

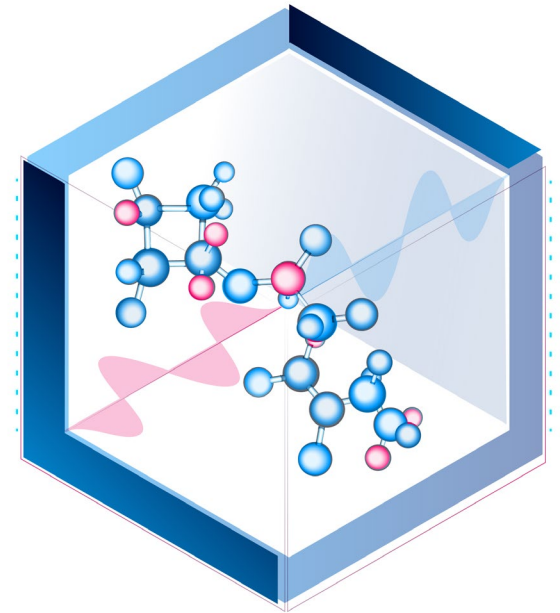
Atomically Precise Molecules (APM)

Dr. John M. Hoffman
Program Manager (MXO)

Redefining Polymeric Materials

Proposers' Day

September 30, 2026





APM Proposers' Day Goals



1. To introduce the science and technology community (industry, academia, and government) to the APM program vision and goals;
2. To facilitate interaction between researchers with capabilities and interests relevant to the APM program goals;
3. To encourage and promote teaming arrangements among organizations that have the relevant expertise, research facilities, and capabilities for executing research and development responsive to the APM program goals;
4. To discuss approaches to IP and data rights to facilitate both:
 - a) successful technology commercialization and
 - b) long term government access to APM technologies;
5. To collect questions during the event that DARPA may answer during the event
 - a) Please send questions to APM@darpa.mil BEFORE THE LIGHTNING ROUND

Questions: APM@darpa.mil



Proposers' Day Agenda

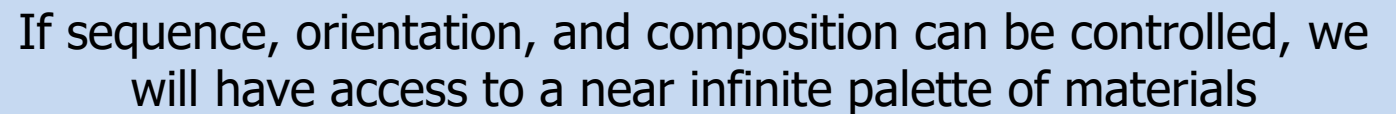


START	TOPIC	Speaker
8:00 AM	Check-In/Poster Set-Up	<i>A//</i>
9:00 AM	Welcome/Security	Robert Shearer
9:05 AM	MXO Overview	Dr. Jonathan Hoffman
9:10 AM	Program Overview and Structure	Dr. John M. Hoffman
9:35 AM	Contracting with DARPA	Natalie Kent
9:50 AM	DARPAConnect	Sana Hoda
9:55 AM	BREAK	
10:05 AM	Lightning Round	
11:45 AM	Q&A Responses	Dr. John M. Hoffman
12:00 PM	LUNCH (on your own)	
1:00 PM	Networking Time/Poster Session	In person ONLY
1:00 PM	One-on-ones (by appointment only)	In person ONLY
5:00 PM	ADJOURN	



APM Program Overview

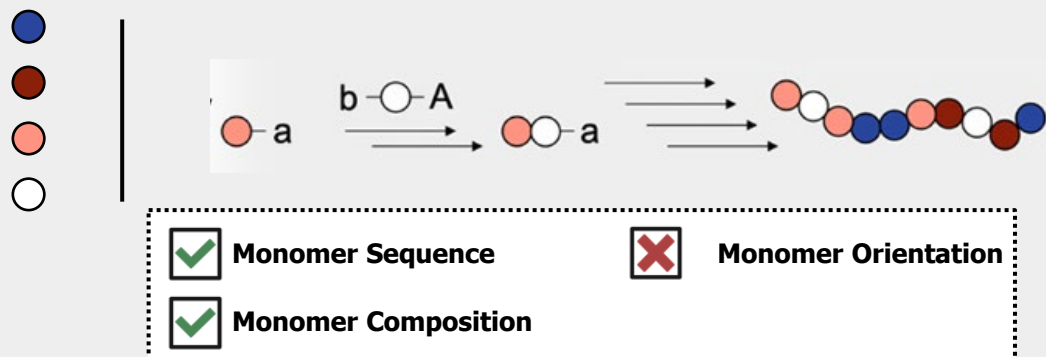




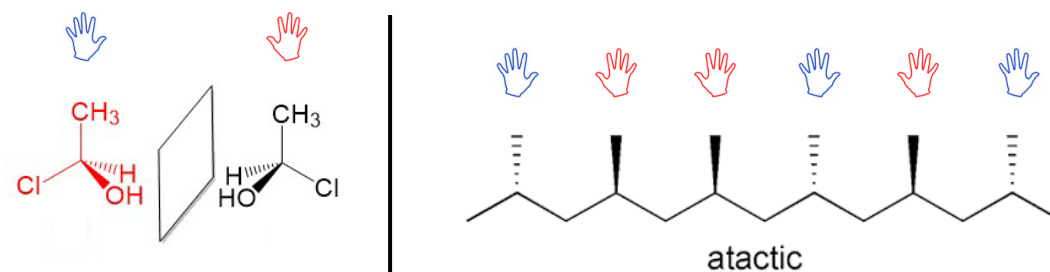
Challenge: simultaneously control of sequence, orientation, and composition

Monomers

Iterative Step Growth Polymerization

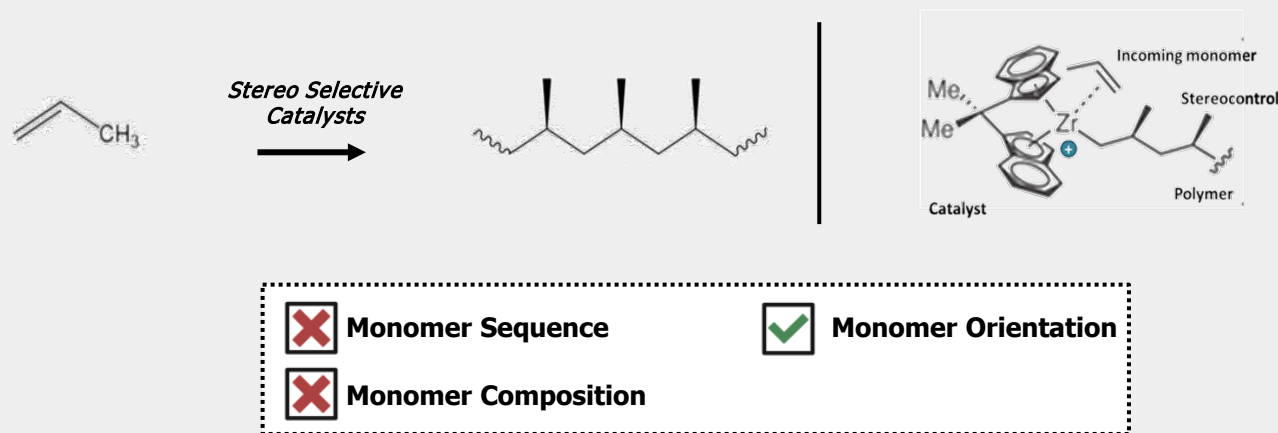


☐ Monomer Orientation



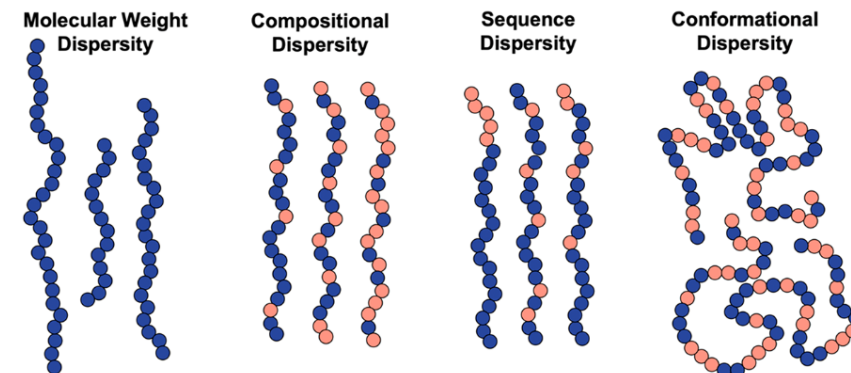
Monomers

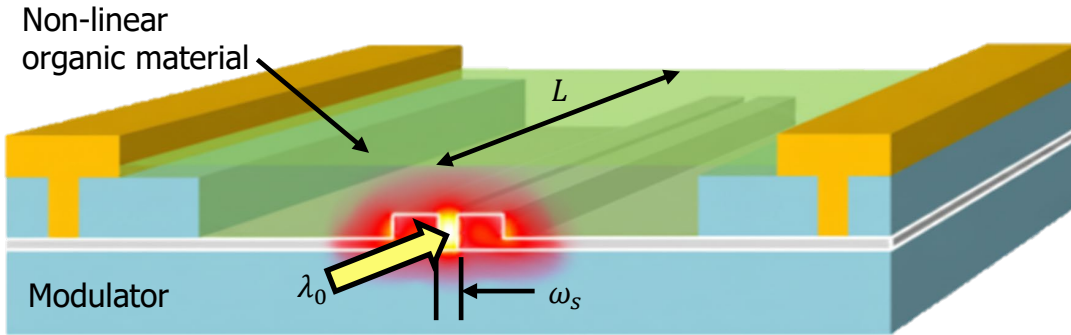
Organo Metallic Coordination Polymerization



☐ Monomer Sequence

☐ Monomer Composition





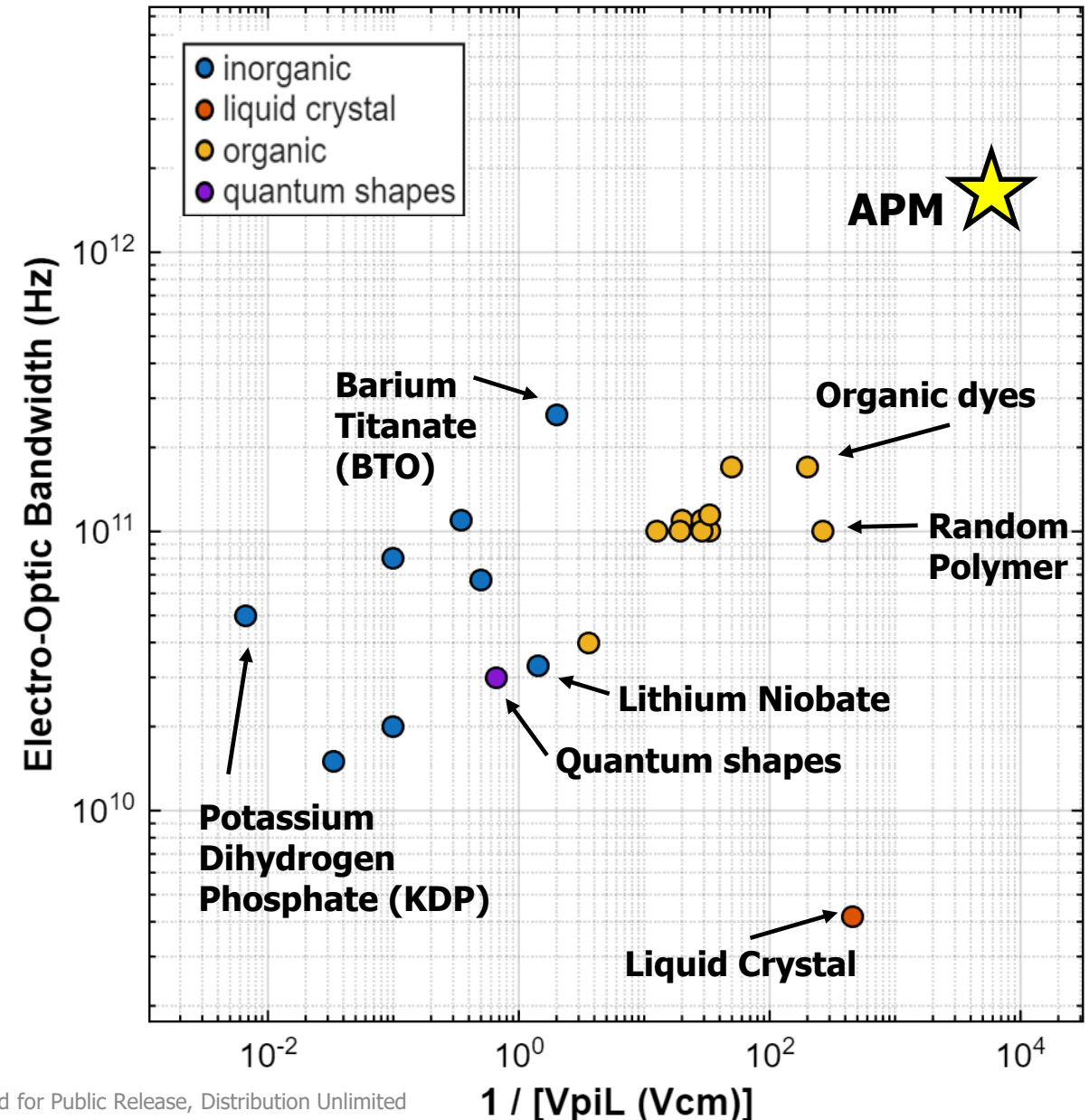
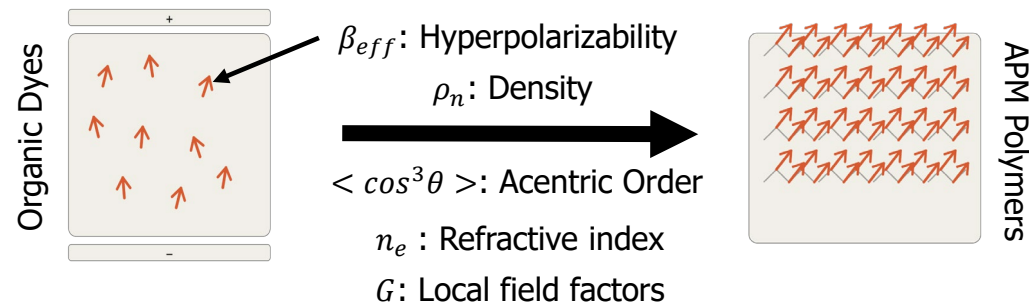
Device

$$BW \sim \frac{n_e^3 r_{33}}{L}$$

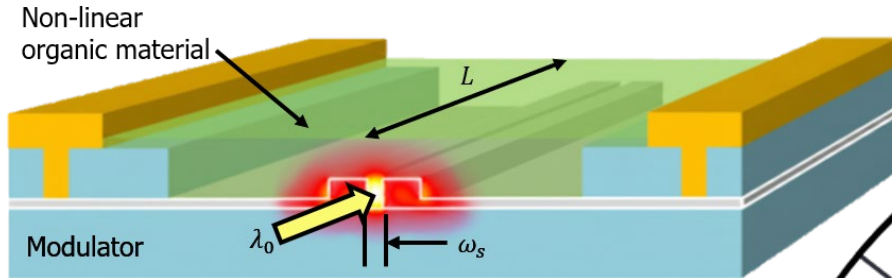
$$V_\pi L = \frac{\lambda_0}{2} \cdot \frac{\omega_s}{\Gamma} \cdot \frac{1}{n_e^3 r_{33}}$$

Material

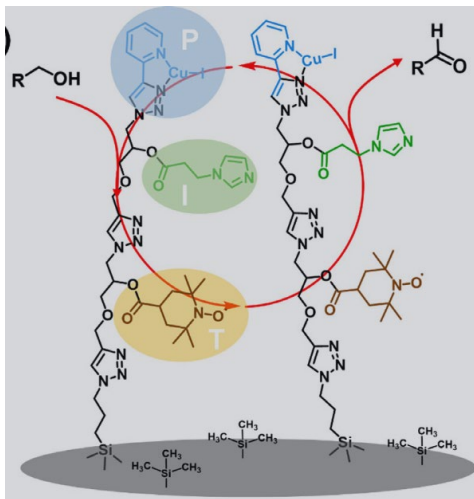
$$r_{33} = \beta_{eff} \cdot \rho_n \langle \cos^3 \theta \rangle \cdot G$$



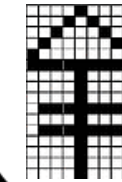
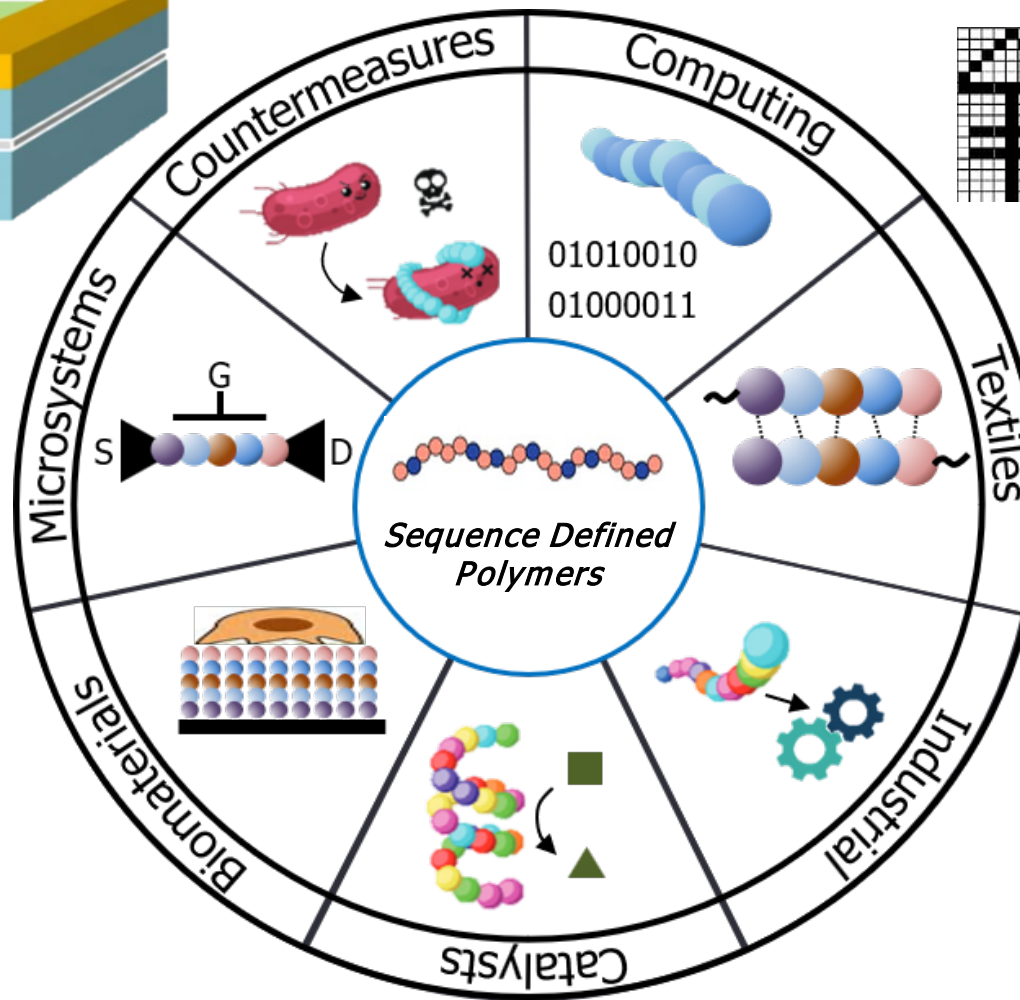
A new path to new materials with new functions across a wide variety of components and systems



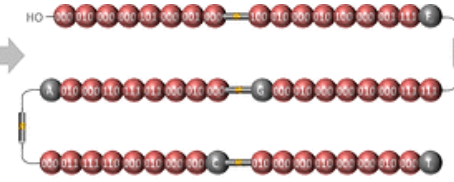
Non-linear photonics



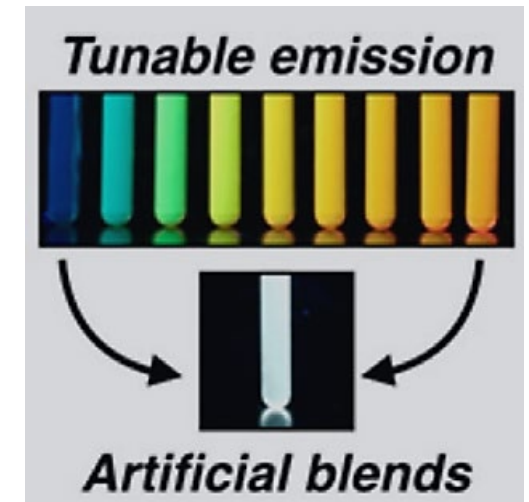
New to nature catalysis



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Molecular Computing



Dyes and pigments



Goal: Catalyze future materials capabilities through scalable PPP synthesis approaches, where the sequence, orientation, and composition of materials are programmable

APM Application: Non-linear Optical (NLO) Materials

1

Generalizability

2

Polymer Design

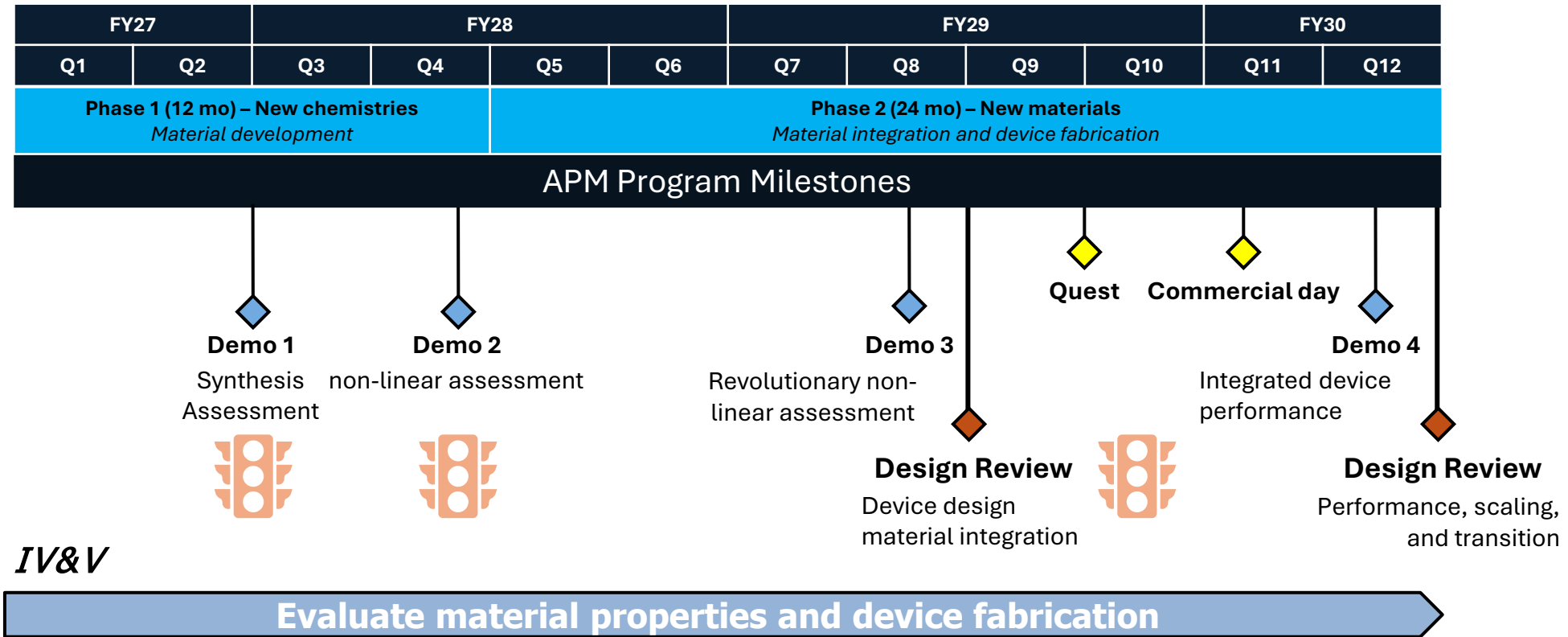
3

Material Design

4

**Technology
Sustainability**

APM Foundation: All proposals MUST address these four pillars



Demonstrations will be held throughout the program to evaluate sequence definition, material properties, and non-linear optical properties

Design Reviews will occur in Phase 2, the first focused on device design and material integration mid phase, and a second review focused on performance, scaling, and transition.

Quest will be cash prizes awarded to performers that demonstrate capabilities beyond program metrics.
Quest specifics will be announced during the course of the program.



APM Program Metrics



Metric		Current SOA	Phase 1		Phase 2	
		Organics	Demo 1 (month 6)	Demo 2 (Month 11)	Demo 3 (Month 23)	Demo 4 (Month 35)
Physical	Performer Defined*	Performer Defined	Performer Defined: must include quantitative criteria for physical properties of the proposed synthesis approach that enable the non-linear properties of the material and device at the corresponding demonstration			
Performance	n^3r_{33} (pm/V)	~4000		≥ 3000	≥ 8000	≥ 8000
	Optical Loss (dB/cm)	3		1	1	1
	VpiL (V cm)	~0.009				≤ 0.0005
	Bandwidth (Hz)	~10 ¹¹				≥ 10 ¹²

*Proposers must identify appropriate quantitative metrics for each demonstration that facilitate tracking of the research progress towards the overall phase and program goals as described in the solicitation.

- Include a comparison against the SoA for each metric selected.
- Discuss thoroughly all details for meeting the metrics set forth for the program as well as the associated risks and risk-mitigation strategies to achieve those metrics and related milestones.
- Provide detailed technical rationale supporting the ability to achieve each milestone and plan for the testing and evaluation of tools, capabilities, materials, and/or devices at each milestone

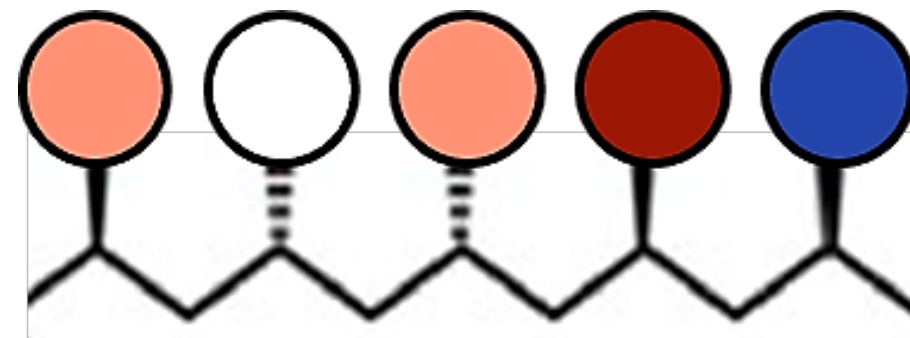
An example: if proposing a linear polymer synthesis approach, potential quantitative metrics might include degree of polymerization, number and class (e.g., polar, nonpolar, charged) of monomers included in the polymer, stepwise monomer addition yield, dispersity, degree of tacticity, glass transition temperature, and purity required for material and/or device integration

Objective

- Demonstrate new chemistries to synthesize programmable precision polymers with sequence, orientation, and composition control
- Employ these chemistries to synthesize polymeric materials with NLO properties

Key Metrics and Deliverables

- Demonstration (Month 6) to assess progress towards synthesis of programmable precision polymers
- Demonstrate PPP library synthesis
- Characterize PPP library including thermal, physical, chemical, and/or optical properties
- Demonstration (Month 11) of progress towards NLO properties that exceed the SoA ($n^3r_{33} \geq 3000$ pm/V and an optical loss of 1 dB/cm)



Goals:

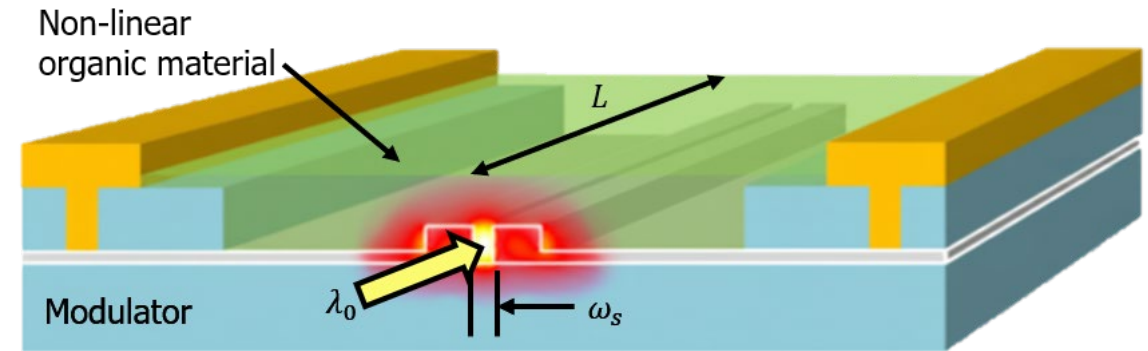
- Synthesize Programmable Precision Polymers that show progress towards NLO properties exceeding the SoA ($n^3r_{33} \geq 3000$ pm/V and an optical loss of 1 dB/cm)

Objective

- Demonstrate new chemistries can synthesize a revolutionary non-linear optical material
- Integrate this material into a modular and demonstrate a new state of the art in NLO performance

Key Metrics and Deliverables

- Demonstration (Month 23) to assess progress towards synthesis of revolutionary NLO material
- Demonstration (Month 35) to assess progress towards material integration in a microsystem
- Report on polymer/materials stability
- Report on polymer/materials scaling and manufacturing integration
- Delivery of full technical specifications



Goals:

- Synthesize materials that show progress towards revolutionary NLO performance ($n^3r_{33} \geq 8000$ pm/V and an optical loss of 1 dB/cm)
- Demonstrate progress towards modulators with $V_{\pi}L \leq 0.0005$ V/cm and a bandwidth of $\geq 10^{12}$ Hz



- A government team will independently evaluate metrics throughout the program
- Performers will deliver materials to the IV&V team for evaluation
- Performers will work with IV&V team to develop an IV&V plan to facilitate evaluations

3 Major Roles of IV&V

1

Evaluate physical properties of polymers synthesized through performer's approach

2

Evaluate optical properties of materials composed of those polymers

3

Work with performer teams to design, build, and evaluate modulators that accommodate those materials



PS Details





Out of scope:

- Specifically excluded is research that primarily results in evolutionary improvements to the existing state of practice, or research that pivots on exceptional claims that cannot be technically justified in the proposal
 - Proposals aiming to employ solely inorganic materials without a polymeric component
 - Proposals aiming to modify/repurpose existing NLO materials resulting in incremental improvements to the state-of-the-art (SoA)

In Scope:

We are open to a **wide range of approaches** that employ **novel synthesis techniques** that **deliver previously synthetically inaccessible polymers/materials**

Approaches **must address the four pillars** discussed previously

Questions: APM@darpa.mil



Security Overview



Element of Information	Index	Category	Reason	LDC or Distribution Statement	Remarks
Synthesis and modeling processes of PPPs with non-linear optical properties, scale up process integration, and performance data applicable in next-generation military systems is protected as CUI and may be CTI.	Defense	Controlled Technical Information (CTI)	Executive Order#14104 - Federal Research & Development in Support of Domestic Manufacturing and US Jobs dated 28 July 2023	Distribution statements B through F	FOIA Exemptions 4 & 3 may be applicable
Data contractually identified as controlled by a business or individual as proprietary.	Proprietary Business Information	General Proprietary Business Information (PROPIN)	18 U.S. Code § 1905 18 U.S. Code § 664	Federal Employees and Contractors Only (FEDCON)	FOIA Exemption 3 may be applicable
Information or data defined within the Commerce Control List (CCL), United States Munitions List (USML), or applied license applications to control export.	Export Control	Export Controlled	10 USC 130(a), 13 USC 301(g), 42 USC 2077(a), 42 USC 2156, 42 USC 2168(a), 50 USC 4614(c), 50 USC 4605(l)(5), 15 CFR 718.3, 15 CFR 736 Supplement 2, 15 CFR 748.1(c), 15 CFR 760.5(c) 15 CFR 772.1, 15 CFR 774 Supplement 1, 15 CFR 774 Supplement 2, 22 CFR Part 120, 22 CFR 124.9(a)(5), 22 CFR 126.10(b), 32 CFR 250.4(a), 32 CFR 250.9	DISTRIBUTION STATEMENT D. Distribution authorized to the Department of Defense and U.S. DoD contractors only Export Controlled, (Date). Other requests shall be referred to DARPA, Microsystems Technology Office.	FOIA Exemptions 4 & 3 may be applicable

NOTE: the Government expects that the program goals as described herein **cannot** be met by performers intending to perform **fundamental research**

Questions: APM@darpa.mil



1. Overall Scientific and Technical Merit

- Demonstrate that the proposed technical approach is innovative, feasible, achievable, and complete.
- The proposed technical team has the expertise and experience to manage and accomplish the proposed technical approach, tasks, cost, and schedule. The proposal details the approach to team integration and how collaboration will be managed. Similar efforts completed/ongoing by the proposer in this area are fully described including identification of other Government sponsors.
- **Provide quantitative justification** (e.g., modeling/simulation, preliminary experimental results) for technical claims, including proposer-defined metrics.
- Demonstrate that task descriptions and associated technical elements provided are complete and in a logical sequence with all proposed deliverables clearly defined such that a final outcome that achieves the goal can be expected as a result of award. The proposal identifies major technical risks and planned mitigation efforts are clearly defined and feasible.

2. Potential Contribution and Relevance to the DARPA Mission

- Discuss how the potential contributions of the proposed effort bolster the national security technology base and support DARPA's mission to make pivotal early technology investments that create or prevent technological surprise.

Questions: APM@darpa.mil



3. Budget and Price

- The proposed solution is realistic and affordable. The budget is realistic and accurately reflects the technical goals and objectives of the solicitation and reflects a sufficient understanding of the level of effort and staffing needed to successfully accomplish the proposed technical approach.
- Each price element provides commensurate technical, schedule, or execution value, and is it necessary, appropriately scaled, and neither materially overestimated nor underestimated.
- It is expected that the effort will leverage all available relevant prior research in order to obtain the maximum benefit from the available funding.
- For proposals that contain resource share, the proposer has provided sufficient rationale as to the appropriateness of the resource share arrangement relative to the objectives of the proposed solution.

4. Plans and Capability to Accomplish Technology Transition

- **Clearly demonstrates its capability to transition the technology** to the research, industrial, and/or operational military communities in such a way as to enhance U.S. defense and long-term commercial viability.
- The evaluation will take into consideration the extent to which the proposed IP rights structure will potentially impact the Government's ability to assess deliverables and to transition the technology.

Questions: APM@darpa.mil



Elements of a Successful Technical Proposal



Goal: Catalyze future materials capabilities through scalable PPP synthesis approaches, where the sequence, orientation, and composition of materials are programmable

- Provide a detailed review of the synthesis approach, including the chemical mechanisms that result in PPPs
- Provide a detailed description on the approach to selection of monomers and subsequent polymers that will be pursued for materials with NLO applications
- Provide a detailed description of the analytical methods that will be employed
- Describe how computational approaches will be used to enhance material development
- Describe the vision for scaling material production and material integration into manufacturing/fabrication processes
- **Identify and justify appropriate quantitative metrics for each demonstration**
- **Include data, from previous experiments and/or modeling, to reinforce technical assertions and projections**
- Discuss risks associated with your approach and potential mitigations
- Discuss a plan to meet CUI requirements for the program

Further details available in the Program Solicitation
Questions: APM@darpa.mil



- **Submit early**
- APM abstracts will be **mandatory**
- Those wishing to submit a full proposal **must provide notification**
- Adhere to the abstract and full proposal guidance and templates provided in the solicitation
- Corroborate all technical claims with analytical or experimental evidence
- Submit only one proposal per lead organization
- Organizations can be part of multiple proposing teams (as subs)
- When in doubt, refer to the Program Solicitation for guidance

Questions: APM@darpa.mil



Anticipated Timeline



- Proposer's Day: 30 September 2026 (today)
- Abstract due date: 27 October 2026 at 1:00 PM ET
- Frequently Asked Questions deadline: 4 December 2026 at 1:00 PM ET
- Deadline to Submit Intent to Propose: 4 December 2026 at 5:00 PM ET
- Proposal Due Date: 18 December 2026 at 4:00 PM ET
- Estimated period of performance start: 01 April 2027

Questions: APM@darpa.mil



John M. Hoffman, Program Manager

- Michael Dambach, Technical SETA
- Rebecca Levine, Technical SETA
- Trupti Brahmbhatt, Technical SETA
- KK Law, Technical SETA
- Chelsea Haughn, Technical SETA
- Jeff Stone, Programmatic SETA
- Robert Shearer, Program Security

Questions: APM@darpa.mil



Nov 2-4, 2026
Chicago, IL

Registration closes Oct 18!



<https://cvent.me/8oLRbr>

Atomically Precise Molecules (APM)

DARPA-PS-26-141

Proposers Day

September 30, 2026

Natalie Kent
Agreements Officer
DARPA Contracts Management Office





Proposers Day Disclaimer

- Proposer Day seeks to provide general information to clarify program goals, objectives, and proposal preparation instructions.
- Ensure proposers understand that the **Program Solicitation (PS)** takes precedence over all other sources of information, including Proposers Day materials.
- Proposals will be evaluated **solely** in accordance with the instructions provided in the PS.
- Any FAQ responses differing from the PS will be formalized through an amendment to the PS, with a note indicating the impending amendment.
- Only a **duly authorized Contracting/Agreements Officer** may obligate the Government.



- Phase 1 (Base) – 12-month period of performance
- Phase 2 (Option) – 24-month period of performance
- Other Transaction for Prototype **under 10 U.S.C. § 4022**
- Fixed Milestone Payment Structure
 - Proposers are responsible for establishing milestone payment amounts that **align technical progress, cash flow requirements, and tangible Government value.**
 - Milestone valuations should represent a **balanced allocation of risk** and **verifiable technical output.**
 - Milestones that propose large upfront payments - **such as disproportionately high kickoff meetings, initial planning sessions, or preliminary design reviews** without corresponding deliverable substance - will be challenged or rejected during negotiations.

Provided for Informational Purposes – DO NOT PRICE

- Proposals should not include costs for device fabrication.
- Phase II Quest Opportunities



CMMC Requirements

- APM is subject to program-specific CUI Guide
- Cybersecurity Maturity Model Certification (CMMC) Level 2 (Self)
 - 110 NIST SP 800-171 R2 controls
- Two paths:
 - Provide evidence your **self-attestation is recorded** in the Supplier Performance Risk System (SPRS) database; OR
 - Provide details on path to compliance
 - **Optional CMMC Compliance** Milestone (Milestone 2) – up to \$25,000
 - Limited milestone value allocated to Milestone 1 (Initial technical approach and development plan) to reflect only basic administrative and non-CUI kickoff activities
 - Not authorized to perform any additional work until Milestone 2 is met
- Questions on CMMC – <https://dowcio.war.gov/CMMC/>

Compliance with scalable, resilient cybersecurity measures.

CMMC RESOURCES & DOCUMENTATION

Internal Resources

- 32 CFR Part 170: Cybersecurity Maturity Model Certification (CMMC) Program
- 48 CFR Parts 204, 212, 217, and 252: Defense Federal Acquisition Regulation Supplement: Assessing Contractor Implementation of Cybersecurity Requirements (DFARS Case 2019-D041)
- CMMC 101 Brief: CMMC 101 Brief
- CMMC Overview Briefing (Audio): CMMC Overview Briefing (Audio)
- CMMC Model Overview: CMMC Program Model Overview
- CMMC Level 1 Scoping Guidance: CMMC Level 1 Scoping Guidance
- CMMC Level 1 Self-Assessment Guide: CMMC Level 1 Self-Assessment Guide
- CMMC Level 2 Scoping Guidance: CMMC Level 2 Scoping Guidance
- CMMC Level 2 Assessment Guide: CMMC Level 2 Assessment Guide
- CMMC Briefing: CMMC Alignment to NIST Standards (Feb 2025)
- CMMC Briefing: DoD SPRS (Feb 2025)

External Resources

- DFARS Clause 252.204-7012: Safeguarding Covered Defense Information and Cyber Incident Reporting
- DFARS Provision 252.204-7019: Notice of NIST SP 800-171 DoD Assessment Requirements
- DFARS Clause 252.204-7020: NIST SP 800-171 DoD Assessment Requirements
- DFARS Clause 252.204-7021: TBD
- DoD Defense Industrial Base Cybersecurity Services: DIB CSaaS Slick Sheet
- DoD CUI Program Website: DoD CUI Program
- Supplier Performance Risk System (SPRS): SPRS

NIST Resources

- NIST Cybersecurity Framework (CSF): NIST Cybersecurity Framework
- NIST SP 800-171 Rev. 2: Protecting CUI in Nonfederal Systems
- NIST SP 800-171A: Assessing Security Requirements for Controlled Unclassified Information
- NIST SP 800-53: Security and Privacy Controls for Information Systems and Organizations



APM Special Considerations

- Prototype OT under 10 U.S.C. § 4022
 - The OT agreement will not require cost sharing unless the offeror is a traditional defense contractor who is not working with a nontraditional defense contractor participating in the program to a **significant extent**.
- Fundamental Research
 - Program goals **cannot be met** by proposers intending to performer fundamental research.
 - Publication review will be implemented for APM
- Intellectual Property
 - Performers shall **maintain ownership** of all IP developed under any APM Agreement resulting from this solicitation and have rights to **commercialize** the IP
 - Minimum of Government Purpose Rights to Foreground Data **developed under the Agreement**
 - **Background IP/Data** developed prior to the Agreement at Private Expense
 - Identified in the proposal
 - License rights for the government to use to operate, maintain, inspect, test, analyze, and evaluate any asserted BIP solely for the **purposes of performing IV&V, technical milestone verification, and performance metrics evaluation** under the Agreement.

Proposal should focus on what the government **can** do with data; not a long list of restricted or limited rights.



Proposer Eligibility Considerations

- Non-U.S. organizations **cannot** participate in this solicitation.
- Federally Funded Research and Development Centers (FFRDCs), University-Affiliated Research Centers (UARCs), and Government Entities (including national laboratories) may propose as prime or subcontractors if they:
 - Offer unique and innovative approaches to this solicitation; and
 - Can accomplish integral tasks that cannot be met by government or contractor resources.
- **FFRDCs** must provide a letter, on official letterhead from their sponsoring organization, that (a) cites the specific authority establishing their eligibility to propose to government solicitations and compete with industry, and (b) certifies the FFRDC's compliance with the associated FFRDC sponsor agreement's terms and conditions.
- **UARCs** must provide an OCI mitigation plan due to status as DARPA trusted advisor
- **Government Entities** must clearly demonstrate that the work is not otherwise available from the private sector and provide written documentation citing the specific statutory authority and contractual authority, if relevant, establishing their ability to propose to government solicitations and compete with industry.

If proposing one of these entities as a team member, ensure the Prime proposals includes the documentation above AND costs are presented as segregable.



Scientific Review Process

- No common Statement of Work. DARPA describes the problem, proposers provide their solution
- Proposals are evaluated on individual merit and relevance as it relates to the stated research goals/objectives rather than against one another
- Selections will be made to proposers whose proposals are determined to be most advantageous to the Government, all factors considered, including potential contributions to research program and availability of funding
- Evaluation Criteria
 - Overall Scientific and Technical Merit *Quantitative justification (e.g., modeling/simulation, preliminary experimental results) is provided for technical claims, including proposer-defined metrics...*
 - Potential Contribution and Relevance to the DARPA Mission ... *support DARPA's mission...*
 - Budget and Price ... *price element provides commensurate technical, schedule, or execution value, and is necessary, appropriately scaled...*
 - Plans and Capability to Accomplish Technology Transition ... *will take into consideration the extent to which the proposed IP rights structure will potentially impact the Government's ability to assess deliverables and to transition the technology...*
- See Full Evaluation Criteria are in Section II of the PS



APM Timelines

Dates/Time: All Times are Eastern Time Zone (ET)

- Posting Date: September 25, 2026
- Proposers Day: September 30, 2026
- Proposal Abstract Due Date: October 27, 2026, at 1:00 p.m.
 - ABSTRACTS ARE REQUIRED TO SUBMIT A FULL PROPOSAL! DON'T BE LATE!
 - CREATE YOUR BAAT ACCOUNT 24-48 HOURS PRIOR!
- Questions Due Date: December 4, 2026, at 5:00 p.m.
- Deadline to Notify of Intent to Submit Proposal: December 4, 2026, at 5:00 p.m.
 - ASSIST IN SCHEDULING THE IN PERSON ORAL PROPOSALS
 - EFORM60 FOR ANY U.S. PERMANENT RESIDENTS AND FOREIGN NATIONALS
- Proposal Due Date: December 18, 2026, at 1:00 p.m.
 - ENSURE BAAT ACCOUNT IS ACTIVE 24-48 HOURS PRIOR!
- Anticipated Oral Presentation Dates: January 5 – 20, 2027
- Estimated Period of Performance Start: April 1, 2027 (*for pricing purposes*)



Tips for a compliant proposal

- **Submit the abstract and proposal on time!**

- Proposal due date and PS closing date are the same – **do not be late!**
- **ENSURE BAAT ACCOUNT IS ACTIVE AT LEAST 1-DAY PRIOR TO SUBMISSION! Inactive accounts will be deleted if inactive for 30-days per DoW policy. ACCOUNTS MAY BE DEACTIVATED BETWEEN ABSTRACT AND PROPOSAL.**
- Confirm any proprietary subperformer information has been provided directly to the DARPA.

- **Submit all required Attachments!**

- **READ** instructions contained within each Attachment!
- If using an FFRDC, UARC, or Government Entity please be aware of all the required documentation!
- PRIMES – please ensure all the required sub-performr information is included
- All proposals must include a detailed list of key, observable payment milestones (Milestone Plan)

- **Submit within the page limitations described in the PS!**

- Pages beyond the limit will not be reviewed



- **Prior to Receipt of Proposals (Solicitation Phase):** No restrictions, however Gov't (PM/PCO) shall not dictate solutions or transfer technology
 - Typically handled through the FAQ, but see PS exceptions
- **After Receipt of Proposals/Prior to Selections (Scientific Review Phase):** Limited to Agreements Officer or PS Coordinator (with approval) to address clarifications requested by the review team
 - Proposal cannot be changed in response to clarification requests
- **After Selection/Prior to Award (Negotiation Phase):** Negotiations are conducted by the Contracting/Agreements Officer
 - PM and/or AOR typically tasked with finalizing the SOW/TDD (with PI)
 - PM and/or AOR typically involved in any technical discussions (i.e., partial selection discussions)
 - Pre-award costs will not be reimbursed unless a pre-award cost agreement is negotiated prior to award
- **Informal Feedback Sessions (Post Selection):** May be requested/provided once the selection(s) are made
 - If made on a timely basis (~2 wks. after letter), all requests will be accepted

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Explore high-impact lessons to help you effectively work with DARPA. Whether you're a new potential performer or a well-seasoned alum, you'll find a wealth of materials to make sure you're in the best position to engage with DARPA.

On-Demand Learning



Upcoming Events
Check out our events calendar for upcoming opportunities to learn, network, and engage. Missed an event? Visit the archive for recordings and resources.

Events Calendar



DARPA ERIS Marketplace
Introducing the Expedited Research Implementation Series (ERIS) Marketplace - our newest effort to accelerate acquisition velocity and provide a rapid procurement pathway to work with DARPA.

ERIS Marketplace



Join the
LinkedIn Group

Regional Pop-Up Events



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Deep Dive into DARPA

These full-day events cover a breadth of topics key to working with DARPA. Hear directly from a speaker list packed with DARPA program managers, leadership, and staff on hand to give you insider insights.

Sessions Include:

- Engaging DARPA Program Managers
- Heilmeier Catechism: Understanding Effective DARPA Communication
- Understanding DARPA Announcements and Contract Vehicles
- Reviewing and Analyzing a DARPA Opportunity
- DARPA SBIR and STTR Program
- Understanding DARPA Security Resources
- Preparing Your DARPA Proposal
- Tying It All Together: Strategies for Success
- Opportunities for Networking

DARPAConnect 2026 Pop-Up Events



St. Louis, MO
February 2026



Virtual
July 2026



Portland, Maine
September 2026

NEW: Mission Connect Events



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Bringing DARPA's Vision to Life

Introducing new, technology-integrated Mission Connect pop-up events designed to showcase DARPA interests and priorities.

Sessions Include:

- Specific insights from DARPA's technological leadership, including office leaders, staff, and a robust cohort of program managers
- Technology-focused deep dives, expert panels, demos, and showcases
- Extensive one-on-one networking and feedback opportunities

DARPAConnect 2026 Mission Connect Events

Michigan
May 2026

Colorado
November 2026

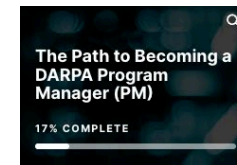
Customized Curriculum



Current Lessons Include:

- DARPA101: Introduction to DARPA
- The Heilmeier Catechism
- DARPA Award Vehicles and Solicitations
- Understanding DARPA Broad Agency Announcements (BAAs)
- Making the Most of a DARPA Proposers Day
- Introduction to DARPA Security
- DARPA SBIR/STTR Small Business Programs
- Tips for DARPA Proposal Success
- Opportunities to Work with DARPA
- Working with DARPA: Global Participation and Engagements

And more!



Overview

Understanding the Role of a DARPA Program Manager

The Application Process and Expectations

Tips and Strategies for Success

The PM Legacy: Life After DARPA

Conclusion

Tips and Strategies for Success

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Be Audacious, Not Incremental



DARPA's mission is to create and prevent technological surprise for national security. Program ideas should be focused on creating fundamental shifts in technological trajectory, not incremental improvement on what exists today. If the program is guaranteed to work, it is not a DARPA problem to solve. Embrace the high-risk, high-reward mandate.

> 1 2 3 4 5

The Connect Corner



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Webinars

Online sessions that offer a unique opportunity to learn about the mechanics of working with DARPA directly from DARPA presenters.



Ask Me Anything

An open forum where participants send in their questions and DARPA presenters answer them in a group setting



One-on-One Coaching

30-minute private session where participants introduce their research interests and explore how they may fit at DARPA



Office Hours

10-minute sessions during which participants ask specific questions about working with DARPA in a private setting



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DARPA
open mic

DARPA's new monthly 30-minute quick-hit session that brings you the latest from DARPA's tech offices— key announcements, funding opportunities, upcoming events, and more.



Customized Support For Your DARPA Journey

AVAILABLE THROUGH [DARPACONNECT.US](https://darpaconnect.us)



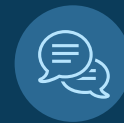
NAVIGATE THE DARPA ENTERPRISE

We offer a one-stop-shop to navigate the changes and opportunities at DARPA



ENGAGE PROGRAM MANAGERS

Identify and engage PMs whose research interests align with your research



SPEAK THE HEILMEIER

Frame your ideas using DARPA's Heilmeier Catechism

NOT FOR QUESTIONS SPECIFIC TO AN OPEN BAA.

D A R P A
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Sana Hoda Sood
Sana.Sood.ctr@darpa.mil

**Your path to
working with DARPA
starts here.**