times*
- Biopure Corp., Cambridge, Mass., received \$ 7million for a military research grant to study the company's artificial blood product, as reported in the *L.A. Times*
- Ibis, Danvers, Mass., received \$7.1 million from DARPA for the development of sensor that can detect infectious agents used in biological attacks
- Hadron Inc., an Alexandria, Va. Company that recently changed its name to Analex Corp., received an additional \$3.6 million to continue to research ways to enhance the body's innate immune response to biological weapons
- Quantum Magnetics, Inc., San Diego, a subsidiary of InVision Technologies, Inc., Newark, Calif., received \$1 million to develop an

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Growth and Consolidation in the Homeland Defense Industry

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upgrade to the Company's CTXTM family of explosive detection systems

Increased Venture Capital Funding

Early stage technology companies can not only access capital for product development from government sources, but also can also find capital from the venture community much more easily than other technology companies in most other industries. A sampling of VC funding into defense related companies include:

- EDF Ventures, Ann Arbor, Mich.; SBV Venture Partners, San Mateo, Calif.; and Hewlett-Packard, Palo Alto, Calif. invested \$5.5 million into Ann Arbor-based Handylab, a company that has developed biodefense pathogen detection chips and genomic identification
- Canaan Partners, Rowayton, Conn., and Polaris Venture Partners, Waltham, Mass., invested \$17 million into San Jose-based Silicon Optix, a company that manufactures

display devices for surveillance and video and provides digital image processing

- Carlyle Group of Washington, D.C.; Founders Capital Partners of Cambridge, Mass.; Lago Ventures of London; and WK Technology Fund of Taipei, Taiwan, invested \$17.6 million in Santa Barbara, Calif.-based Indigo Systems, a provider of infrared cameras and technology
- Polaris Venture Partners of Waltham, Mass.; General Catalyst Partners of Boston; and Highland Capital Partners of Lexington, Mass., invested \$13.5 million in Lexington-based Imprivata, a manufacturer of authentication platform/fingerprint biometric devices
- Renaissance Capital Group of Atlanta and Lite Vision Corp. of Taiwan invested \$1.7 million into Durham, N.C., Digital Recorders, Inc., a provider of digital communications and audio enhancement equipment

Recommendations

Middle market companies, private or public, that serve the broad defense and homeland defense needs have an unprecedented opportunity for rapid growth and potential value creation. Companies should do the following to make themselves well positioned in this growing market:

Prepare for Growth

- Re-align capital structure with growth opportunities
- Ensure that company has resources to accommodate rapid growth
- Make sure management team has experience with rapidly growing companies

Build Infrastructure

- Rationalize product and/or service offerings for scalable growth
- Explore ways to redevelop products and/or services with a current commercial application to fit potential homeland defense needs

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ATTENTION GOVERNMENT AGENCY HOMELAND DEFENSE PROGRAM MANAGERS

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Homeland Defense Journal

"We are 100% Homeland Defense -
This is our mission, our only mission."

Growth and Consolidation in the Homeland Defense Industry

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- If updated technology is necessary to remain competitive, developing a comprehensive plan to fund research and development is critical
- Tap into government grants
- Understand the difference between selling commercially and selling into government and law enforcement channels
- Dedicate experienced sales personnel to government and law enforcement organizations
- Assess current sales channel viability. If necessary, explore partnership opportunities to increase

channel into government and law enforcement agencies

Strategically Plan Your Exit

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ness, discuss these options with an investment bank.

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Jeffrey Hamon is principal and Elliot Williams is president at RCW Mirus. Both may be reached at (617) 338-1333 or send an e-mail to hamon@merger.com or williams@merger.com.

Since 1987, RCW Mirus has been providing investment banking services to closely held and family-owned businesses, venture backed companies and public corporations. Based in Boston, Mass., Mirus represents small businesses and medium-sized companies in a wide range of industries, including security and homeland defense, basic manufacturing, technology, distribution and services. Services include financial advisory and valuation services, including stock or asset sales, recapitalizations and corporate divestitures.

Proposed Changes to GSA Schedule Alarm Industry

By David M. Nadler

For Homeland Defense Journal

Recent procurement reform initiatives aimed at reducing the red tape and bureaucracy in the government's acquisition process have led to a dramatic growth in the use of Government Wide Acquisition Contracts (GWAC), most notably the General

Services Administration's Federal Supply Service Schedule.

The GSA Schedule works like a catalog: Federal agencies order products and services through the schedule at pre-negotiated prices and pay vendors directly. The schedule enables federal agencies to buy commercial items quickly and efficiently, and with the benefit of the government's high-volume purchasing power.

Purchases of information technology make up 57 percent of GSA Schedule sales. The Department of Defense is, by far, the largest agency user of the GSA Schedule, spending more than \$6 billion annually on 30,000 schedule buys and representing 54 percent of all agency sales. With the events of September 11, the DOD's need for flexible, streamlined and cost-effective contract vehicles has never been greater. It is, therefore, reasonable to expect that DOD's use of the GSA Schedule and other GWACs would continue to rise given its central role in the War on Terrorism. However, two proposed changes to the regulations could significantly hamper DOD's use of the GSA Schedule.

The first proposed change is based on Section 803 of the National Defense Authorization Act of 2002. Section 803 requires that for task orders for services above \$100,000, DOD must notify all contractors under a multiple award contract, or as many contractors as practical, in order to get three bids. At present, agencies are generally required to simply review the catalogs or price lists of at least three schedule contractors before placing an order. The proposed rule also applies to the award of Blanket Purchase Agreements (BPA) issued under GSA Schedules. The proposed rule is designed to enhance competition under the GSA Schedule and to address growing concerns about

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For information, agendas, registration forms for golf, hotels and the symposium, visit us at:

www.afcea.ftmonmouth.org

www.crows.org

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Proposed Changes to GSA Schedule Alarm Industry

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the prevalence of sole-source or directed awards to favored vendors for DOD task orders. Proponents of the proposed rule point to a September 30, 2001, study by the DOD Office of the Inspector General that found 72 percent of 423 task orders reviewed were issued on a sole-source basis.

Industry and government alike have raised concerns that Section 803 is overly restrictive and will impinge on the efficiency that is a hallmark of the GSA Schedule. A primary concern is that the proposed rule does not provide clear guidance for structuring competition, and is unclear as to how notice should be provided or the number of schedule vendors that must be notified to get three bids. Moreover, government agencies would not be able to purchase quickly if they are inundated with numerous responses to each task order. The fear is that the proposed rule could drive government purchases away from the GSA Schedule without increasing competition. Small businesses, which comprise two-thirds of GSA Schedule holders, also worry that the government will rely on a limited and preferred list of larger firms to meet the three-offer requirement. A final rule was due June 26, 2002, but has been delayed as the government considers these issues.

The second proposed change to DOD's use of the GSA Schedule is a requirement that DOD only use firm-fixed price contracts for schedule buys, as opposed to time and materials contracts. The government said using outside contractors to provide information technology services on a labor hour basis would make it difficult to conduct performance-based contracting, which is necessary to ensure cost efficiency and accounta-

bility on service contracts. However, when properly managed, labor hour task orders could give the agency the speed and flexibility needed in the acquisition process to accomplish its mission in the field. The proposed rule is problematic because it could deprive the government of this flexibility at a critical time when the it moves forward with its homeland defense agenda. The proposed rule could also adversely affect small business, as it would encourage agencies to use other contracts that are typically held by larger companies.

Based on the many public comments that have been received about the proposed changes to DOD's use of the GSA Schedule, there is significant concern in the industry regarding how these rules would be implemented and their practical effect on DOD's ability to purchase quickly and efficiently. The final rule could help increase the level of competition and management of DOD orders for services under the GSA Schedule. Care must be taken, however, to ensure that the goal of competition is clear and that implementation of the rules does not hamstring DOD acquisitions and turn back the clock on years of procurement reform.

David M. Nadler is a partner in the Washington, D.C., law firm of Dickstein Shapiro Morin & Oshinsky, LLP, where he practices government contract law. Contact him at (202) 828-2281 or NadlerD@dsmo.com

Corey A. Schuster, a summer associate with the firm, contributed to this article.



AUGUST

Integrated Microfluidic Systems for Biochemical Analysis

Aug. 21 - 23

www.unex.ucla.edu/short-courses/summer2002/integ_mi_crofluidic_su02.htm

The instructors are Anup Singh, PhD, research scientist, Sandia National Laboratories; Brian J. Kirby, PhD, senior member of technical staff, Sandia National Laboratories; and Timothy J. Shepodd, PhD, distinguished member of technical staff, Sandia National Laboratories.

SEPTEMBER

Global Security Summit for Transportation Systems and Critical Infrastructure

Sept. 4 - 5

Chicago

www.wcbf.com/security/6000/#overview

This conference will address future challenges facing transport operators in all sectors worldwide in preventing terrorism by bringing together a panel of leading experts and practitioners in transportation security and terrorism to help the passenger transport industry design more effective countermeasures and develop improved crisis management and emergency planning strategies.

Marketing Tips and Tools: Understanding the Federal Organization Post 9/11

Sept. 9

NRECA Conference Center
4301 Wilson Boulevard
Arlington, Va.

www.marketaccess.org

The goal of the training conference is to present information regarding ways in which federal agencies have changed as a result of 9/11. Changes to be covered include:

- Mission
- Organization
- Procurement needs and practices
- Relationships with state and local organizations
- Relationships with other federal agencies

The presentation approach will be to look at several agencies and examine their pre-9/11 mission, organization and plans and then examine the changes that have taken place since then. Each speaker will talk for 45 minutes and allow 30 minutes for questions.

Learn about changes that have and are taking place in the federal organization and contracting environment. You will learn how to:

- Develop your opportunity funnel
- Understand how agencies, their business strategies and the buying rules are changing
- Find, qualify and close new business
- Identify current customer needs
- Key committees on Capitol Hill
- How the entrepreneurial government changed

2002 Homeland Security and National Defense Symposium, "Enabled by Army Transformation"

Sept. 9 - 13

Atlantic City Convention Center

Atlantic City, N.J.

<http://www.afcea-fimonmouth.org/nationaldefenssymposium.htm>

This conference is co-sponsored by the U.S. Army Communication-Electronics Command at Fort Monmouth and the local chapters of

Armed Forces

Communications Electronics Association (AFCEA), Association of Old Crows (AOC) and the Association of the United States Army (AUSA).

This symposium will present ongoing or planning-stage initiatives at Fort Monmouth to provide information technology and communication packages that are ready to be flown to any part of the northeast whenever needed by FEMA, the governor or the National Guard. Other sessions will investigate the roles of agencies in homeland security and the military efforts to combat terrorism. The subject of providing logistics support to military, paramilitary and national law forces also will be examined.

X-Ray Imaging

Sept. 11-13, 2002

Livermore, Calif.

www.uclaextension.org/unexVirtual.cfm?department=/short-courses/summer2002/xray_imaging_su02.cfm

The instructors are Harry E. Martz Jr., PhD, center director for nondestructive characterization, Lawrence Livermore National Laboratory; Clint Logan, MS, vice president of research, bioptics; Daniel J. Schneberk, MS, project leader, nondestructive characterization, Lawrence Livermore National Laboratory; and Franz Weber, PhD, manager, X-Ray calibration, Lawrence Livermore National Laboratory.

Homeland Security: Wireless Opportunities

Sept. 12

Burlington Marriott

Burlington, Mass.

www.photonicsbriefings.com/brief27.html

This briefing will explore opportunities for wireless suppliers in homeland security, including:

- Status of the Homeland Security Bill
 - Government representative on wireless telecommunications
 - Planned spending on telecommunications for homeland security
 - Disaster recovery wireless options
 - Interoperability
 - Security Issues

SecureWorld Expo

Sept. 17 - 18

Meydenbauer Center
Seattle

This regional conference was formed to promote the ideals of fostering communication between security professionals and technology leaders, to discuss best practices and to bind that body of thought in a public/private partnership with government. Security in the 21st Century will be a driving principle for business and government and SecureWorld Expo will drive that discussion.

Best Practices Series: Innovations in Document Automation at Federal Agencies

Sept. 18

NRECA Conference Center
4301 Wilson Boulevard
Arlington, Va.

www.marketaccess.org

The development of increasingly effective technologies for office automation, content management, document control and document management has driven electronic integration in the federal workplace. This conference will address agency plans and business models for implementation, application of best practices and strategies and tactics. You will learn:

- Federal agency plans, programs and new initiatives
- New tools, techniques, practices
- Innovative government and commercial

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Calendar of Events

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approaches and applications

- New opportunities and management strategies – what is on the drawing boards
- Commercial and government best practices
- New rules, new policies

keynote addresses and panel discussions. Panels include domestic preparedness, evolving role of the armed forces, role of science and technology, civil liberties and privacy issues and the way ahead.

Homeland Defense-Protecting America's Water Infrastructure

Sept. 23
NRECA Conference Center
4301 Wilson Boulevard
Arlington, Va.
www.marketaccess.org

This conference will present technological solutions for enhancing drinking water protection plans and systems and will prepare water resource managers and leaders within the government and industrial sectors for the changes and policies affecting the protection of America's water infrastructure.

Speakers will represent federal, state and local govern-

ment leaders who will provide government and industry attendees with a report on program status, challenges and outlook.

3D Modeling and Reconstruction from Video

Sept. 23 – 25
www.unex.ucla.edu/short-courses/summer2002/3d_modeling_video_su02.htm

The instructor is Stefano Soatto, PhD, assistant professor, computer science department, UCLA.

Best Practices: Grants Administration for the Federal Enterprise

Sept. 24
NRECA Conference Center
4301 Wilson Boulevard
Arlington, Va.
www.marketaccess.org

Homeland Security & SANs

Sept. 25
Wyndham San Jose, San Jose,

Calif.
www.photonicsbriefings.com/brief_CA4.html

Although the Optical Networks industry is experiencing a downturn, the Homeland Security and Storage Areas Networks (SANs) businesses are enjoying healthy growth. Driven by the need after 9-11 for increased security and backup, companies are re-evaluating their remote storage needs. Government organizations will have enormous needs for storage of video, voice and data. This Executive Photonics Briefing will focus on the Homeland Security and SANs market size and growth for different types of protocols being used, architectures and the physical media that ties all these pieces together.

2002 Joint Operations Symposium — Homeland Security: The Civil-Military Dimension

Sept. 19-20
Fort Lesley J. McNair
Washington, D.C.
www.ndu.edu/inss/symposia/jointops02/agenda.html

This symposium seeks to enhance the civil-military dialogue on the implementation of homeland security efforts. The National Defense University and the University of Maryland are asking senior officials and prominent scholars to consider a range of questions over the two days of

OCTOBER

Homeland Defense: Emergency Response Teams

Oct. 9
Omni Shoreham Hotel
Washington, D.C.
www.marketaccess.org

Council of Security and Strategic Technology Organizations 2002

October 14-17
Crystal Gateway Marriott
Arlington, Va.
www.costo.info

The COSTO 2002 conference will be the first of a series of strategic technology events scheduled for the coming year. This events will address how the concept of "enterprise security" has been redefined and broadened within the corporate/government communities and agencies to insure the security of personnel, the physical space, the communications systems, travel etc.

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Empowering Communities

Rumsfeld Says Transformation Vital to Global Stability

By Linda D. Kozaryn
American Forces Press Service

Transforming the Defense Department is as important to the success of the global war on terrorism as other steps the military is doing to combat the threat, said Defense Secretary Donald H. Rumsfeld.

The Defense Department contributes significantly to the world's peace and stability, and without stability, the world economy "tanks," Rumsfeld said during a roundtable with a group of journalists. When that happens, he said, "none of the hopes and aspirations of people in our country and in the nations with whom we have such extensive economic interaction can be fulfilled."

People need a reasonably stable world, the secretary stressed. They need to know that when their kids go to school they'll come home safely. They need to know that when they invest money they'll get a decent return. They need to know that they won't be attacked in their workplace or when they travel in other parts of the world.

How the Defense Department functions, Rumsfeld said, "makes an enormous difference not just to our country, but, because of our interdependence with so many other countries, to their countries as well."

Defense officials have focused on several areas to ensure the military transforms to meet today's and tomorrow's challenges. Attracting and retaining quality people is a top priority, Rumsfeld said.

"We need a work force that is adapted to the future, not the past," he said. "We need people who are capable of operating highly technical activities and providing the kind of leadership that is distinctive in our country and some other democracies."

Second, Rumsfeld said, is modernizing the force. The military must keep replenishing its ships, planes, tanks and other equipment.

"Once your airplane fleet, for example, gets old," he said, "you can keep it in the air, but you have to spend a lot more money on spare parts, and there's a lot more down time. So therefore, you have

to have more airplanes to get the same number of sorties."

The military must also keep investing now to ensure the services have the capabilities they'll need 10 to 20 years in the future. "So what you have to do," Rumsfeld explained, "is balance the desire to spend the money on the people side against the desire to modernize and keep what you've got — [keep] your legacy systems going, and then also transform the force in a way that makes sense."

People are often hesitant to invest in items that won't benefit the country until after their careers are over, the secretary noted.

"But, if you think about the F-16 airplane," he noted, "I was at the roll-out for that and we're still flying it." The military rolled out the F-16 in 1975, Rumsfeld said, when he was defense secretary the first time.

"The B-1 bomber is still flying," he added. "I was around for that decision. I was the one who approved the M-1 tank,

which was so successful in Desert Storm in the 1990s and is the basic piece of equipment for the Army today."

Decisions made today must be "right," the secretary declared, since weapon platforms last a long time. He said defense officials are now putting a lot of attention on such investment decisions because the nature of the threats facing the country has changed.

"We do not really face highly competent armies, navies and air forces that are threatening our country today," Rumsfeld said. "What we do face are a set of capabilities and technologies and weapons of mass destruction that can cause enormous carnage in our country and deployed forces and friends and allies around the world."

To deal with that, he concluded, the military has to organize, train and equip to address those kinds of capabilities, "as opposed to just continuing what we were doing in the 20th century."

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ISSUE DATE	TOPIC	DEADLINE
Jan. 8	Telecomm Infrastructure	Jan. 3
Jan. 22	Command and Control	Jan. 17
Feb. 5	Research and Development	Jan. 31
Feb. 19	Post 9/11 Federal Procurement Environment	Feb. 14
March 5	First Responders	Feb. 28
March 19	Energy Security	March 14
April 2	Transportation Security	March 28
April 16	Bioscience and Information Technology	April 11
April 30	Disaster planning/Disaster Recover	April 25
May 14	Protecting Borders	May 9
May 28	Medical Preparedness	May 23
June 11	Protecting America's Financial well-being	June 6
June 25	Smart cards	June 20
July 9	Disaster planning/Disaster Recover	June 2
July 23	Biometric Identification	July 18
Aug. 6	Research and Development	Aug. 1
Aug. 20	Mobil and Wireless Applications	Aug. 15
Sept. 3	Information Systems	Aug. 29
Sept. 17	Physical Security	Sept. 12
Oct. 1	Federal Grants Opportunities	Sept. 26
Oct. 15	First Responders	Oct. 10
Nov. 5	Agro-terrorism	Oct. 31
Nov. 19	Intelligence-Information Sharing	Nov. 14
Dec. 3	Responding to Weapons of Mass Destruction	Nov.28
Dec. 17	Cyber Security	Dec. 12

Please contact:

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Any company that completes and signs an advertising contract for 2003 with the **Homeland Defense Journal** by November 1, 2002 will receive 10% off the entire amount.

State by State: Homeland Security Contacts

All of the U.S. states and territories are focused on homeland security. Here is a listing of the governor-appointed contacts.

State	Contact Name	Phone	Fax	E-Mail / Web Site
Alabama	Brig. Gen. Michael Sumrall Adjutant General	(334) 271-7200		
Alaska	Maj. Gen. Phil Oates Adjutant General	(907) 428-6003		http://www.gov.state.ak.us/omb/Homeland1.pdf
American Samoa	Leiataua Birdsall V. Ala'ilima Special Assistant to the Governor	011-684-633-4116		
Arizona	Steve Jewett Director of Governor's Southern Arizona Office	(602) 542-1302		
Arkansas	Bud Harper Director, Emergency Management	(501) 730-9750	(501) 730-9754	http://www.adem.state.ar.us
California	George Vinson Special Adviser on State Security	(916) 324-8908		
Colorado	Sue Mencer Exec. Director of Colorado Department of Public Safety Contact - Jim Higgins	(303) 273-1680	(303) 273-1688	
Connecticut	Vincent DeRosa Deputy Commissioner, Div. of Protect. Svcs.	(203) 805-6600		DPS.Feedback@po.state.ct.us http://www.state.ct.us/dps/PS/index.htm
Delaware	Philip Cabaud Homeland Security Director	(302) 744-4101		
District of Columbia	Margaret N. Kellems Deputy Mayor for Public Safety and Justice	(202) 727-1000		
Florida	Tim Moore Commissioner of Public Safety	(850) 410-7233		http://www.fdle.state.fl.us
Georgia	Robert Hightower Commissioner of Public Safety	(404) 624-7030		http://www.gahomelandsecurity.com/
Guam	MG Benigno Paulino Adjutant General	(671) 475-0802		
Hawaii	Maj. Gen. Edward Correa Adjutant General	(808) 733-4301 ext. 452	808-733-4287	dcook@scd.state.hi.us http://www.scd.state.hi.us

State by State: Homeland Security Contacts

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State	Contact Name	Phone	Fax	E-Mail / Web Site
Idaho	Maj. Gen. Jack Kane Adjutant General	(208) 422-5242	(208) 422-6179	crallg@bds.state.id.us http://www.state.id.us/government/ executive.html
Illinois	Matthew Bettenhausen Homeland Security Director	(312) 814-2166		
Indiana	Clifford Ong Director, Indiana Counter- Terrorism and Security Council	(317) 232-8303		http://www.in.gov/c-tasc
Iowa	Ellen Gordon Administrator, Emergency Management	(515) 281-3231		http://www.iowahomelandsecurity.org
Kansas	Maj. Gen. Gregory Gardner Adjutant General	(785) 274-1121/1109		
Kentucky	Brig Gen. D. Allen Youngman Adjutant General	(502) 607-1257	(502) 607-1271	http://homeland.state.ky.us/
Louisiana	Maj. Gen. Bennett C. Landreneau Adjutant General and Director of the Louisiana Office of Emergency Preparedness	(225) 925-7500	(225) 925-7501	http://www.loep.state.la.us/homeland/
Maine	Maj. Gen. Joseph Tinkham, II Adjutant General Homeland Security	Normal Working Hours: (207) 626-4440 After Normal Working Hours: (207) 626-4429	(207) 626-4430	mark.gilbert@me.ngb.army.mil
Maryland	Al Collins Chief of Staff to the Governor	(410) 974-3570	(410) 974-5735	ACollins@gov.state.md.us http://www.mema.state.md.us/
Massachusetts	Richard Swensen Office of Commonwealth Security	(617) 727-3600 ext. 556		richard.swensen@state.ma.us
Michigan	Col. Stephen D. Madden Director of State Police Contact: Capt. John Ort	(517) 336-6198	(517) 333-4987	http://www.michigan.gov/msp
Minnesota	Charlie Weaver Commissioner, Public Safety	(651) 296-6642	(651) 297-5728	dps.state.mn.us/homelandsecurity/ index.htm
Mississippi	Robert Latham Executive Director Mississippi Emergency Management Agency	601-960-9999		
Missouri	Col. Tim Daniel Special Adviser for Homeland Security	573-522-3007	573-751-7819	daniel@mail.oa.state.mo.us http://www.homelandsecurity. state.mo.us

Source: www.whitehouse.gov

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State by State: Homeland Security Contacts

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State	Contact Name	Phone	Fax	E-Mail / Web Site
Montana	Jim Greene Administrator, Disaster and Emergency Services	(406) 841-3911		http://www.discoveringmontana.com/css/default.asp
Nebraska	Dave Heineman Lieutenant Governor.	(402) 471-2256	(402) 471-6031	heineman@email.state.ne.us
Nevada	Chief Frank Siracusa Division of Emergency Management	(775) 687-4240		http://dem.state.nv.us/
New Hampshire	Donald Bliss Director, Emergency Management and State Fire Marshal	(603) 271-3294	(603) 271-1091	
New Jersey	Kathryn Flicker Assistant Attorney General-in-Charge	(609) 341-3434		
New Mexico	Tom English Secretary of Public Safety	(505) 474-1290		raymer.shaw@nm.ngb.army.mil
New York	John Scanlon Director, Office of Public Security James Kallstrom Director, Office of Public Security	(212) 867-7060	(212) 867-1725	info@security.state.ny.us (Please include your name, address, and contact information so a representative of NYS OPS can respond to your inquiry.)
North Carolina	Bryan Beatty Secretary, Department of Crime Control and Public Safety	(919) 733-2126	(919) 715-8447	http://www.ncgov.com/asp/subpages/safety_security.asp
North Dakota	Doug Friez Homeland Security Coordinator/ Emergency Management Director	(701) 328-8100	(701) 328-8181	
Northern Mariana Islands	Jerry Crisostomo Special Adviser for Homeland Security	(670) 664-2280		

Source: www.whitehouse.gov

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State by State: Homeland Security Contacts

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State	Contact Name	Phone	Fax	E-Mail / Web Site
Ohio	Maureen O'Connor Lieutenant Governor Communications Office, Ohio Department of Public Safety	(614) 466-4344		http://www.state.oh.us/odps/sos/ohshome.htm
Oklahoma	Bob Ricks Secretary of Safety and Security	(405) 425-2001	(405) 425-2324	coffice@dps.state.ok.us
Oregon	Ronald C. Ruecker Superintendent of Oregon State Police	(503) 378-3725	(503) 378-8282	
Pennsylvania	Earl Freilino Director, Pennsylvania Office of Homeland Security	(717)-651-2715 717-651-2040		efreilino@state.pa.us http://www.homelandsecurity.state.pa.us/
Puerto Rico	Annabelle Rodriguez Attorney General	(787) 723-7924		
Rhode Island	Maj. Gen. Reginald Centracchio Adjutant General	(401) 275-4102	(401) 275-4338	reginald.centracchio@ri.ngb.army.mil
South Carolina	Maj. Gen. R.S. "Steve" Siegfired Director, Homeland Security	(803) 737-3886	(803) 734-3812	

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To join The Society, go online to www.same.org/same_mbr.htm, or contact: SAME Membership Department, 607 Prince Street, Alexandria, VA 22314-3117 Phone: (800) 336-3097 Fax: (703) 548-1463 e-mail: same@same.org

State by State: Homeland Security Contacts

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State	Contact Name	Phone	Fax	E-Mail / Web Site
South Dakota	Deb Bowman Chief of Homeland Security	1-866-homland	(605) 773-6115	
Tennessee	Brig. Gen. Wendell Gilbert Deputy to the Governor for Homeland Security	(615) 532-7825		http://www.state.tn.us/homelandsecurity/
Texas	Dr. Michael McKinney, MD Chief of Staff, Office of Governor Rick Perry David Dewhurst Land Commissioner; Chair of Governor's Task Force on Homeland Security	(512) 463-2000		
Utah	Scott Behunin Division Director, Comprehensive Emergency Management	(801) 538-3400	(801) 538-3770	http://www.cem.utah.gov/
Vermont	Kate O'Connor Secretary of Civil and Military Affairs	(802) 828-3333		
Virgin Islands	Maj. Gen. Cleave A. McBean Adjutant General	(340) 712-7711		
Virginia	John Hager Assistant to the Governor for Commonwealth Preparedness	(804) 225-3826	(804) 225-3882	http://www.vdem.state.va.us/
Washington	Maj. Gen. Timothy J. Lowenberg Adjutant General; Director, State Military Department	(253) 512-8201	(253) 512-8497	
West Virginia	Joe Martin Secretary, Department of Military Affairs and Public Safety			
Wisconsin	Ed Gleason Administrator, Emergency Management	(608) 242-3210		http://www.wisconsin.gov/state/core/domestic_prep.html
Wyoming	Maj. Gen. Ed Boenisch Adjutant General	(307) 772-5234		

Source: www.whitehouse.gov

Funding First Responders

President Bush proposed spending \$3.5 billion to enhance the homeland security response capabilities of the nation's first responders, marking a more than 10-fold increase in federal resources. This initiative will accomplish the following objectives:

- Provide the first responder community with much-needed funds to conduct important planning and exercises, purchase equipment, and train their personnel.
- Provide states and localities with the flexibility they require to ensure that the funds are used to address the needs of their local communities.
- Establish a consolidated, simple and quick method for dispersing federal assistance to states and localities.
- Encourage mutual aid across the nation so that the entire local, state, federal, and volunteer network can operate together effectively.
- Establish a process for evaluating the effort to build response capabilities, in order to validate that effort and direct future resources.
- Encourage citizens to participate actively in preparing their communities for the threat of terrorism and other disastrous events.

A Growing Emphasis on Agro-terrorism

By June Reed
For Homeland Defense Journal

Potential foreign attacks against U.S. agriculture received relatively little attention until recently. Strategists had assumed terrorists would focus on people, buildings or cyber targets. Only within the last several years has agriculture been considered part of the country's "core infrastructure."

The U.S. livestock population is naive to many pathogens due to the level of animal healthcare in United States. Some pathogens are highly infectious to animals, many of which would spread extremely quickly due to the vertically integrated nature of some modern farming practices, such as the interstate transport of animals.

The consequences of a successful attack on a country's meat and food base would be far-reaching and incorporate multiplier factors beyond the immediate agricultural community. A successful incursion of a foreign animal disease, whether intentional or not, could:

- Cause economic destabilization and disruption of trade.
- Reduce public confidence in, and support of, government policies of preparedness and response.
- Heighten diplomatic tension, particularly if restrictive trade embargoes are imposed on the affected state or states.
- Create dramatic fluctuations on the agricultural futures' market, which terrorists could exploit as a way of raising logistical and operational capital.

Comprehensive information, including the first annual report of NAHEMS detailing work and planning of the partners since 1996, is available at www.usaha.org/NAHEMS.

Even the perception of an agricultural attack could prompt a crisis, especially in the agricultural futures' market.

Joining Forces

By the mid-'90s, after years of stagnant and declining state and federal budgets, there was widespread concern within the agricultural community about the overall capacity to respond to an animal health emergency, whether it occurred by reason of intent or not. To address this concern, in 1996 the Animal Agricultural Coalition, an alliance of national producer groups and professional societies, invited leaders of U.S. Department of Agriculture Animal & Plant Health Inspection Service Veterinary Services to discuss emergency management. From that meeting evolved a working group that explored alternative ways to handle animal health emergencies. An approach modeled after the Federal Emergency Management Agency, based on a cyclical model of "prevent, prepare, respond and recover," was adopted.

Initially the working group was comprised of the Animal Agricultural Coalition, USDA/APHIS/VS, the American Veterinary Medical Association and the states, represented through the United States Animal Health Association. From that

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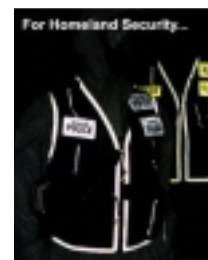
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A Growing Emphasis on Agro-terrorism

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original partnership, the partners evolved into a steering committee broadened to include FEMA, the National Emergency Medicine Association and the American Association of Veterinary Laboratory Diagnosticians.

Since 1996, the National Animal Health Emergency Management Steering Committee has met regularly to discuss progress and issues of coordination and cooperation. The committee has fostered the improvement in the working relationships between federal agencies, state agencies, the animal industries and private practitioners involved in the veterinary profession. The National Animal Health Emergency Management System would be responsible for dealing with an intentional act of terrorism directed toward animal agriculture of the United States.

Since September 11, 2001, partnerships between public health officials and law enforcement became more important. The test exercises, conferences and information have been critically important in identifying roles and responsibilities and

establishing the value of the process of planning, as well as a plan itself. The USDA APHIS National Veterinary Services Laboratories joined the Centers for Disease Control and Prevention, Federal Bureau of Investigation, Department of Defense and state public health laboratories to create the Laboratory Response Network for Bioterrorism.

The partnerships that have been created have proven effective in addressing the incursion and consequences of West Nile Virus in the United States. Managing West Nile Virus the last three summers has been a vehicle for understanding better the interface between the public health and veterinary communities and the federal and state agencies charged with overseeing them.

Significant money has been devoted to defending against the use of bioweapons aimed at human populations. By comparison, contingency measures for livestock have drawn relatively little notice outside the agricultural sector until recently, despite the comparative ease of

carrying out such attacks and the enormous implications they pose for the economic, social and political stability of the United States. The recent investment in NAHEMS by USDA in the form of competitive grants to the states, academia and the tribal nation to be used in preparedness activities has been successful in halting the erosion of capacity to deal with an agro-terrorism event. The continued support by all the partners within NAHEMS and outside the agricultural sector will be necessary to address an incident as both as a matter of fiscal responsibility and judicious public policy.

June M. Reed is a consultant in animal agriculture. Representing the American Sheep Industry Association, she has served on the National Animal Health Emergency Management System since 1996. Reed is a member of USDA Secretary's Foreign Animal and Poultry Disease Advisory Committee. She may be reached at (717) 789-9324. Or send an e-mail to jmullen@pa.net.

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New Department Would Create 'Border of the Future'

American Forces Press Service

Safeguarding the geographic perimeter of the United States and the nation's transportation systems would be one of the main missions of the Homeland Security Department proposed by President Bush, according to White House officials.

The U.S. border with Canada is 5,525 miles long; the border with Mexico is nearly 2,000 miles long, officials noted. There are 95,000 miles of shoreline and 350 official ports of entry. These include seaports and international airports.

The new department would manage who and what enters the United States, officials said. It would lead efforts to create "a border of the future" that would provide greater security through better intelligence, coordinated national efforts and international cooperation. At the same time, it would help improve efficiency to ensure border operations serve the needs of legitimate travelers and industry.

One of the department's goals would be to develop a state-of-the-art visa system through which visitors are identified by biometric information obtained during the visa application process, White House officials said. The data would be shared with border management, law enforcement and intelligence agencies so those who pose a threat to America are denied entry.

Another goal would be to deploy an automated entry-exit system that would verify compliance with entry conditions, student status and duration of stay for all categories of visas.

The new department would assume authority over the U.S. Coast Guard to secure the nation's territorial waters, officials said. The Coast Guard performs regulatory, law enforcement, humanitarian and emergency response duties. It has command responsibilities for countering threats to America's coasts, ports and inland waterways. It conducts port security, harbor defense and coastal warfare operations and exercises.

The Coast Guard would maintain its existing independent identity as a military organization under the leadership of the Coast Guard commandant. In time of war or at the president's direction, the Coast Guard would operate under the Defense Department, consistent with existing law.

The new department also would incorporate five federal organizations to carry out border security mission: U.S. Customs Service; Immigration and Naturalization Service and Border Patrol; Animal and Plant Health Inspection Service; Transportation Security Administration; and Federal Protective Service.

The Federal Protective Service, currently part of the General Services Administration, is responsible for protecting government buildings, a task closely related to the new department's infrastructure protection responsibilities, officials said.

The recently created Transportation Security Administration at the Department of Transportation is currently responsible for the security of all modes of transportation within the United States.


It employs airport security and law enforcement personnel. Currently focused on aviation security, the TSA will also address the security needs of other transportation modes.

As part of the new department, the Immigration and Naturalization Service would separate immigration services from immigration law enforcement. A new immigration services organization would work to administer immigration law. The new department would assume the legal authority to issue visas to foreign nationals and admit them into the country.

The State Department, working through U.S. embassies and consulates abroad, would continue to administer the visa application and issuance process. The Homeland Security Department would make certain that America continues to welcome visitors and those who seek opportunity within America's shores while excluding terrorists and their supporters, White House officials concluded.

Local Responder Facts

- There are more than 1 million fire-fighters in the United States, of which approximately 750,000 are volunteers.
- Local police departments have an estimated 556,000 full-time employees including about 436,000 sworn law enforcement personnel.
- Sheriff's offices reported about 291,000 full-time employees, including about 186,000 sworn officers.
- There are more than 155,000 emergency medical technicians who are national registered.



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FACES In the Crowd

Questerra Appoints Head of Federal, State and Local Government and Alliance Divisions

Questerra, a Charlottesville, Va., provider of Web-based Business Intelligence Mapping, named Martin Yam vice president, government and alliance relationships. In this newly created role, Yam would oversee national efforts for all federal, state and local government sales and development, as well as Questerra's alliance efforts.

tribute to our nation's homeland defense efforts."

The award will be presented to a team representative Friday, Sept. 27 at Lockheed Martin's Eighth Annual NOVA Awards, at the Smithsonian Institution's National Air & Space Museum in Washington, D.C. The NOVA award program was established in 1995 to recognize outstanding contributions to the corporation's mission and business objectives.

PA Picks Safety and Security Staff

Sheilah A. Borne of Harrisburg and Eric Conrad of Enola, Cumberland County, were named to the Pennsylvania Homeland Security Office to help fulfill Gov. Mark Schweiker's top priority — the safety and security of Pennsylvanians.

"The combined experience of Sheilah Borne and Eric Conrad in both the public and private sectors will make them a valuable asset to the important work of our Homeland Security Office," said Pennsylvania Homeland Security Director Earl Freilino. "Together, they will help carry out initiatives that will continue to make this Commonwealth a safe place to live and work."

Borne, who would serve as the assistant director in the Office of Homeland Security, is responsible for coordinating interagency security initiatives and guiding the implementation of the administrative, legislative and communications activities of the Office of Homeland Security.

Additionally, she would develop and enact homeland security-related policies and protocols.

Prior to coming to the Office of Homeland Security, Borne was the chief operating officer for The 521 Management Group in Philadelphia. She also served as the director of legislative and public affairs for the state Department of Labor and Industry, legislative aid to Congressman George Gekas, and staff director for the Congressional Biomedical Research Caucus.

Conrad, who would serve as deputy director in the Office of Homeland Security, is tasked with developing communication systems for early warning and threat assessments related to potential chemical, nuclear or biological events; developing homeland security response plans by state agencies; and coordinating with adjacent states and federal agencies on homeland security matters.

Conrad, a 22-year veteran of the Department of Environmental Protection, also continues to serve as deputy secretary for field operations, and is responsible for the operation of DEP's six regional offices.

Former Virginia Governor Specializes in Corporate Law and Homeland Security

Former Virginia Governor, Attorney General and Republican National Committee Chairman James S. Gilmore III joined Washington, D.C., law firm Kelley Drye & Warren LLP, and will specialize in corporate and technology law.

"This is a good opportunity to practice corporate law in

a firm with significant international presence and to remain engaged in a number of issues of longstanding concern: technology, homeland security and the future of my home state — the Commonwealth of Virginia," said Gilmore.

Based in New York City, Kelly Drye is comprised of approximately 350 attorneys. The firm, founded in 1836, has 10 offices including Brussels, Chicago, Hong Kong, Los Angeles and Miami. Kelley Drye has more than 75 lawyers combined in its Washington, D.C., and Virginia offices providing telecommunications, environmental, corporate, securities, banking, litigation, government contracts and intellectual property legal services.

Elected in 1997, Gilmore served one term as governor of Virginia. Prior to his election, he served as Attorney General of Virginia and six years as Commonwealth Attorney for Henrico County. Gilmore also served as the chairman of the Republican National Committee in 2000. A former U.S. Army counterintelligence agent, Gilmore currently chairs the Congressional Advisory Commission on Terrorism Involving Weapons of Mass Destruction, which advises the Office of the President and Congress on matters of homeland security.

"Jim established an expertise on homeland security issues well before the events of September 11, 2001," said Rep. Jane Harman, D-Calif., ranking Democrat of the House Intelligence Subcommittee on Terrorism and Homeland Security. "Congress continues to seek his counsel as chairman of the Congressional Advisory Commission on Terrorism Involving Weapons of Mass Destruction. Jim is an talented thinker in the evolving field of homeland security law."

Lockheed Martin Eagan Team Earns Top Corporate Honor

A team of five Lockheed Martin Tactical Systems employees in Eagan, Mich., along with five corporate colleagues, were selected to receive Lockheed Martin's highest award, the NOVA, for their work on a U.S. Air Force homeland defense program.

The Eagan team members — Lauren Cady, Harry Fager, Mike Johnson, Mike Kessler and Doug Schmitt — worked on an Air Force project featuring a solution that represents an important step in meeting the critical need to unify air defense capabilities across the United States.

"This award represents the excellent exchange of ideas, solutions and creativity Lockheed Martin teams are able to provide the corporation's clients," said Doug Schmitt, program leader. "We hope our efforts will con-

Homeland Defense Business Opportunities

By Kelly Kingsley - Homeland Defense Journal

Homeland Defense Journal tapped into the database of its partner, Market*Access International, to compile this list of homeland defense opportunities and recent contract awards.

Project	Professional Consulting Services	E-6 Block I Modification Program	Saltwater NCBR Assessment	Surveillance of the Emergence of Antibiotic Resistance	Maintenance of Uninterruptible Power Supply Units
Department	Idaho Department of Administration	Department of the Navy	Department of the Navy	Department of Health and Human Services	Department of Justice
Agency		Naval Air Systems Command	SPAWAR	Food and Drug Administration	Federal Bureau of Investigation
Summary	The services would relate to the state's goal of deploying a statewide interoperable trunked communications system serving statewide public safety voice and mobile data terminal needs. The vision is that the statewide system would be standards based, and would comply with the Federal Communications Commission's refarming docket WT Docket 92-235, plus revisions. The system will serve (i.e., shared with) federal, county, local and tribal governments users to maximize the efficiencies available through economies of scale and the potentials existing in the new emerging technologies.	The Naval Air Systems Command (NAVAIR) is actively surveying the vendor community to see if a Blanket Purchase Agreement with a General Service Administration schedule commercial pricing arrangement is a viable contract vehicle for the systems engineering department of NAVAIR to provide contractor support services. Participating in various studies — homeland defense, industrial and technology base capabilities, mission computer extension, multilevel security and wideband connectivity — is part of the requirement.	The METOC Systems program manager, staff and other offices at SPAWARSSCOM need an independent, objective, technical assessment of the nuclear, chemical, biological and radiological contaminant's to support integrated modeling and simulation for Joint and Air Force Chemical and Biological Defensive Assessments.	The Food and Drug Administration has a new contractual need to monitor the emergence of resistance to critical antimicrobial drugs among pathogenic organisms. The contractor would provide this analysis for a number of pathogen/antimicrobial drug combinations that the FDA would define over the duration of the contract. The contractor must have access to current and historical data.	This would be a contract for a nationwide maintenance and repair program to keep the FBI Uninterruptible Power Supply system operating at full capacity. The FBI has 64 sites in the United States including Hawaii, Alaska and Guam that use UPS units, which are responsible for immediate continuation of electrical power prior to emergency generators coming online in the event of a sudden power loss or black-out.
Schedule	Responses to RFI due Monday, Sept. 9, 2002	Responses due Friday, Aug. 23, 2002	Responses due Thursday, Aug. 15, 2002	Responses due Monday, Aug. 19, 2002	Proposals due Monday, Sept. 9, 2002
Value		\$5,000,000			
Competition				Full and Open	
Contract Term		12 months, with four 12-month options			
Contract Type		Blanket Purchase Agreement		Indefinite Quantity, Indefinite Delivery	Fixed Price
Agency Contact	Mark Little Division of Purchasing State of Idaho 5569 Kendall Street Boise, ID 83706	Dawyn Johnson (301) 757-8955 johnsondm3@navair.navy.mil	David Bodner (619) 524-7193 bodnerd@spawar.navy.mil	John Speer (301) 827-7162 jspeer@oc.fda.gov	Garland Crosby (202) 324-9013 clcu@fbi.gov

Let us know about your company's recent contract awards. Send contract award announcements to wins@homelanddefensejournal.com.

Business Briefs

Cincinnati Picks Motorola

Motorola, Schaumburg, Ill., won a contract from the City of Cincinnati to design and install a \$22.7 million, 800 MHz digital communications system that would enable the city's public safety agencies and local government entities to talk directly with each other.

New Mexico Labs Split Funding

Sandia and Los Alamos national laboratories will jointly receive \$75.8 million for the design and construction of buildings to house the practical yet visionary Center for Integrated Nanotechnologies (CINT).

The Office of Science of the U.S. Department of Energy approved funding

in July for two new buildings: a joint core facility in Albuquerque and a smaller gateway building in Los Alamos. Through these facilities, researchers from industry and universities will have access not only to the equipment of CINT, but also to the resources of the two labs. Sandia will use part of an existing building for its gateway.

CINT is one of five new Nanoscale Science Research Centers being created by the Office of Science. Investment in these centers is the largest current national investment into the U.S. scientific infrastructure, with \$500 million authorized for 2001 and \$620 million 2002.

Anteon Wins Navy Work

Anteon International Corp., Fairfax, Va., was awarded a five-year contract, valued at \$24.5 million, to provide engineering services for the U.S. Naval Sea Systems Command.

Under this contract, Anteon would provide engineering and information technology services such as logistics modernization support and application of commercial-off-the-shelf technology and products to modernize U.S. Navy

Undersea Warfare systems. These services include: program development support, data collection, analysis and evaluation, source data development and validation.

Army Goes with ECI

ECI Construction, Stilwell, Kan., is being awarded a \$6,565,352 firm-fixed-price contract for construction of a fire and crash rescue station. Work will be performed at Little Rock Air Force Base, Ark., and is to be completed by June 18, 2004.

Raytheon Wins Navy Contract

Raytheon Co., Naval and Maritime Integrated Systems, Portsmouth, R.I., won a \$12,786,487 cost-plus-fixed-fee contract for the design, build, test and deployment of the Acoustic Observatory Array Wet Subsystem. The array would be deployed off of Naval Surface Warfare Center, Ft. Lauderdale, Fla., and would be used to determine the upper bounds to passive sonar performance in highly cluttered, shallow water environments. Work will be performed in Portsmouth, R.I., and is to be completed by July 2004.

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The United States has a 7500-mile land and air border shared with Canada and Mexico and an exclusive economic zone encompassing 3.4 million square miles.

Each year, more than 500 million people are admitted into the United States, of which 330 million are non-citizens.

On land, 11.2 million trucks and 2.2 million rail cars cross into the United States, while 7,500 foreign-flag ships make 51,000 calls in U.S. ports annually.

Business Briefs

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Army Picks SRA

The U.S. Army Communications-Electronics Command Acquisition Center – Washington awarded Fairfax, Va.-based SRA International, Inc., a competitive task order to develop an enterprise systems management proof of concept for the Military District of Washington Army Enterprise Infostructure Transformation Proof of Concept. The task order has an estimated value of \$1.4million over six months if all options are exercised.

The project is a component of the Army's Knowledge Management transformation program, which aims to reduce the cost of maintaining information systems; integrate knowledge management concepts and best practices into Army processes; and improve information security, efficiency in use of information technology resources, service levels, and access to information and applications.

IGEN in Fourth Military Bio-Defense Program for Homeland Security

The Department of Defense chose technology from IGEN International, Inc., Gaithersburg, Md., for the development of automated biological weapons detection systems. This is the fourth U.S. military program to use IGEN's products in homeland security bio-defense initiatives.

The newest program to incorporate the IGEN technology is the Automated Biological Agent Testing System program (ABATS) at the Edgewood Chemical and Biological Center (ECBC), Aberdeen

Proving Ground.

"We are pleased to meet the rapidly evolving needs of Department of Defense programs such as ABATS that are demanding advanced environmental testing systems to help reduce the risks of exposure to hazardous materials for military and government personnel," stated Samuel J. Wohlstadter, chairman and chief executive officer of IGEN.

General Dynamics Wins Army Contract

General Dynamics Government Systems Corp., Taunton, Mass., was awarded a \$3,000,000 increment as part of a \$72,294,296 cost-plus-fixed-fee and time and materials contract for development of an initial architecture for the Warfighter Information Network - Tactical communication system. Work will be performed in Taunton and is to be completed by Jan. 9, 2006.

Hamilton Sundstrand Wins Army Flight Control Contract

The U.S. Army Communications-Electronics Command (CECOM) has contracted with Hamilton Sundstrand, based in Windsor Locks, Conn., to supply advanced flight control computers for Black Hawk helicopters in an agreement with a total potential value of \$70 million.

This contract is a follow-on to a Commercial Operations Support and Savings Initiative involving CECOM, the Defense Advanced Research Projects Agency, the Aviation Applied Technology

Directorate of the Army Material Command, and the team of Sikorsky Aircraft and Hamilton Sundstrand.

General Dynamics-Led Team Wins Development Contract

General Dynamics C4 Systems, a business unit of General Dynamics based in Taunton, Mass., was awarded one of two development contracts for the U.S. Army's Warfighter Information Network - Tactical (WIN-T). The two-phase development contract has a value of up to \$72 million. WIN-T is the Army's next-generation warfighting communications system. This is the first contract in a program estimated to be worth \$6 billion.

Under Phase I of this development contract, the General Dynamics team would define and document the optimal WIN-T architecture. In Phase II, the team would develop and deliver a demonstration suite of hardware and software for government testing.

The General Dynamics C4 Systems-led team includes: General Dynamics Decision Systems, Scottsdale, Ariz.; General Dynamics Land Systems, Sterling Heights, Mich.; BAE Systems, Wayne, N.J.; BBN Technologies, Cambridge, Mass.; DynCorp, Chantilly, Va.; Laguna Industries, Laguna, N.M.; Log.Sec Corp., Warrenton, Va.; Microanalysis & Design, Boulder, Colo.; Northrop Grumman Information Technology - Defense Mission Systems, Herndon, Va.; Rockwell Collins, Cedar Rapids, Iowa; RTI International, Research Triangle Park, N.C.; Solers, Arlington, Va.; SRC, Atlanta; Veridian, Fairfax, Va.; and Xetron, Cincinnati.

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