

THE WASHINGTON DC POST



ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Metropolitan Washington



SAME WASHINGTON DC Post
in association with ACEC MW & CMAA NCC presents

JOINT CONFERENCE

Major Construction Program Trends, Strategies & Opportunities

(3 PDH)

**Army & Navy Club
on Farragut Square**

Sponsorships Available!

Thursday

9:00 am - 2:00 pm

June 23, 2022

www.same.org/DCPost

WELCOME



Philios Angelides, PE, F.SAME, F.ACEC

Past President, SAME DC Post

The Angelides Group, LLC

Please join us in the
PLEDGE OF ALLEGIANCE

I pledge allegiance to the Flag of the
United States of America and to the
Republic for which it stands, one nation,
under God, indivisible, with liberty and
justice for all.

THANK YOU TO OUR EVENT SPONSORS



WELCOME

**ACEC**

AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Metropolitan Washington

Keith Foxx, PE

Incoming President, ACEC MW
FOXXSTEM

WELCOME



Barbara Reynolds, CCM PMP NCIDQ
President, CMAA NCC
Parsons

JOINT CONFERENCE PROGRAM OBJECTIVES

The program includes presentations and discussions about Major Construction Program Trends, Strategies and Opportunities, presented by representatives from the Department of Navy, Fairfax County, and U.S. Army Corps of Engineers, as well as updates from leaders in SAME, ACEC and CMAA.

All attendees are eligible for three (3) Professional Development Hours (PDH). Certificates will be emailed to attendees with a copy of the slides from "samedcprograms@gmail.com".

Learning Objectives:

- ✓ Learn more about government trends, strategies and opportunities in major construction programs.
- ✓ Learn about upcoming funding sources, opportunities and outlook to support future projects.
- ✓ Join in the discussion of unique challenges with the ability to provide feedback and solutions through this industry-government engagement program.



James B. Balocki

Deputy Assistant Secretary of the Navy
(Installations, Energy and Facilities)

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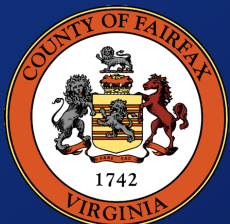
Fairfax County – Major Construction Program Trends, Challenges, Projects & Opportunities

Presented for the Society for Military Engineers (SAME)

Maurice Avren, PE, Chief, Building Construction Branch, Building Design and Construction Division, DPWES

Matthew J. Doyle, PE, CCM, Chief, Wastewater Collection Branch, Wastewater Design & Construction Division, DPWES

Department of Public Works and Environmental Services
Working for You!



A Fairfax County, VA, publication

June 23, 2022

Building Development Program

Presentation Overview:

- Overview of Capital Improvement Program (CIP)
- Purchasing Agencies within Fairfax County
- Overview of DPWES, Capital Facilities and Current Projects
- Types of Contract Mechanisms
- Current and Future Projects Overview
- Trends, Challenges, and Opportunities

FY2023 - FY2027 Capital Improvement Program (CIP)

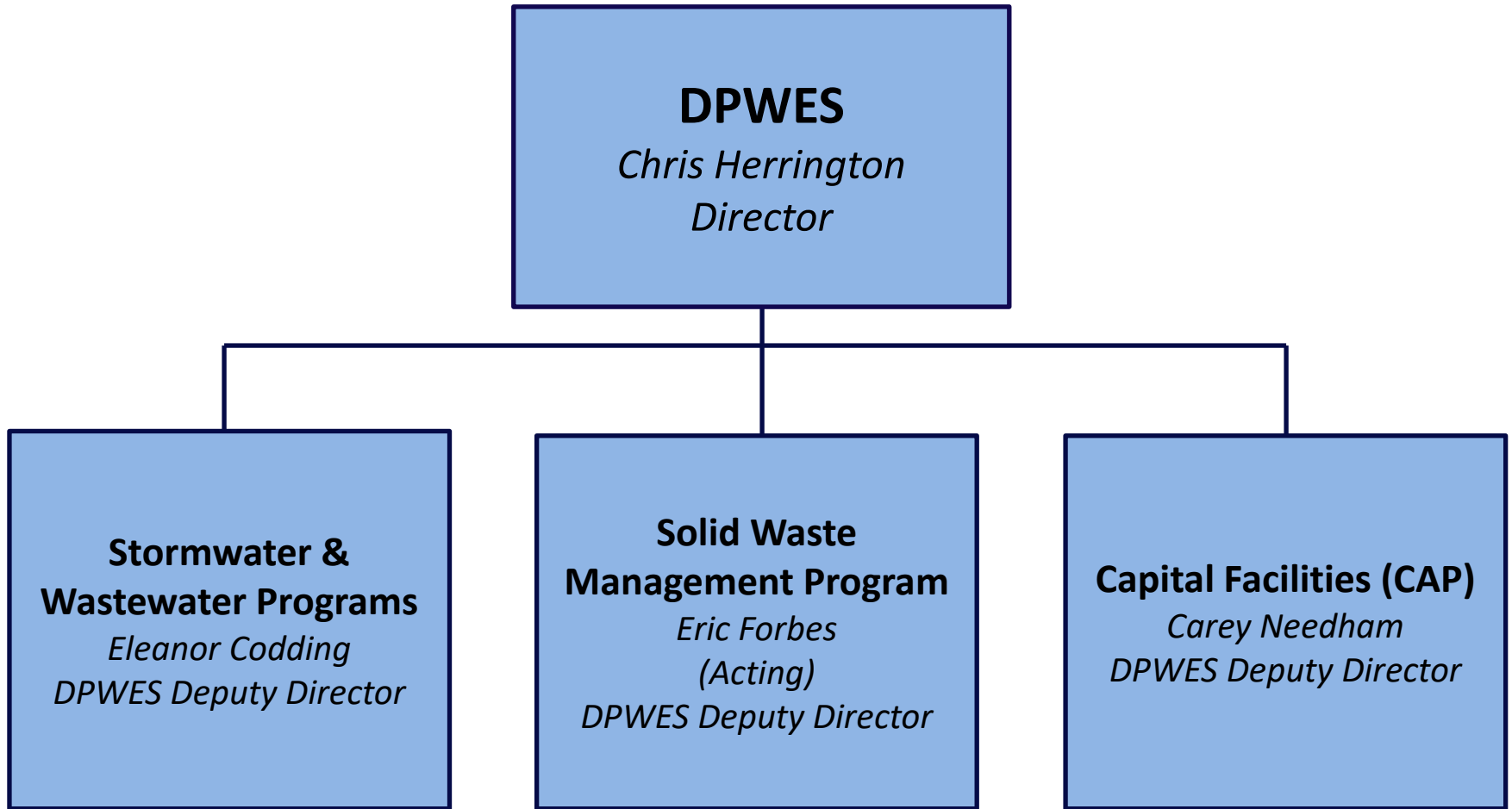
- Multi-year roadmap for funding present and future projects.
- The CIP is based on 5-year plan; including insight beyond the 5-year period to FY to 2032. Past and present versions of this publication are available on the Fairfax County public website shown here: <https://www.fairfaxcounty.gov/> . Please be sure to search for the adopted (not advertised) version for the most accurate information.
- New projects are rolled into the program with each yearly update.
- The current CIP Lists Projects and Programs. Some Programs contain dozens of individual projects including those for: Parks, Schools, Facilities Management, Housing, Transportation, and Public Works.
- Funding for CIP programs and projects is sourced from Bonds, General Funds, Grants, Developer Contributions (Proffers), PPEA (Public-Private Education Facilities infrastructure Act) & Federal/State funds.

Agencies with Purchasing Authority

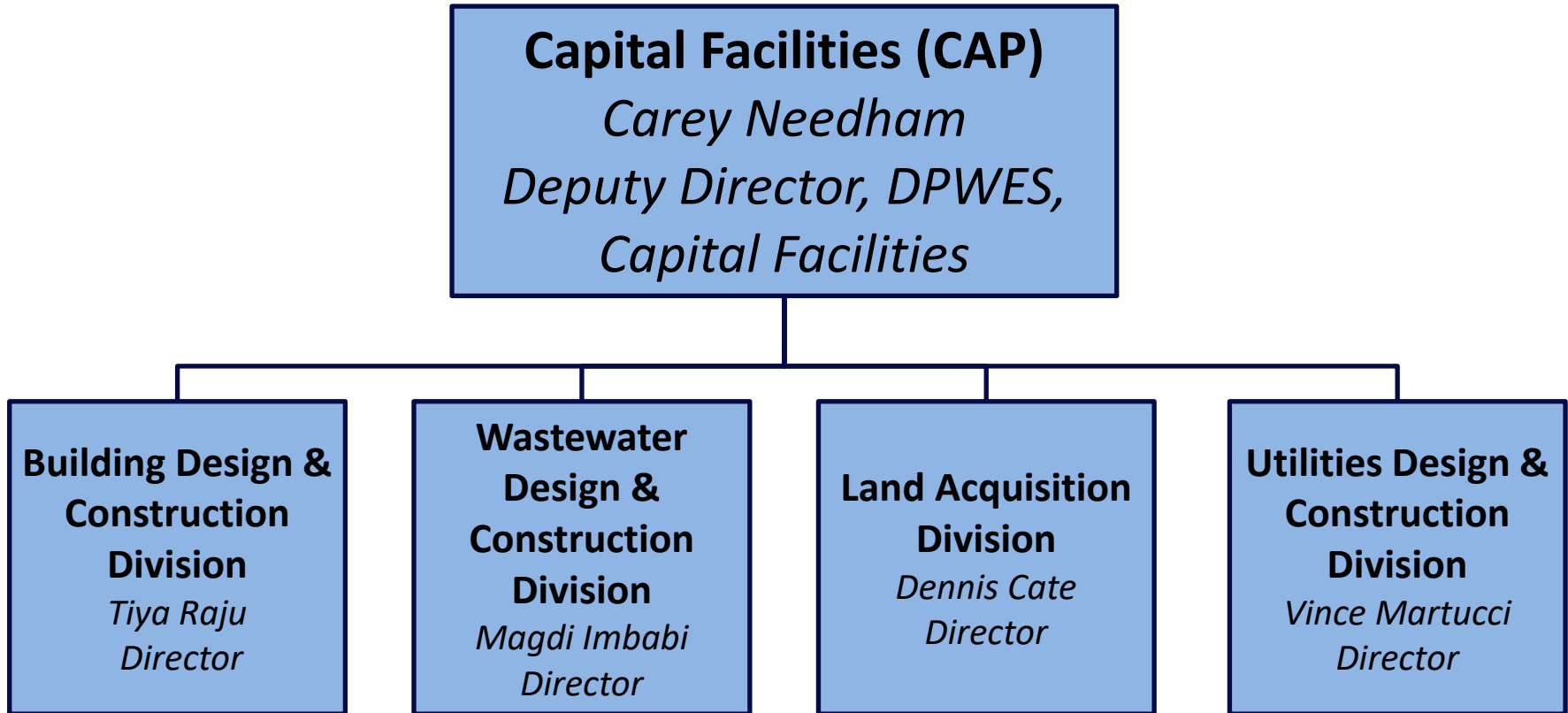
- **DPWES** Department of Public Works & Environmental Services
- **FCDOT** Fairfax County Department of Transportation
- **FCPA** Fairfax County Park Authority
- **FCPS** Fairfax County Public Schools
- **FCHCD** Fairfax County Housing & Community Development
- **DPMM** Dept. of Procurement and Material Management

Purchasing Authority, including designation of Contracting Officer authority originates in DPMM.

Department of Public Works & Environmental Services (DPWES)



DPWES - Capital Facilities



Trends 1 of 2 – Current Pathways to Construction

- **Design-Bid-Build (DBB):** This procurement remains the central approach for DPWES projects with significant value.
- **Construction Manager at Risk (CMAR):** CMAR projects are currently in progress for multiple divisions within Capital Facilities.
- **Design-Build (DB):** Typically selected as one-off or special circumstances.
- **Public-Private Partnerships (P3):** Evaluated when submitted or when included in master planning or other long-term strategies.
- **Task Orders/Basic Ordering Agreements (BOA's)/Job Order Contracts (JOC), etc.:** Limited scope methods addressing smaller projects with specific focus. New limits and restrictions on renewals may be set as political focus and markets change.

Trends 2 of 2 – Addressing the World Around Us

- **Regulation:** Inspection criteria are changing to address environmental contamination concerns, newly identified ADA needs, international law, general jobsite safety, legal or required sourcing and disposal of materials, as well as use administrating labor.
- **Prevailing Wage (PW):** The Fairfax County Prevailing Wage Ordinance goes into effect for projects solicited (bid) on or after July 1, 2022.
- **Photo Voltaic (PV) Power:** Projects providing solar ready, solar installed, and solar retrofitted structures are on the rise.
- **Project Labor Agreements (PLA):** PLA is to be piloted in the near-term for Capital Facilities projects.
- **LEED / Net Zero:** Mandatory and verifiable thresholds for environmental stewardship are currently included in many CAP projects.

Challenges – The Forces of Change 1 of 2

- **Supply Chain Interruptions & Delays:** Cost escalation and sequencing work are serious challenges in today's market. Interruptions and delays related to raw materials and assemblies have affected several projects. Fairfax County has attempted to mitigate this effect by providing maximum flexibility while still delivering high-quality facilities and systems.
- **Labor Costs:** Recent regional labor shortages have been driving costs upward concurrent with supply issues. Additionally, the level of skill applied on projects appears to be dropping as experienced workers leave the workforce without adequate time to mentor their replacements.
- **Cost Estimation:** Government depends heavily on predicting costs. Unique market pressures and the rising tendency for contractors to add costs into their bids to cover unforeseen issues leads into conditions that make estimation tasks difficult.

Challenges – The Forces of Change 2 of 2

- **Rapid Change:** Regulatory and Design Parameters are Changing Frequently. Although it is good to respond swiftly to changing needs, it is difficult for projects to complete the design phase before needs, rules and regulation changes occur.
- **Contractor Business Models:** Contractors have been running on thin margins for some time and recent pressure to provide early buy-out and procurement for scarce and long lead items puts stress on the long-accepted just-in-time process.
- **Recruitment and Staff Retention:** Government, vendors, designers, and contractors have not been immune from “The Great Resignation”. This subject covers sudden decisions to retire, demands from entry level staff for high salaries, teleworking demands, and a general decrease in skill across the board.

Building Design and Construction Division

Projects in Construction



Lorton Community Center & Library



Monument Drive Commuter Parking Garage



S. County Police Station & Animal Shelter



Stormwater/Wastewater Consolidation Facility

Building Design and Construction Division

Completed Projects



Public Safety Headquarters



Bailey's Shelter & Supportive Housing



Innovation Center
Parking Garage

Building Design and Construction Division

Projects in Design or Bidding Phase



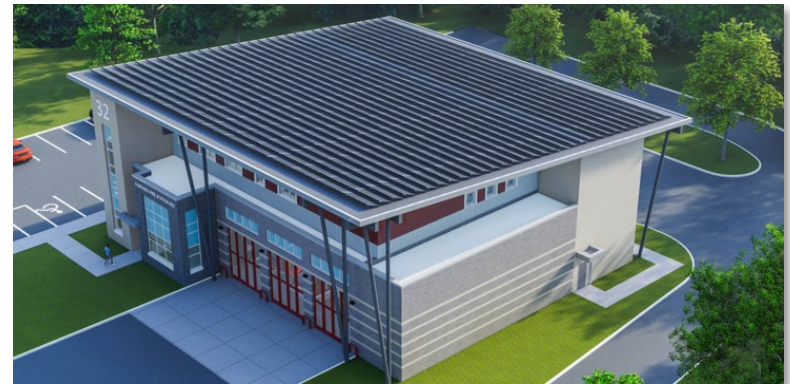
Adult Detention Center Security Upgrades



Kingstowne Center



West Annandale Fire Station



Fairview Fire Station

Building Design and Construction Division

Projects in Construction



Workhouse Building W13 & W15



Springfield Commuter Parking Garage

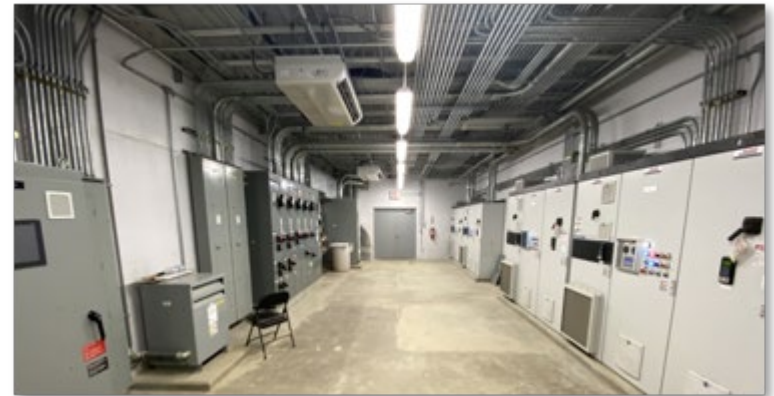


Police Heliport



Seven Corners Fire Station

Wastewater Design and Construction Division



Little Huntington Creek Pump Station

Wastewater Design and Construction Division



**Noman M. Cole Pollution Control Plant
Equalization Pond Rehabilitation**



Fort Hunt Gravity Sewer

Wastewater Design and Construction Division



**Noman M. Cole Jr. Pollution Control Plant
UV Disinfection**

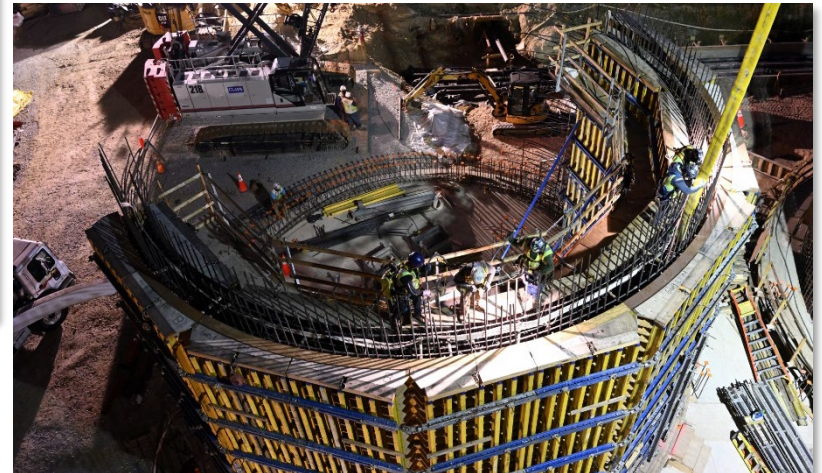
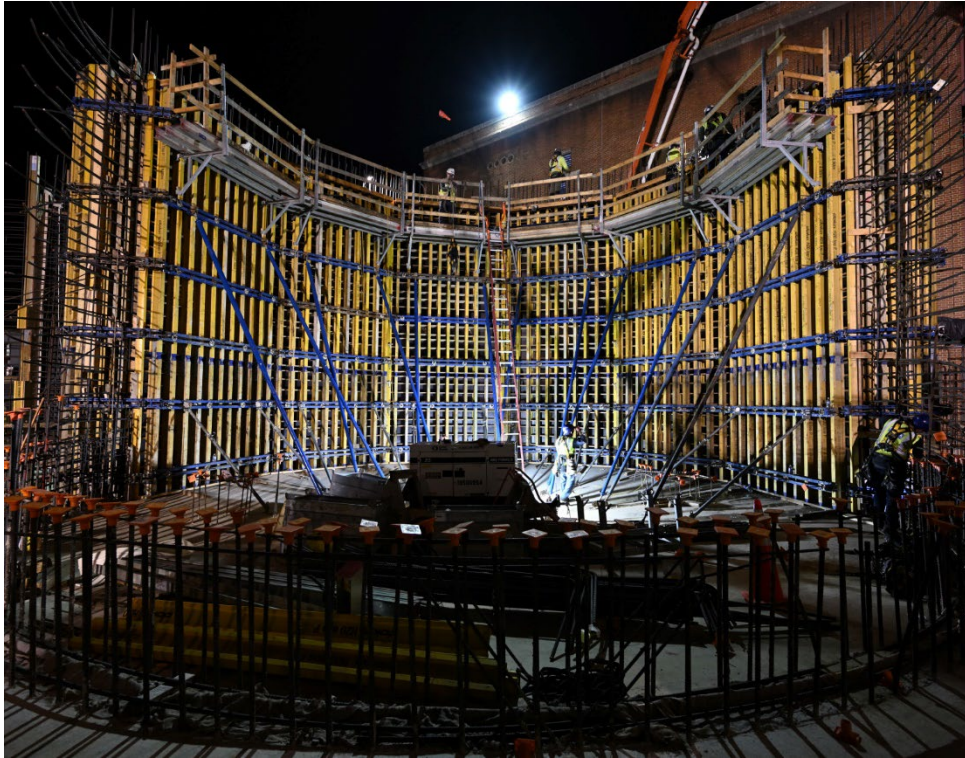
Wastewater Design and Construction Division



**Noman M. Cole Jr. Pollution Control Plant
Tertiary Filters**



Wastewater Design and Construction Division



**Noman M. Cole Jr. Pollution Control Plant
Solids 3 Sludge Storage Tank**

Opportunities – The Way Forward

- **Collaboration:** Fostering non-adversarial relationships between Owner's, designers, contractors, regulators, and the public is the best way forward.
- **Proactive Communication:** Preconstruction and informal Meet-and-Greet / mini-partnering sessions between AE's, Owners, and Contractors that have never worked together appear to be effective methods to set expectations.
- **Transparency:** Sharing information that affects the work without holding back. In other words, foster an all-in approach to trust between major stakeholders. (reveal internal problems early, admit errors, etc.).
- **Technology:** Leveraging technology for tracking and sharing data. This item includes the use of project construction management platforms and collaborative software packages for file transfer, document templates, review & signature routing, and general (documented) communication.
- **Flexibility:** Increased flexibility when facing challenges yields a stronger team and often an improved project regarding quality, schedule, and costs.

Fairfax County - Capital Improvement Program



Easy Questions?



THANK YOU TO OUR EVENT SPONSORS





AMERICAN COUNCIL OF ENGINEERING COMPANIES

Linda Bauer Darr

President & CEO

American Council of Engineering Companies (ACEC)



Andrea Rutledge

President & CEO

Construction Management Association of America (CMAA)



Rad Delaney, AIA, LEED AP, F.SAME

Regional Vice President

Society of American Military Engineers (SAME)

SAME WASHINGTON DC POST MAJOR CONSTRUCTION PROGRAM JOINT CONFERENCE

Mr. Kenny Simmons
Chief of Construction
U.S. Army Corps of Engineers
23 June 2022



"The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation."



**US Army Corps
of Engineers®**



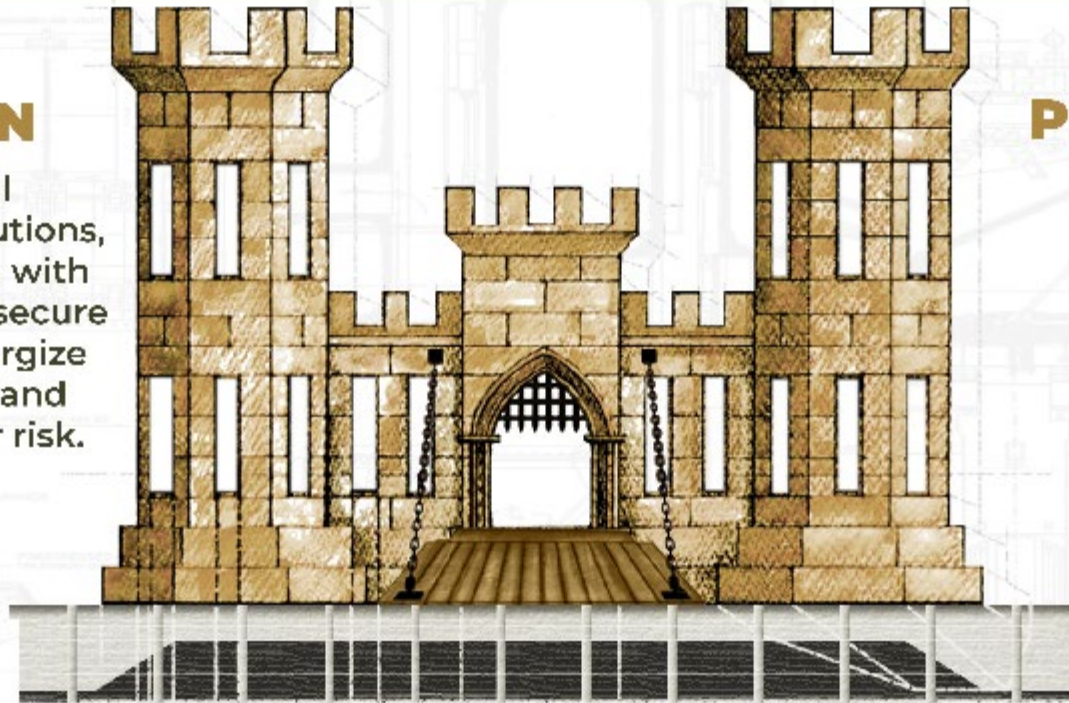
#55 COMMAND PHILOSOPHY



U.S. ARMY CORPS OF ENGINEERS

MISSION

Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk.



PRIORITIES

- PEOPLE
- READINESS
- PARTNERSHIPS
- INNOVATE

ENGINEERING SOLUTIONS FOR THE NATION'S TOUGHEST CHALLENGES

COMMAND PHILOSOPHY

- Promote and maintain a positive command climate
- Advance diversity and inclusion in our formations
- Deliver the Program
- Grow our next generation of leaders



FY22 USACE MISSION, VISION, PRIORITIES, COMMAND PHILOSOPHY, & CAMPAIGN PLAN



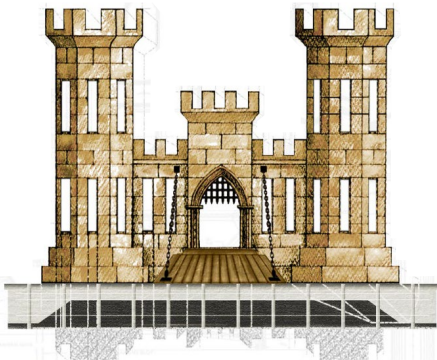
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Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk.

VISION

Engineering solutions for the Nation's toughest challenges.

U.S. ARMY CORPS OF ENGINEERS

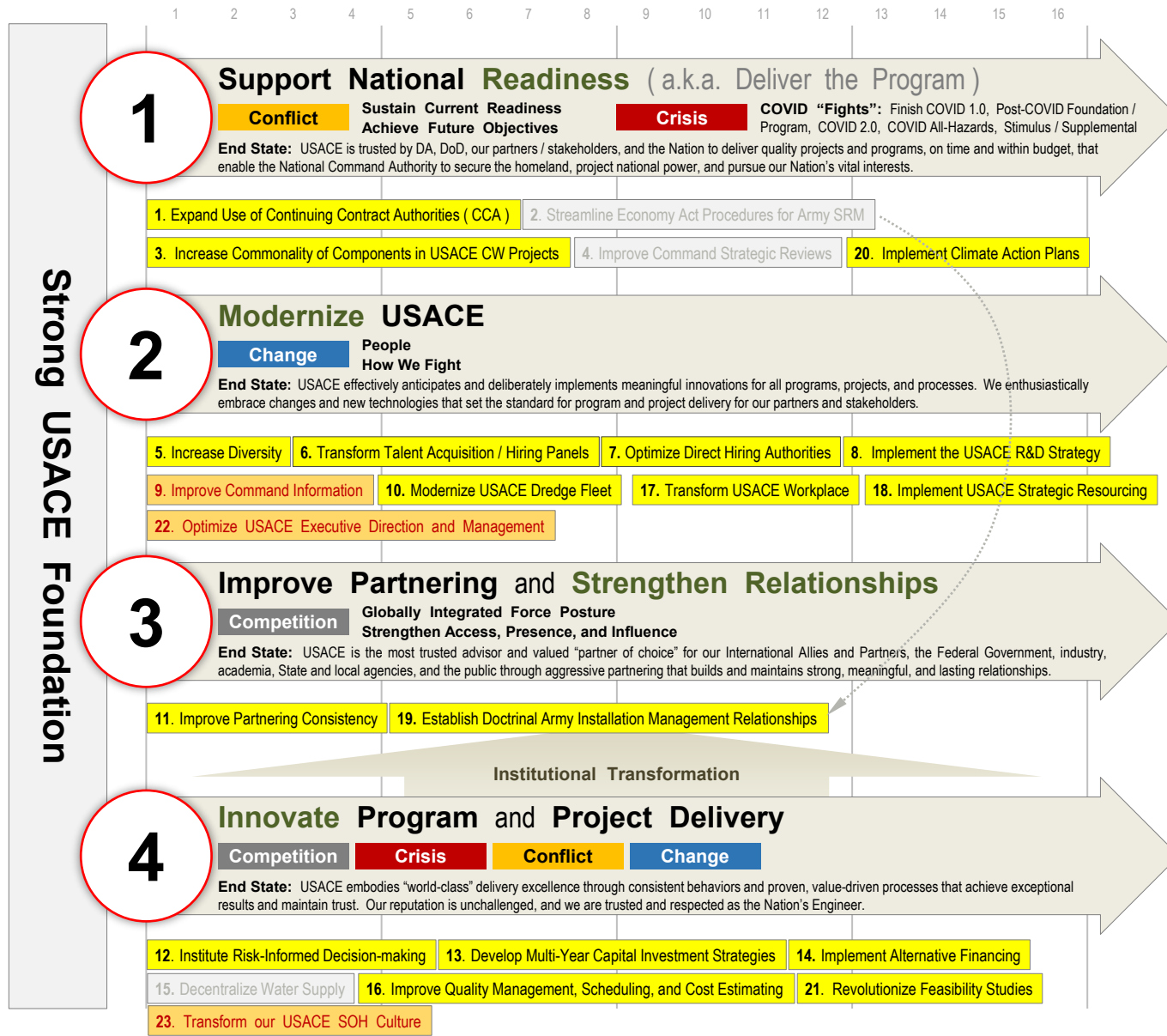


PRIORITIES

- PEOPLE
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- INNOVATE

COMMAND PHILOSOPHY

- Promote and maintain a positive command climate
- Advance diversity and inclusion in our formations
- Deliver the Program
- Grow our next generation of leaders



Winning = Finishing quality projects, on time and within budget . . . SAFELY.



USACE CURRENT MISSION SET

Delivering a massive **\$84B** portfolio of programs, projects & support

DA



The Engineer Regiment
90,000 members of the
Total Engineer Force



**DA MILCON and
Installation Support**
\$4.9B / 3 million service men and
women / 287 Installations



Civil Works
\$7.8B / ~1,000 projects
\$17.44B Disaster Supp & \$3.3B Disaster Relief (HR 2157)
\$5.7B Emergency Assistance (HR 5305)
\$17.1B = Infrastructure Act - IIJA (HR 3684)



Research & Development
\$1.35B / 2,000+ projects
Supporting DA, DoD, IIS

DoD



COCOM Support
\$5B to COCOMS & Interagency
In 110 countries



Missile Defense Agency
\$875M to 5 critical projects
Romania, Poland, Alaska



USAF / USN / DHA / DLA
\$10.7B installation infrastructure for
DoD and Sister Services



DOD/AF/Army/EPA/DOE
\$2B in national
environmental cleanup

IIS



Natural Disaster Response
\$4.5B response to disasters in
CA, TX, FL, PR, USVI, NC, LA



Veterans Affairs Program
\$8.7B Design & construct
22 Projects



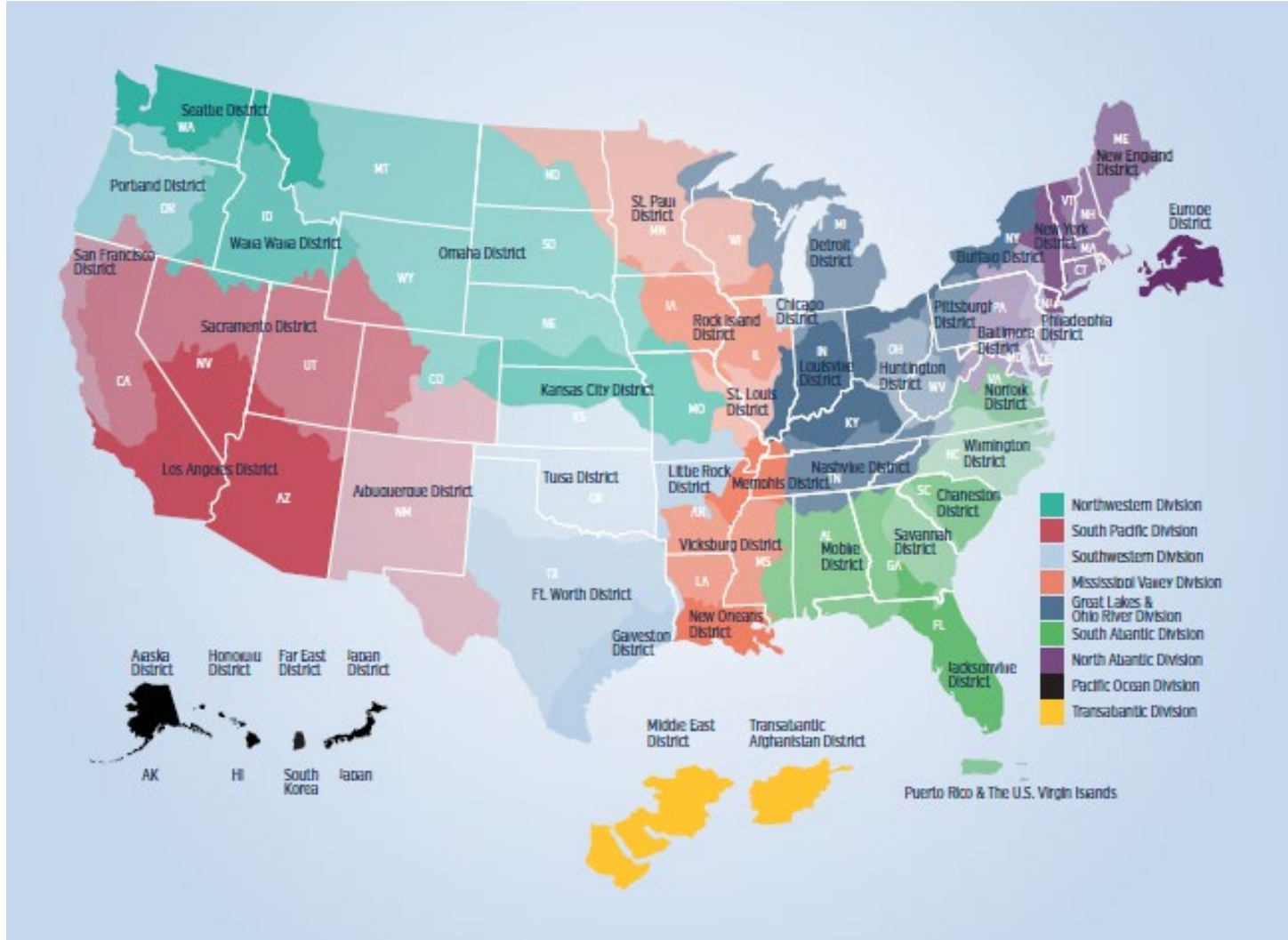
Foreign Military Sales
\$3.7B Design, construction, engineering
services & training
in 35 countries



COVID-19 Response
\$1.9B COVID Response (38 ACFs)
Support to Vaccine Production
Mass Vaccination Centers



USACE MSC & DISTRICT LOCATIONS



Headquarters (DC)

9 Divisions

43 Districts

9 Centers and Labs

1 Active Duty Unit

249th Prime Power Battalion

2 U.S. Army Reserve Theater Engineer Commands

412th and 416th

Contracting:

<https://www.usace.army.mil/Business-With-Us/>

~36,000 DA Civilians; ~800 Military; \$84 Billion Budget



US Army Corps
of Engineers

\$5.711 BILLION

Disaster Relief Funds Provided to the
U.S. Army Corps of Engineers



\$2.081 BILLION

Short Term Disaster Relief



\$3.630 BILLION

Long Term Resiliency Investments



Disaster Relief Supplemental
Appropriations Act, 2022

\$30 MILLION
Program Oversight



\$3 BILLION
Flood & Storm Damage
Reduction Construction



\$887 MILLION
Operations &
Maintenance



\$100 MILLION
Investigations & Damage
Reduction Studies



\$826 MILLION
Flood Control &
Coastal Emergencies



\$868 MILLION
Mississippi River &
Tributaries Program

U.S. Army Corps of Engineers Role in the Infrastructure Investment and Jobs Act

\$17.1 BILLION INVESTMENT

For Civil Works projects that address
water resources and infrastructure
needs for the Nation.



\$40 MILLION
Program Oversight



\$11.615 BILLION
Construction, Rehabilitation
& Restoration



\$4 BILLION
Operations &
Maintenance



\$75 MILLION
Water Infrastructure
Finance Innovation Act



\$808 MILLION
Mississippi River &
Tributaries Program



\$150 MILLION
Feasibility Studies
& Investigations



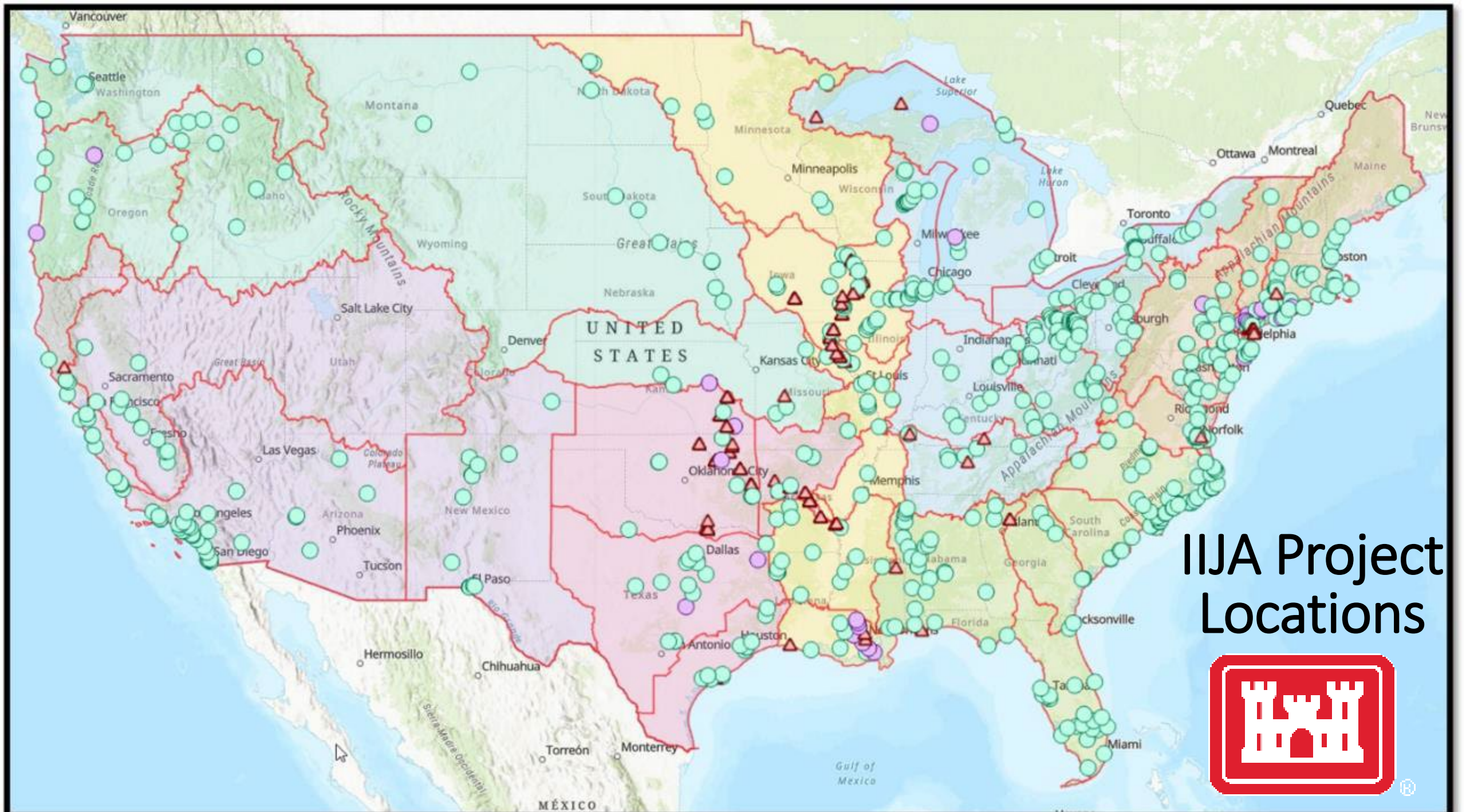
\$160 MILLION
Regulatory Program



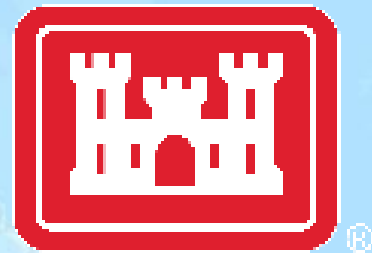
\$251 MILLION
Flood Control &
Coastal Emergencies



US Army Corps
of Engineers®



IJA Project Locations





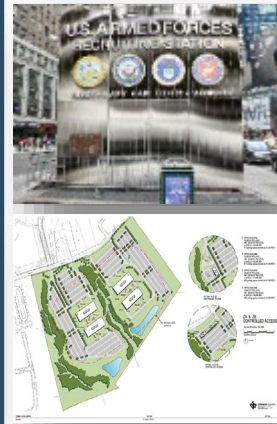
MILITARY PROGRAMS PORTFOLIO



MILITARY CONSTRUCTION



REAL ESATE



ENVIRONMENTAL



INSTALLATION READINESS



MILITARY MISSIONS



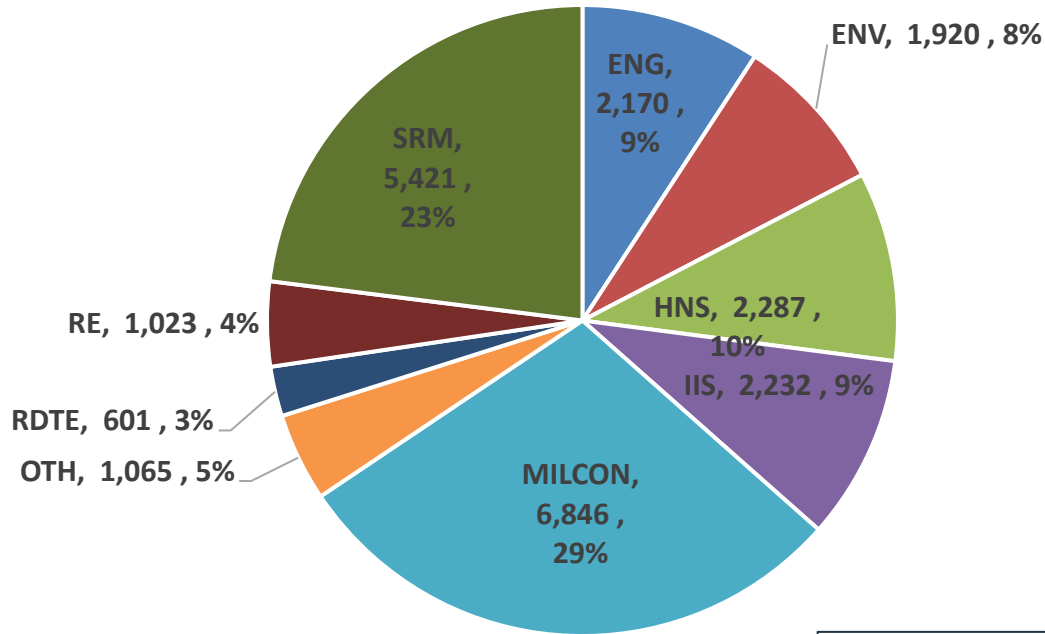
INTERAGENCY & INTERNATIONAL SERVICES



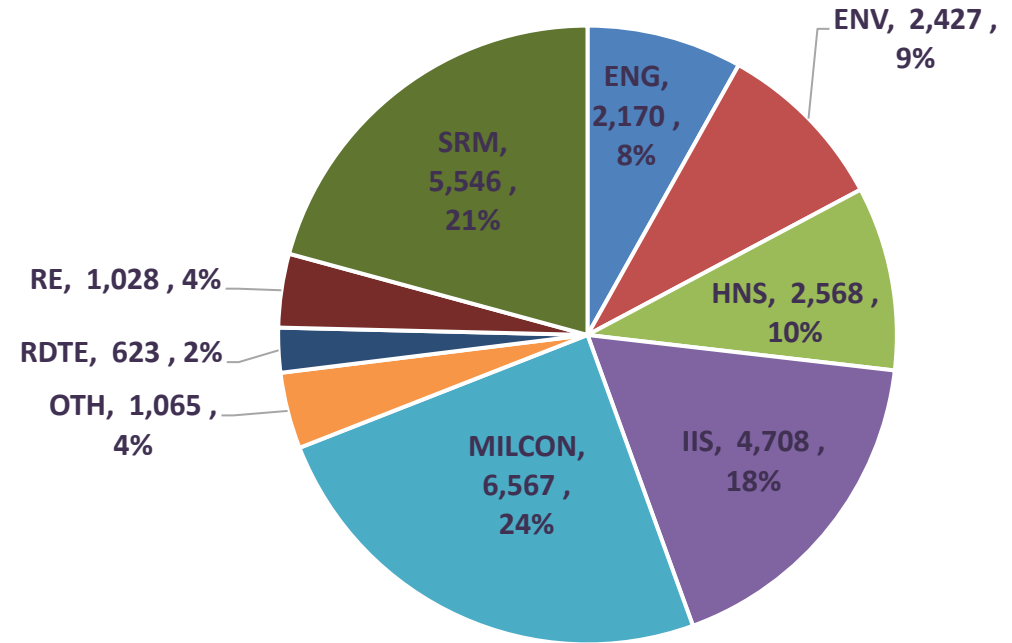


PROJECTED MILITARY PROGRAMS PORTFOLIO WORKLOAD

FY22 Program - \$23.6B (\$M)



FY23 Program - \$26.7B (\$M)

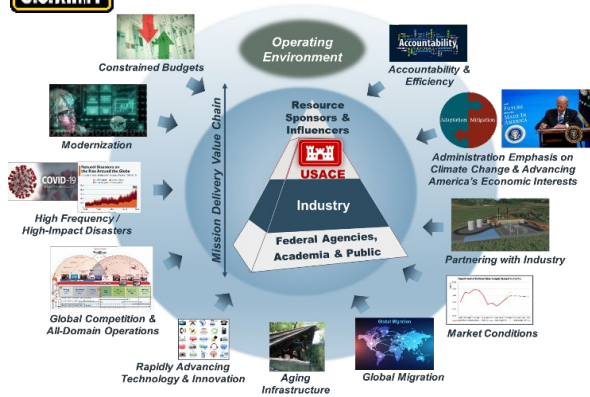


- ENG – Engineering Support
- ENV – Environmental Support
- HNS – Host Nation Funded Construction
- IIS – Interagency and International Services
- MILCON – Military Construction
- OTH – Other
- RDTE – Research & Development
- RE – Real Estate
- SRM – Sustainment, Restoration & Modernization

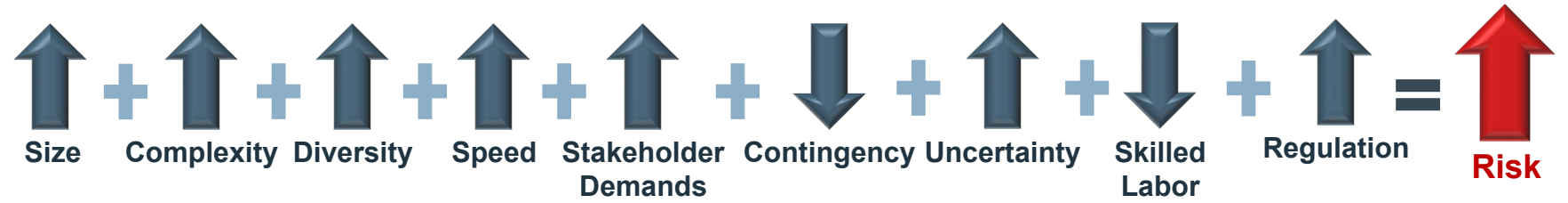
FY21 - \$22.5B Executed Across Military Programs Portfolio



OUR OPERATING ENVIRONMENT

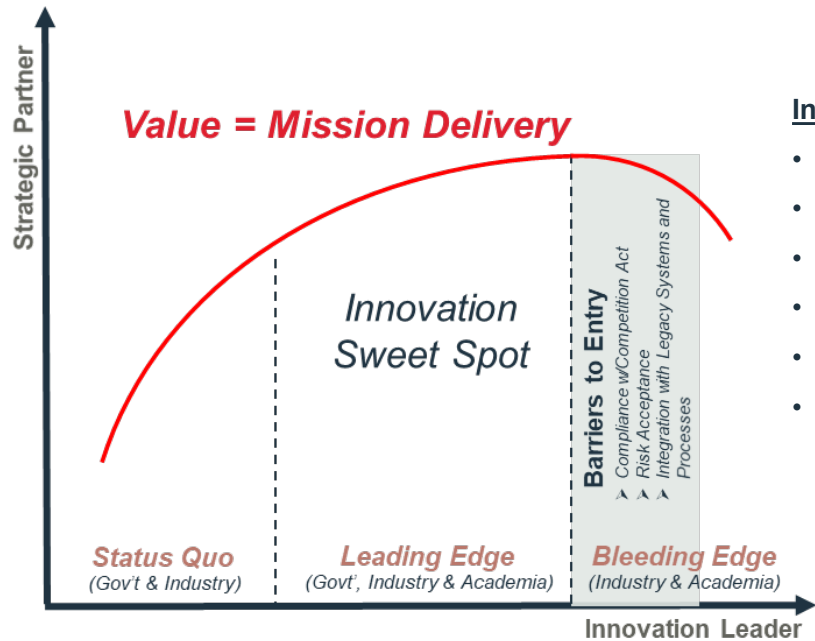


Program Trends:



Key Delivery Challenges

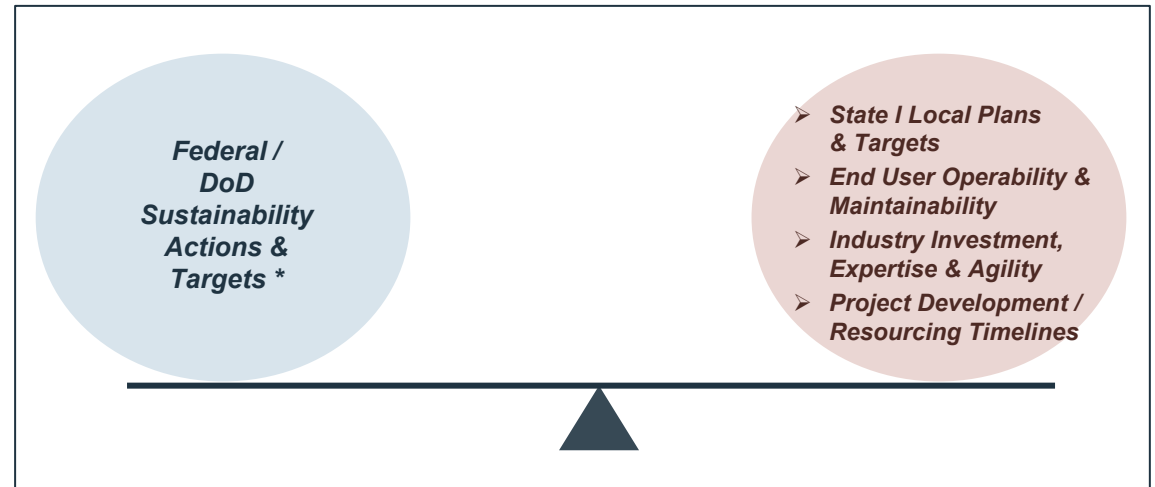
Achieving the Innovation Sweet Spot



Innovation Demand Signal

- Acquisition Methods
- Building Materials
- Delivery Processes
- "Big Data" Optimization
- Collaborative Tools
- Design Tools & Methods

Meeting Energy and Climate Change Goals Smartly



* EO 14008: Tackling the Climate Crisis at Home and Abroad / EO 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability Department of Defense Climate Adaptation Plan, Sep 2021 Army Climate Strategy, Feb 2022



ENGINEERING & CONSTRUCTION STRATEGY MAP



Meeting the Nation's Engineering Needs and Preparing for the Uncertainty of the Future

Vision: Engineering solutions for our Nation's toughest challenges

Mission: E&C provides vital engineering services and water resource stewardship, in peace and war, to strengthen our Nation's security, energize the economy, and reduce disaster

Enterprise Operating Challenges

- Adequate Training
- Aversion to Risk
- Climate Change/Resiliency
- Competency Gaps
- Competing Priorities
- Culture of Quality
- Cybersecurity
- Imbalanced Workforce
- Operational Tempo
- (Post) Pandemic-Telework Posture

(1) Deliver Quality Consistently

Purpose: Safe program/project execution with focus on quality, cost, and schedule.

- Emphasize "Back to Basics"
- Reinforce Systems of Redundancy
- Embed Quality throughout life-cycle
- Establish/Track Quality Metrics
- KM/Lessons Learned
- Optimize Standardization (design, process)
- Embrace Risk Informed Decision Making

(2) Develop and Enable Workforce

Purpose: Acquire, develop and enable our workforce through effective tools and resources.

- Basic Assessment of Technical Skills
- Staff aggressively (WF/WL, regional interdependency, strategic hiring)
- Train for the future (Certify Professionals)
- Establish exchange program
- Industry cross-pollination (embedded)
- Recognize excellence
- Utilize CEI-CF (formerly CP-18)
- Provide state of the art tools/IT

(3) Increase Collaboration and Leverage Ingenuity

Purpose: Getting the right information to the right people at the right time

- Engineering Without Borders (Regional Business Centers)
- Leverage enterprise, CoPs, and CXs
- Encourage creativity and innovation
- Technical Innovation Forum
- Guidance and Policy
- Formalize feedback loops
- Embrace acquisition alternatives

Desired Outcomes

- Increased Accountability
- Delivery of quality projects that effectively meet requirements
- Versatile, agile, technically-exceptional workforce
- Mission-ready organization with enterprise capacity to take on challenges
- Culture of dedicated public service
- Manage risk to stakeholders and federal government
- Preferred partner of industry and stakeholders

Desired End State
Affirmation as *world-class* Engineering and Construction organization that delivers *world-class* projects

Aligned with CG's Command Philosophy



REINFORCING EFFECTIVE PARTNERING PRACTICES



Phase I – Strengthen the Foundation

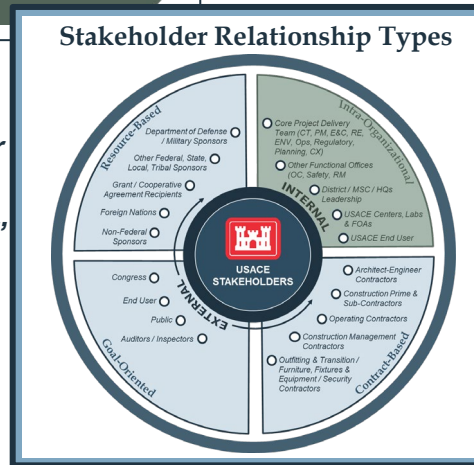
Command Partnering Philosophy

3 Cs of Successful Partnering



Key Elements:

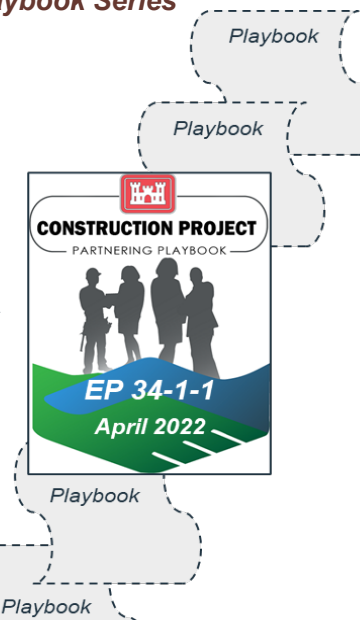
- Successful delivery requires enduring partnerships with our stakeholders
- Effective partnering begins with a "PARTNERING MINDSET"
- Partnering is a continuous activity that occurs across the LIFE-CYCLE of all missions, programs, and projects
- LEADERSHIP COMMITMENT and involvement must take place at all echelons



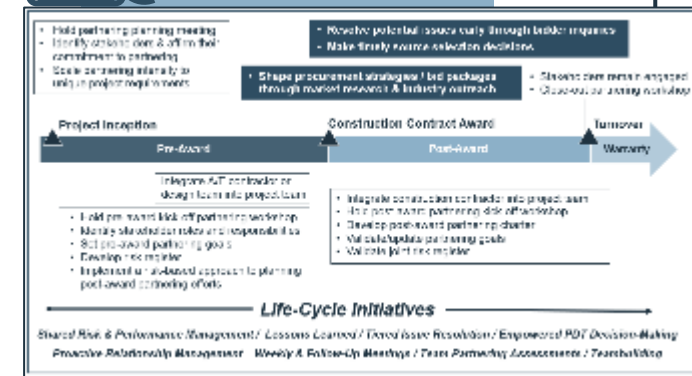
Phase II – Set the Standard

Playbook Series

- Establishes a consistent standard
- Scalable tools and processes to meet the unique needs of each project

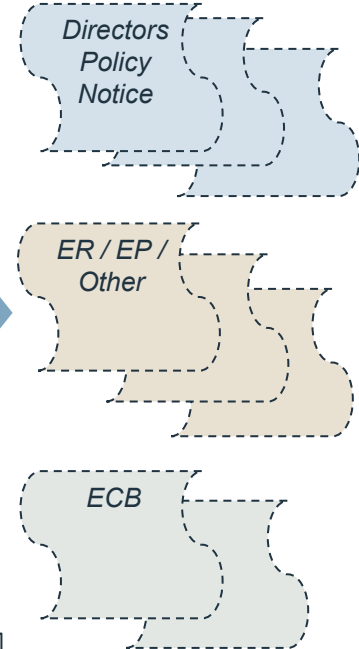


Construction Project Partnering Standard



Phase III – Foster Enduring Excellence

Functional Policy & Guidance

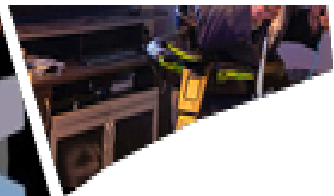
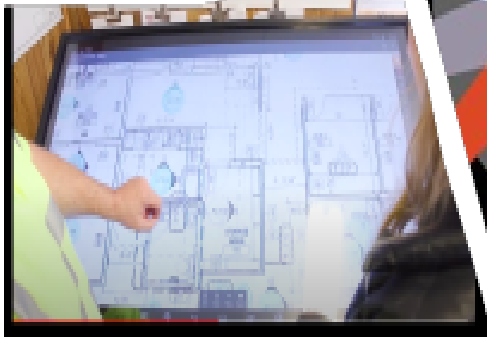




CONSTRUCTION MANAGEMENT INNOVATION

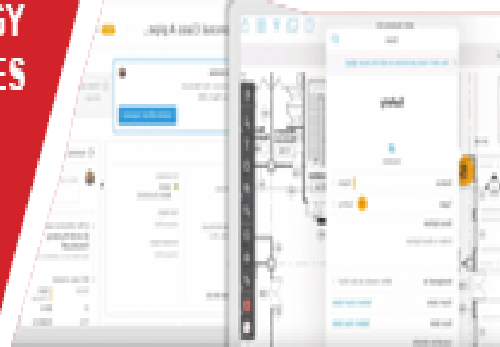


RESOURCES



LEVERAGING
INDUSTRY
TECHNOLOGY
+ RESOURCES

APPLICATION



PEOPLE

PROCESS

TECHNOLOGY

OPERATIONALIZE
R+D

MOBILE
TOOLS

OPTIMIZED,
EFFICIENT
WORKFORCE



IMPROVED
COMMUNICATION



INTERESTED IN DOING BUSINESS WITH US?

1. **Register in the System for Award Management database.**
It is MANDATORY that all vendors be registered under the SAM program.
2. **Find information on available opportunities through the Federal Business Opportunities website:**
<https://www.fbo.gov/>
3. **Complete the appropriate forms stated or provided in the synopsis or solicitation.**
4. **Visit the website for the division, district, center or laboratory you desire to do business within order to learn about the missions and the types of services/supplies each procures.**
5. **If you are a small or small disadvantaged business, call, write or visit the USACE Deputy for Small Business in the location of interest to you to discuss your firm's capabilities, interest and capacities to perform.**





SMALL BUSINESS POINTS OF CONTACT

Army Geospatial Center (AGC) Deborah Ahn: 703-428-7385	Northwestern Division (NWD) Christopher Harper: 503-808-4000
Great Lakes and Ohio River Division (LRD) Bonita Carroll: 513-684-6248	Pacific Ocean Division (POD) Joan Kaimikaua: 808-835-4761
Huntsville Center (HNC) Rebecca Goodsell: 256-895-1385	South Atlantic Division (SAD) Antwinette Goodman-Cooper: 404-562-5059
Engineer Research & Development Center (ERDC) Demetric Erwin: 601-631-5951	South Pacific Division (SPD) Jack May: 415-503-6947
Mississippi Valley Division (MVD) Marlan Snodgrass: 601-634-7235	Southwestern Division (SWD) Melea Crouse: 469-487-7105
North Atlantic Division (NAD) Rippert Roberts III: 347-370-4588	Transatlantic Division (TAD) Rachal Raposa: 540-665-1391

Additional information available at: www.usace.army.mil/Business-With-Us/Small-Business



★★★
U.S. Army Corps of Engineers
**DELIVERING THE MISSION
FOR AMERICA**
Finishing quality projects on time and within budget, safely
Since 1775
★★★

IN PARTNERSHIP WITH YOU...

- What can USACE do to help you deliver the mission?
- Are our regional and local offices meeting your needs?
- What barriers to success are you encountering? How can we work together to remove these barriers?





CONTACT INFO



Kenny Simmons | AIA, LEED AP BD+C

Chief of Construction

U.S. Army Corps of Engineers, Headquarters 3G73

202-761-7234 (O) | 202-669-0728 (C)

kenneth.c.simmons@usace.army.mil

Branch mailbox: Construction@usace.army.mil

(Construction, Cost Engineering, AE Contracting, etc.)

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UPCOMING EVENTS



FREE FOR
MEMBERS

SAME Washington DC Post Proudly Presents:

FIRST FRIDAY LUNCHTIME LEARNING SESSIONS

Friday, July 1, 2022

12:00 pm - 1:00 pm ET

MS Teams Virtual Platform

Earn 1 PDH each session

www.same.org/DCPost

TOPIC:
Using Digital Twin Technology
to Go Beyond Replacing
Like for Like

PRESENTED BY:

HUITT-ZOLIARS

John J. Kluber,
PE, MBA

UPCOMING EVENTS



SAME Washington DC Post Proudly Presents:

FIRST FRIDAY LUNCHTIME LEARNING SESSIONS

First Friday every month
12:00 pm - 1:00 pm ET
MS Teams Virtual Platform
Earn 1 PDH each session

CALL FOR PRESENTATIONS

UPCOMING EVENTS

A promotional poster for a golf event. The background is a red and dark blue diamond-patterned grid. On the left, there is a white silhouette of a golfer in mid-swing next to a golf ball on a tee. The text is primarily in white and red. The top left features the logo for the Society of SAME (American Military Engineers Washington DC Post) with the website www.same.org/dcpost. The main title 'SUMMER CELEBRATION AT TOPGOLF' is in large, bold, white letters with a red outline. Below the title, the location 'NATIONAL HARBOR, MD' is written in white. The date and time 'THURSDAY, JULY 21 6:00 PM - 9:00 PM' are in white. A red box with white text says 'SPONSORSHIPS AVAILABLE!'. At the bottom, a white box with black text reads 'ALL PROCEEDS SUPPORT OUR SCHOLARSHIP PROGRAM'.

Society of
SAME
American Military Engineers
Washington DC Post

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**SUMMER CELEBRATION
AT TOPGOLF**

NATIONAL HARBOR, MD

THURSDAY, JULY 21
6:00 PM - 9:00 PM

**SPONSORSHIPS
AVAILABLE!**

**ALL PROCEEDS SUPPORT OUR
SCHOLARSHIP PROGRAM**



FIRST FRIDAY SESSION: How to Ensure Compliance with the **Buy American Act**, the Trade Agreements Act, and the “Buy America” Requirements of the New Infrastructure Investment and Jobs Act, presented by **Doug Hibshman**, *Fox Rothschild LLP*
Friday, August 5 | 12:00 pm – 1:00 pm | Virtual



SAME DC/NoVA/Mid-Maryland Posts at the JBA Air Show
Sept. 16-19 | Joint Base Andrews Expo



Federal Luncheon Program: Innovation in 5G Networks & Electric Infrastructure
Thursday, September 22 | 11:30 pm – 2:00 pm | Army and Navy Club at Farragut Square



Annual Scholarship Golf Tournament – It’s back!
Wednesday, October 5 | Joint Base Andrews – The Courses at Andrews

UPCOMING NATIONAL CONFERENCE



20 22 SAME FEDERAL SMALL BUSINESS CONFERENCE

NOVEMBER 2-4 • 2022 • NASHVILLE, TENNESSEE

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OPPORTUNITY
HAPPENS

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