

SPECIAL THANKS TO OUR 2025 ANNUAL SPONSORS









































December 3, 2025

WELCOME EVERYONE!

Thanks for Joining Us!

Cathy Otis, AIA

GFT

President, SAME NoVA Post





Upcoming Events

- Dec 5th Leadership & Mentoring Program Graduation, Maggiano's Chevy Chase
- Dec 11th 11th Annual B2B Event, National Museum of the U.S. Army, Fort Belvoir
- Dec 13th Wreaths Across America at Arlington National Cemetery
- Jan 21st Happy Hour Bowling, FMWR Bowling Center JBMHH





GUEST SPEAKERS



Robin White Washington Aqueduct



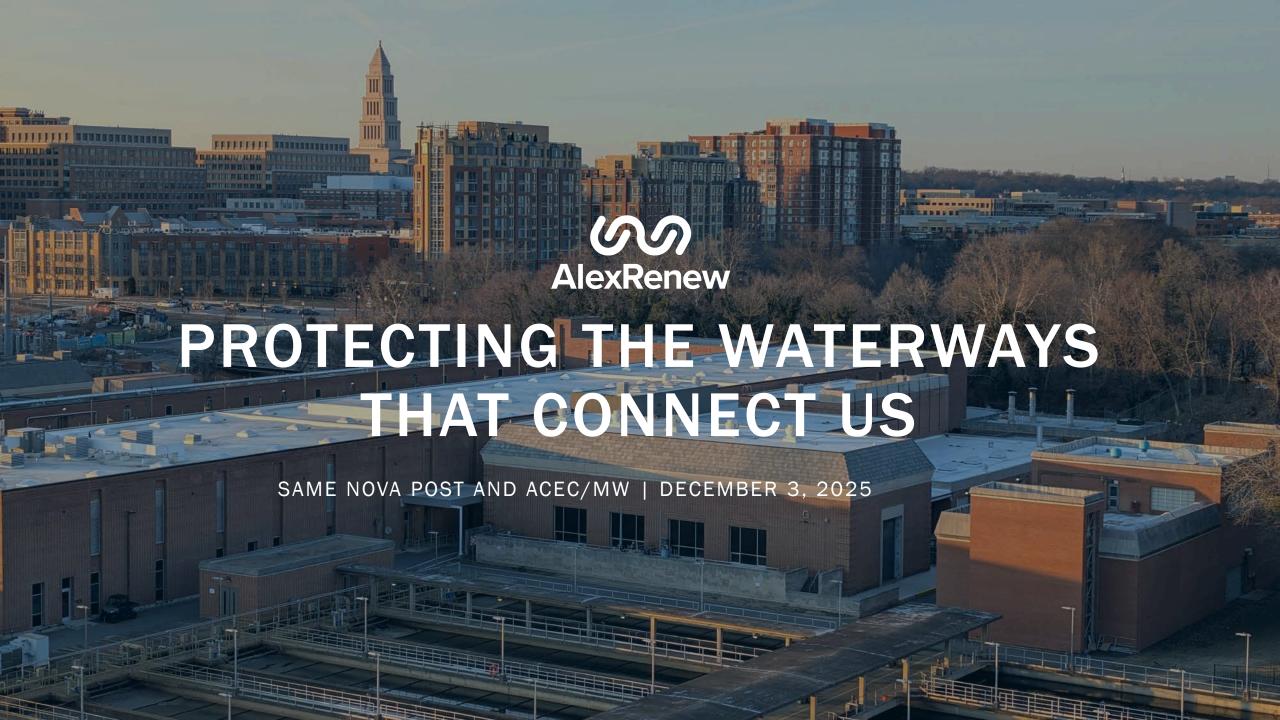
Kevin Pilong AlexRenew



Alex Silver
Prince William Water



Kevin Bellamy
DC Water & Sewer
Authority



ALEXANDRIA'S WATER SYSTEM









Drinking water distribution system

Virginia American Water

Sanitary and combined sewer system

City of Alexandria

Wastewater treatment and combined sewer outfalls

AlexRenew

Stormwater system

City of Alexandria

ALEXRENEW

OVERWEW

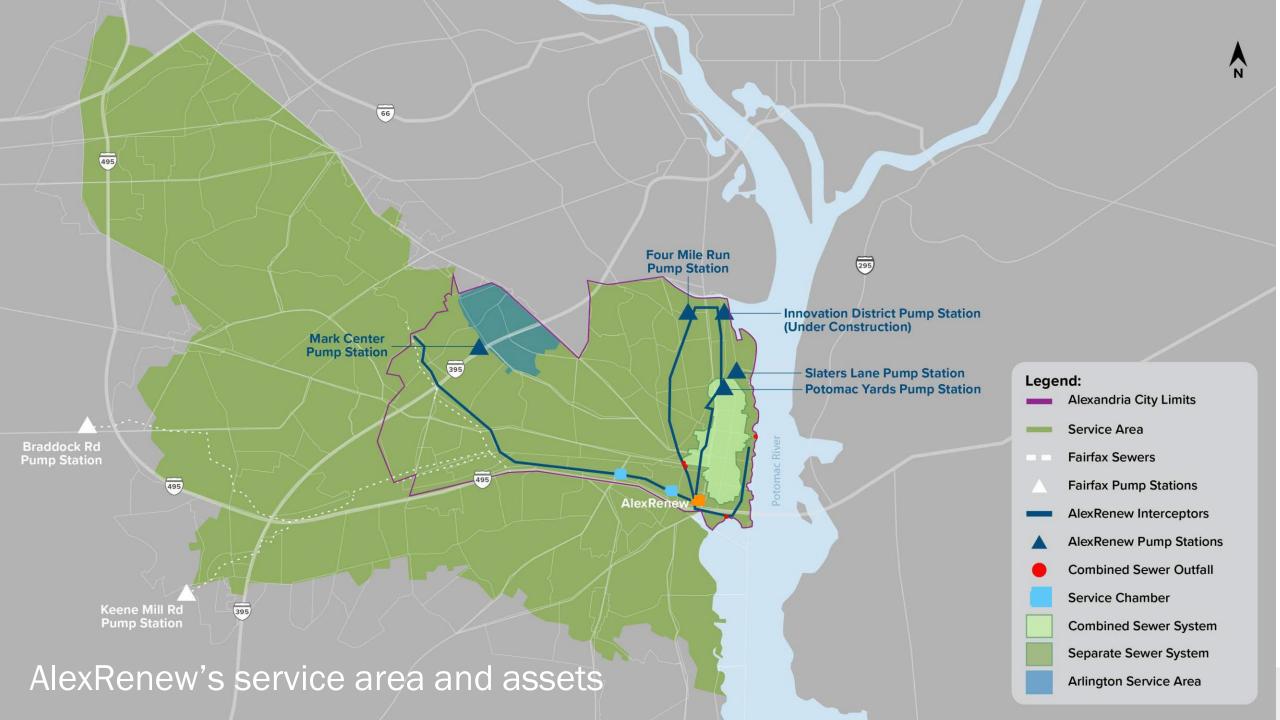
Purifies 13 billion gallons of wastewater each year

Serves a population of about 300,000 people in Alexandria and portions of Fairfax County

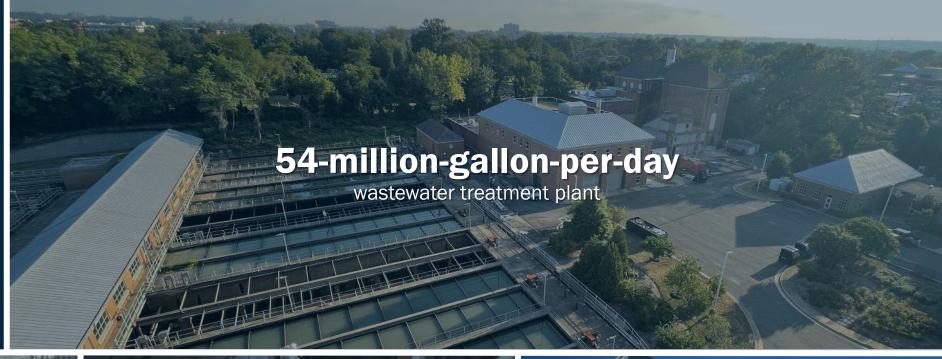
Established in 1952 as an independent authority

Governed by a 5-member citizen Board

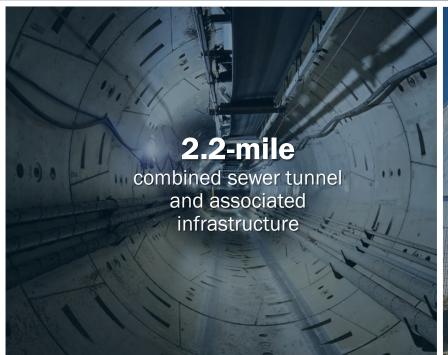




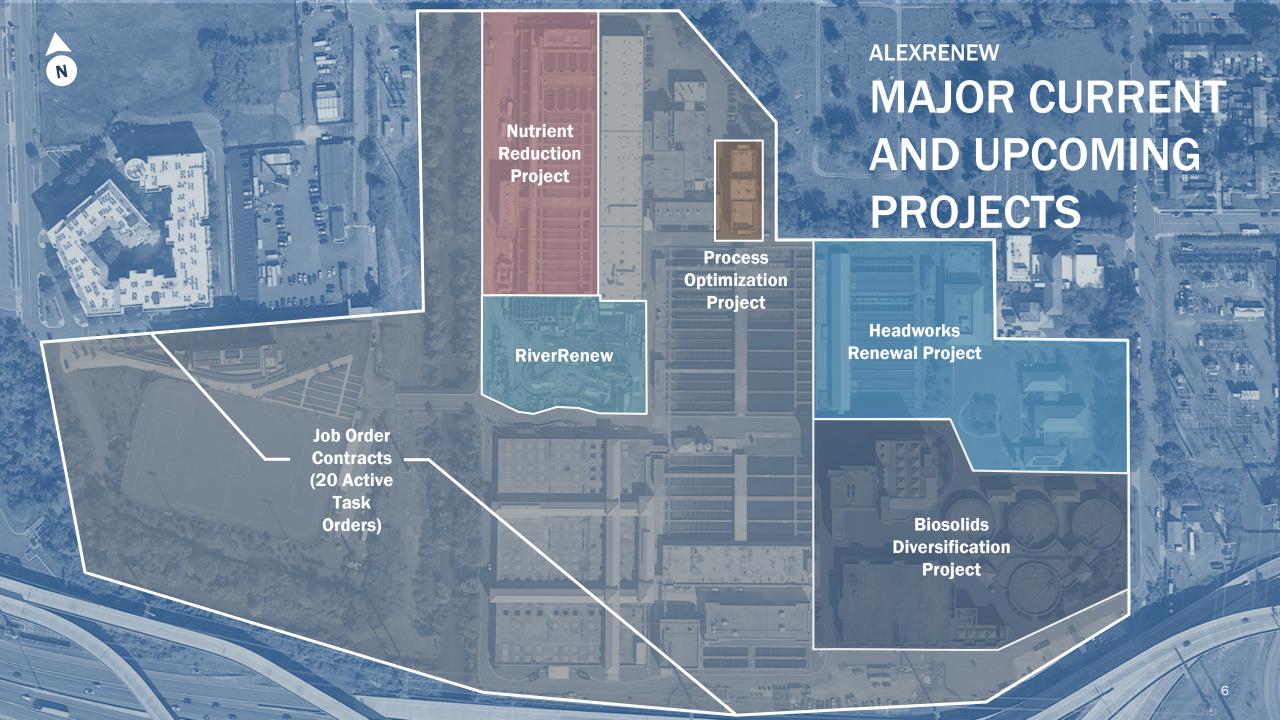
ALEXRENEW'S \$1.2 BILLON OF ASSETS













JOC WASTEWATER CONSTRUCTION SERVICES OVERVIEW

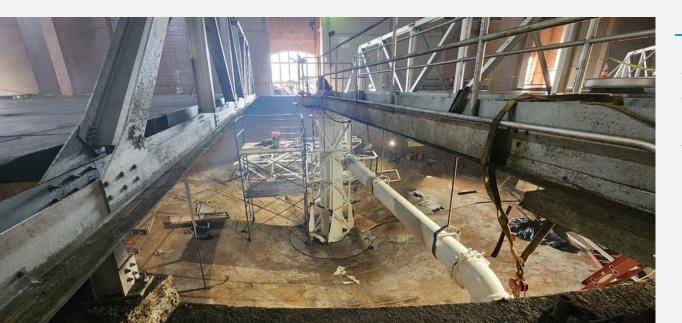
71 task orders executed since July 2023 ~ total value approximately **\$15M**











Types of wastewater construction, rehabilitation, and improvement work

- / Wastewater emergency response
- / Pump stations
- / Interceptors, tunnel, and/or associated facilities
- / Odor control systems and process
- / Diversion and flow metering vaults
- / Bypass pump vaults
- MEPIC and SCADA programming
- / HVAC
- / Site, facilities, grounds, and building work

Contract Terms

Contract Limits

- One (1) year initial term
- / Renewable for three (3) additional one (1) year terms
- / Next solicitation expected 2029
- / Per VPPA guidelines
- / \$10 million per term
- / \$1 million per task order

phaseforward

Building a Resilient Wastewater Future



Headworks Renewal Project

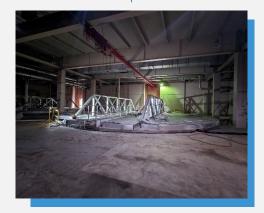
Improvements to aging equipment that provides initial screening of debris larger than a pea and settling solids as small as a grain of sand

Type: CMAR

CMAR: Ulliman Schutte

Engineer: GHD Costs: \$120M

Schedule: 2024-2030



Biosolids Diversification Project

Upgrades to meet emerging regulations, increase bioenergy production, and realize alternative beneficial end uses for biosolids

Type: CMAR

CMAR: PC Construction Engineer: Stantec Costs: \$315M

Schedule: 2024-2030



Process Optimization Project

Installation of new equipment to enhance our nutrient removal processes and continue to improve water quality in the Chesapeake Bay and its tributaries

Type: Design-Bid Build

Contractor: ACE Engineer: Jacobs Costs: \$10M

Schedule: 2025-2026



Nutrient Reduction Project

Rehabilitation of processes providing the final settling and filtration of wastewater to further reduce nutrient loads and allow for continued growth in our community

Type: Progressive Design-Bid

Design-Builder: TBD Owner's Advisor: Carollo

Costs: \$180M

Schedule: 2026-2030

THE COLLABORATIVE DELIVERY ENVIRONMENT REDUCES RISK AND RESULTS IN CREATIVE SOLUTIONS FOR COMPLEX WASTEWATER PROJECTS

Benefits of collaborative delivery

~

Contractor collaboration and input during design

Single point of accountability (Progressive Design-Build)

✓

Single procurement process (Progressive Design-Build)

✓

Accelerated schedule

~

Non-price factors considered in selection

✓

Open book cost estimating and cost certainty prior to design completion

~

Coordinated approach to maintaining plant operations early in design

~

Construction can be executed in discrete phases

WHERE TO TRACK OPPORTUNITIES TO PARTNER

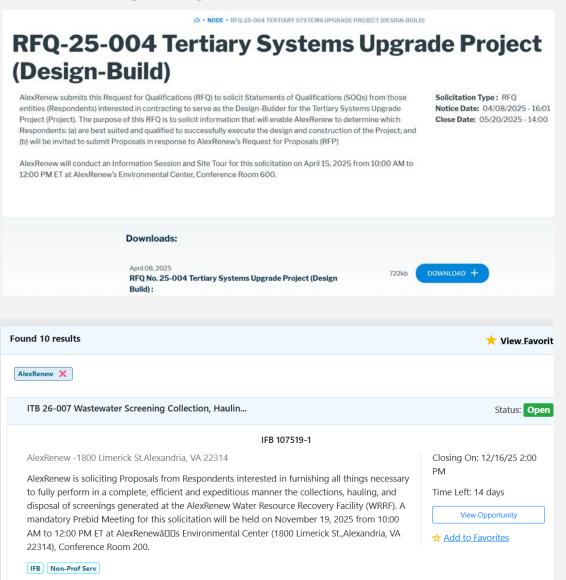
Alexrenew will post all upcoming solicitations and notices on:

- AlexRenew's website: www.alexrenew.com/procurement
- eVA: <u>www.eva.virginia.gov</u> (Search for "AelxRenew" under Statewide Opportunities)
- No registration required to see the documents at either location

Contact for general procurement inquiries:

Igor Scherbakov, VCO, CPPO Procurement Manager

Purchasing@alexrenew.com





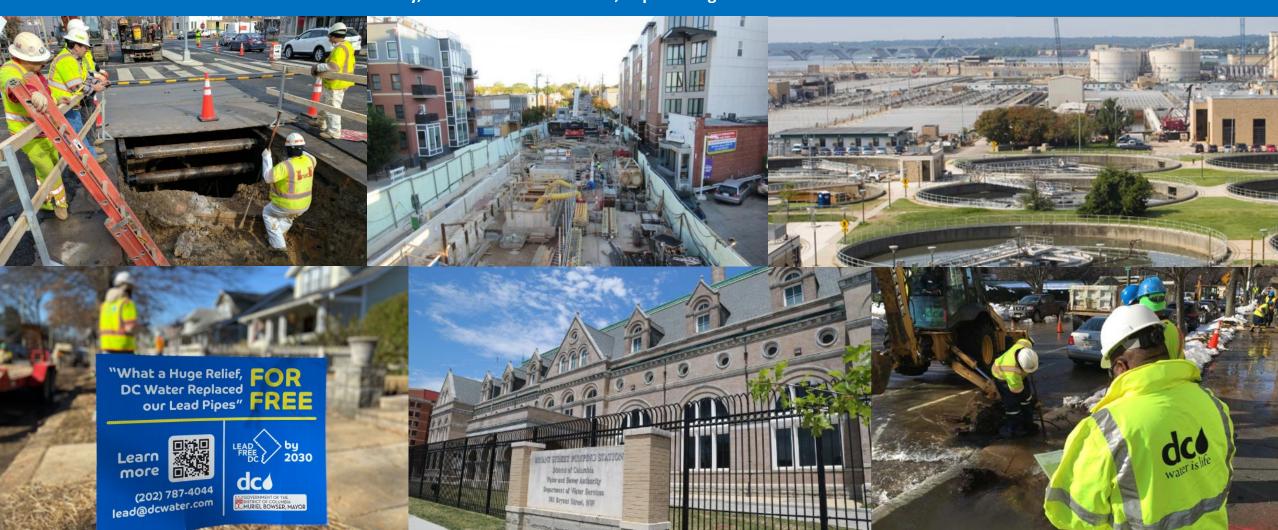


DC Water's evolving 10 year CIP

Presentation to Society of American Military Engineers (SAME) - Northern Virginia Post December 3rd 2025

District of Columbia Water and Sewer Authority

Kevin Bellamy, Director of Procurement, Capital Programs





Introduction to DC Water

DC Water

- Provides:
 - Drinking water distribution for DC 1,320 miles of pipes & 4 pump stations
 - Required wastewater collection and treatment 1,900 miles of pipes & 9 pump stations
 - Stormwater collection and conveyance 580 miles & 15 pump stations
- Treats wastewater for a population of about 2.5 million
 - District of Columbia
 - Montgomery & Prince George's counties, MD
 - Fairfax & Loudoun counties, VA
- Blue Plains Advanced Wastewater Treatment Plant
 - Average daily capacity 384 mgd, Peak 550 mgd
 - Wet Weather Treatment Additional 225 mgd
- Serves a regional area of approx. 725 Sq Mi
- 10 Year CIP \$9.6 billion
- Annual Operating Budget \$788M



Blue Plains Service Area





CIP Program Areas

- **♦** WATER
 - Water Distribution Systems (SDWM, LDWM and Valves)
 - Lead Free DC Program
 - Water Pumping Facilities
 - Water Storage Facilities
- IR&R CONTRACTS
- STORMWATER
- NON-PROCESS FACILITIES
 - Facility Land Use

- SANITARY SEWER
 - Sanitary Collection System
 - Sanitary Pumping Facilities
 - Interceptor/Trunk Force Sewers
- WASTEWATER TREATMENT
 - Liquid Processing
 - Plantwide
 - Solids Processing
- DC CLEAN RIVERS

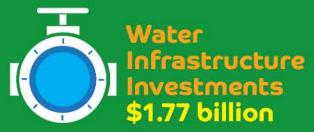
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DC Water Budget Overview

FY2025-2034 **Proposed** Capital Investments of \$9.6 billion



Ramps up to 1% rehabilitation for small/local sewer lines per year and invests in high risk trunk sewers.



Ramps up to 1.5% replacement for small diameter water mains per year.



Blue Plains \$1.76 billion

Funds rehabilitation and upgrades including Filters, Primary treatment, and process innovations.



\$1.10 billion

Continue eliminating lead service lines and meet regulatory requirements.



dceclean \$1.07 billion

Clean Rivers projects to meet Consent Decree



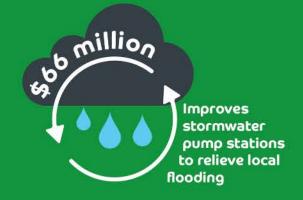
Invests in the Aqueduct's capital infrastructure



Invests in process equipment, specialized vehicles, and information technology infrastructure



Renovates Non-Process Facilities including at Blue Plains, Main Pump Station, and Bruant Street Pump Station.





The 10-Year \$9.62 billion Capital Program

- Fully funds the Clean Rivers Program including completion of the Potomac River tunnel to meet the consent decree requirement by 2030
- Allocates \$1.1 billion for the Lead-Free DC program
- Invests \$4.5 billion in the aging water and sewer system infrastructure including full rehabilitation of Potomac Interceptor
- Funds more than 150 miles of small diameter water main replacement
- Directs \$1.8 billion for major rehabilitation and upgrades at Blue Plains
- Allocates \$500.8 million for DC Water's share of the Aqueduct's infrastructure program
- Provides \$350.8 million for the purchase/replacement of vehicles, heavy-duty equipment, mechanical equipment, operational facilities, meters, office renovations, and IT projects





Water (\$2.87B)

Overall Increase - \$519M

Water Distribution System - \$1.21B





Lead Free DC - \$1.1B





Water Pumping Facilities - \$43M





Water Storage Facilities - \$251M

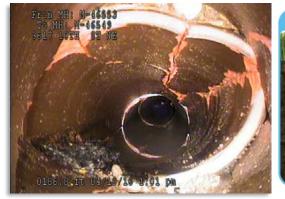






Sanitary Sewer (\$1.86B)

Overall Increase - \$863M
Sewer Collection System - \$685M







Interceptor/Trunk Force Sewers - \$1.34B

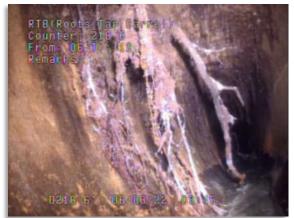






Sewer Ongoing - \$457M





Sewer Pumping - \$190M

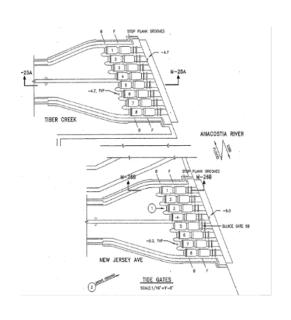






Combined Sewer System and Stormwater Pump Stations (\$105M)

Combined Sewer System (CSS) \$60M





- Inflatable Dams at CSS Outfalls.
- Tide Gates rehabilitations.
- Main and O street Pump Station long term upgrades.
- Maintain compliance with consent decree for firm capacity at CSS pump stations
- Address reliability and resiliency for climate change and flood hazards

16 Stormwater Pumping Facilities \$45M





- 8 stations under design or construction to upgrades that include: Pumps, Electrical, HVAC and code compliance, SCADA, Safety and security.
- 4 stations are partially funded by FEMA grants.
- Major construction upgrades completed at 2 stations



Wastewater Blue Plains (\$1.76B)

Overall Increase - \$429M

Liquid Processing - \$1,050M

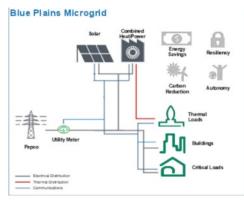
384 MGD Average; 780 MGD Peak





Plantwide - \$402M





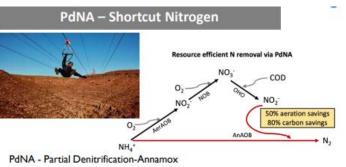
Solids Processing - \$309M





Enhanced Nitrogen Removal Facilities - \$0.7M







Non-Process Facilities (\$213M)

Main Pump Station Building Restoration:

\$21.2M upgrade the condition of the architectural, structural, mechanical and electrical systems.





Bryant Street Pump Station Envelope Upgrades:

\$21.5M, structural, roof and external envelope rehabilitation and upgrades.





Blue Plains Enhancements:

\$4.5M, enhance employee and visitor experience; create space for additional treatment processing capacity.





DC Water CIP DC Water's FY 25 Engineering & Construction Highlights





Lead Free DC and Water Program Updates

RECENT HIGHLIGHTS:

- Contractor selection completed and negotiations underway for Small Diameter Water Main PDB Packages 1 & 2.
- Construction start for Small Diameter Water Main Project 19A, and Notice-to-Proceed issued in November, 2025
- Achieved 10,000th replacement milestone for the LFDC DC Program
- Collaboration on shared paving opportunities with DDOT and other utilities has resulted in \$1.08M in savings to date

PROJECT SPOTLIGHT:

On October 14, 2025, DC Water and the Washington Aqueduct (WA) conducted maintenance work at the Francis Scott Key Bridge to replace a malfunctioning 10-inch water meter; critical for monitoring flows from DC Water assets into Virginia's Federally Owned Water Mains. During the isolation and removal phase, a coupling within the vault failed, causing rapid water intrusion and flooding. Emergency repairs were coordinated with WA, and although the incident disrupted operations, no injuries occurred. Crews responded swiftly, followed safety protocols, and maintained operational control throughout the event.





Water intrusion and repair photos at meter within vault



Sewer Program Updates

RECENT HIGHLIGHTS:

- Contractor selection completed and negotiations underway for Anacostia Area Sewer Rehab PDB.
- FY25 inspection totals:
 - 45 miles of local sewers (goal was 40)
 - 32 miles of very large sewers (goal was 12)
 - 1,839 manholes
- Updates underway for Sewer Emergency Containment Plans.
- Initiated new condition assessment and rehabilitation program for ~200 combined sewer flow control structures.



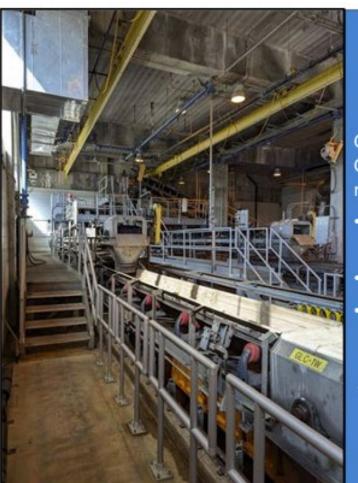
Process Facilities Program Updates

RECENT HIGHLIGHTS:

- Capital Program Delivery
 - Issued Preconstruction Services NTP for Filtration and Disinfection Upgrades Portfolio CMAR Contract; finalizing GMP.
 - Issued Preconstruction Services NTP for Headworks and Primary Upgrades Portfolio CMAR Contract; preparing GMP proposal for Headworks Electrical Upgrades
 - Issued Preconstruction Services NTP for Floodwall Segments ABD PDB Contract; preparing Draft Concept Finalization Report
- System Reliability and Regulatory Compliance
 - Preparing RFQ for Miscellaneous Facilities Upgrade Phase 9 (MFU-9) Master Services Agreement

CONTRACT SPOTLIGHT:

Blue Plains Headworks Electrical Upgrades - Headworks and Primary Upgrades Portfolio CMAR Contract.



Design Completed

Contractor preparing Phase II Construction GMP proposal to replace and/or upgrade:

- Process Control System (PCS) & Unit Substations
- Mechanical Equipment
- Architectural and Life Safety Systems

Anticipated Construction NTP Q3 FY26

DC Water CIP Upcoming Opportunities





Upcoming Opportunities

Project Title / Description	Solicitation Date	Solicitation Type	Capital Project Delivery Type	Estimated Contract Value
Green Infrastructure Maintenance Contract	Nov-25	RFQ/RFP	Cost Reimbursement Maintenance Services	\$4M - \$6M
Miscellaneous Facilities Upgrade Phase 9 (MFU-9) Master Service Agreement (MSA)	Dec-25	RFQ	Construction Manager At Risk (MSA)	\$200M Program
Potomac Interceptor (Outreach)	Dec-25 / Jan-26	RFQ/RFP	Alternate Delivery	\$300M -\$400M
Main Sewer Pump Station Rehabilitation	Jan-26	RFQ/RFP	Design-Build	\$22M - \$26M
Water & Sewer Pipe Condition Assessment (PCA) Master Services Agreement (MSA)	Jan-26	RFP	Professional Services	Info Coming Soon
Transmission Mains & Critical Valve Replacement	Spring-26	RFQ/RFP	Alternate Delivery	Info Coming Soon
Rock Creek Area Sewer Rehabilitation	Spring-26	RFQ/RFP	Alternate Delivery	Info Coming Soon

DC Water CIP Business Diversity and Inclusion







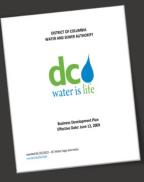
Business Development

Certified Business Utilization

DC Water is a strong advocate of the certified business community and is committed to ensuring local, small, and disadvantaged business enterprises in procurement opportunities at all tier levels on DC Water projects.

DC Water's Business Development Plan (BDP) provides the framework for the design and implementation of activities and programs that will promote and enhance participation of certified businesses. These include, but are not limited to:

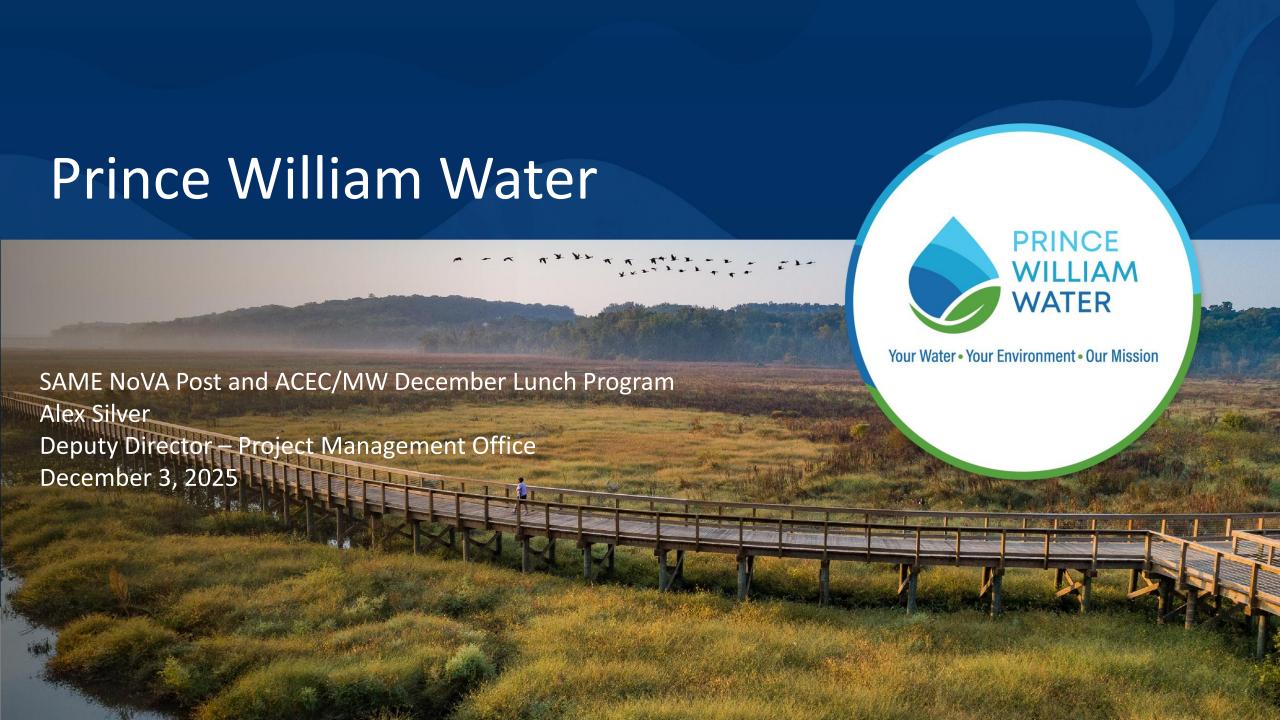
- Strategically targeted outreach efforts that are designed to maximize the certified business communities' interest in DC Water opportunities.
- Capacity building activities designed to expand the capabilities of firms to perform on DC Water Projects.





CHANGE IS THE ONLY CONSTANT IN LIFE

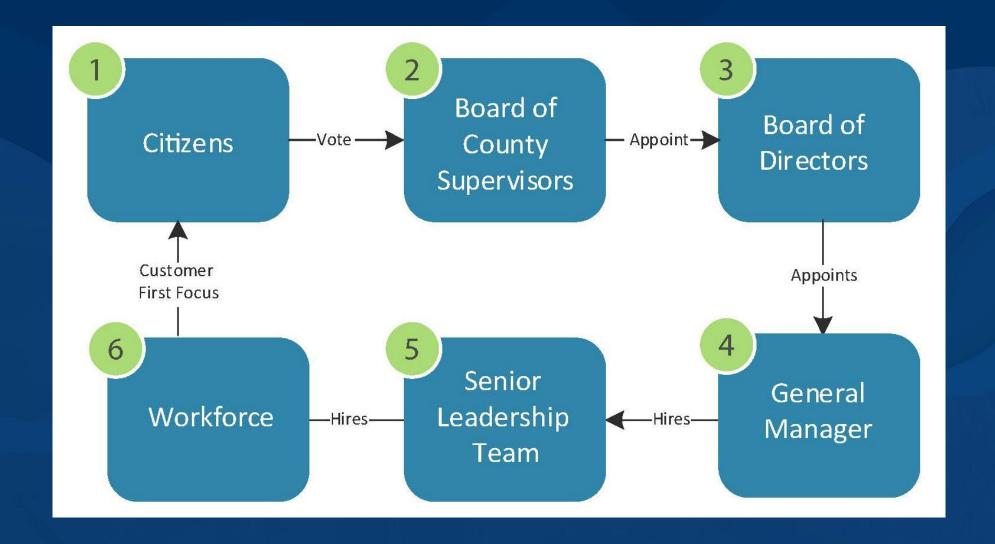
https://www.dcwater.com/work-withus/procurement/procurement-forecast



OUR HISTORY

- Chartered by county and state government in 1983
 - Established as an independent authority
 - Combined multiple sanitary districts serving Prince William County
- Not part of Prince William County Government
 - Funded by rates and fees: no County tax dollars

OUR GOVERNANCE







Miles of Water Lines

1,300

Miles of Sewer Lines

1,200

Below-Ground Infrastructure

67%



Infrastructure

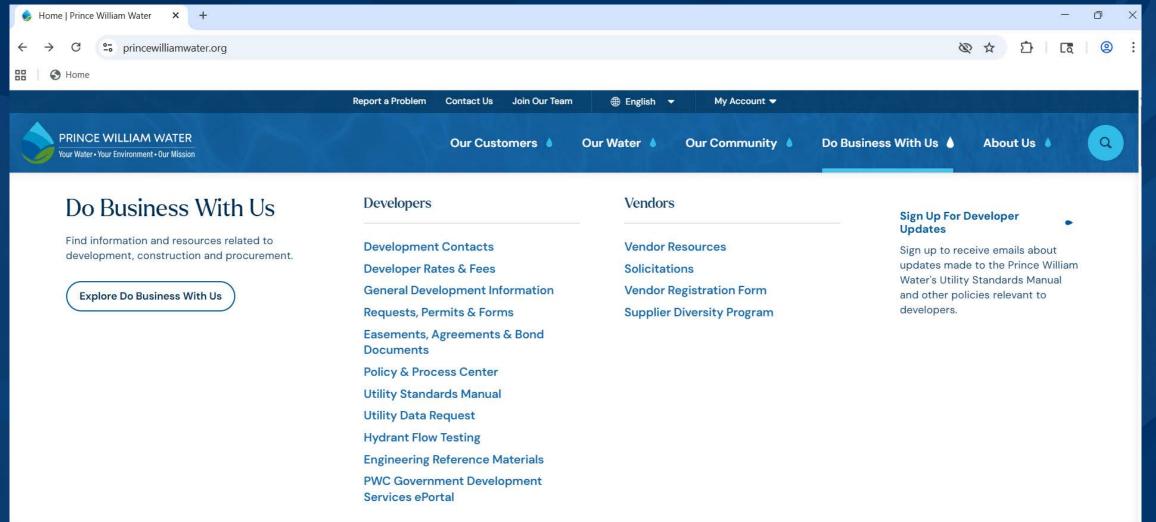
\$1.2

Billion



Partnering with Prince William Water

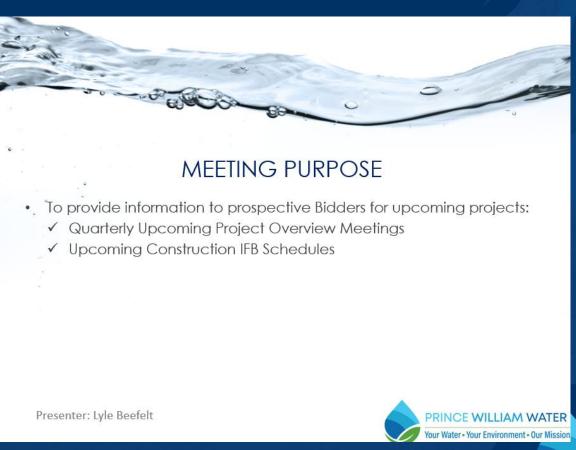
PrinceWilliamWater.org





For Contractors....

- Quarterly "Upcoming Project Overview Meetings (online)
 - Upcoming projects schedule
 - Upcoming project details
 - Ask questions to various departments
- Capital Improvement Plan
 - Published Annually
 - PDF on website



For Designers....

- Basic Ordering Agreement (BOA)
 - Competitive process
 - Proposal
 - Interview
 - Work through Procurement Department





Upcoming Projects



Nottoway Tank Site Development

PROJECT DESCRIPTION

Project Description: Site preparation and construction to accommodate material storage on the Nottoway Tank site property. This

project includes general site and security improvements.

Project Benefit: Improve working efficiency by providing additional operational space for stored materials for emergency

response, day-to-day maintenance, repair, and general east end operations.

Source Derivation: Operations and Maintenance Division; Managed by the Project Management Office.

PROJECT FUNDING

Proposed Funding Sources	
Exp. Fund (02) - Availability Fees	50%
Commit. Fund (03) – Availability Fees	
Repl. Fund (04) - User Rates	50%
Other Contrib Development Contributions	-
PROJECT TOTAL	100%

Pre-FY26	225
FY26	881
FY27	587
FY28	-
FY29	-
FY30	-
Post-FY30	-
TOTAL	1693

In Thousands



1-66 Rest Area Sewer Main

PROJECT DESCRIPTION

Project Description: Replacement of approximately 350 feet of existing 16-inch gravity sanitary sewer main with an 18-inch gravity

sewer main inside a 30-inch casing pipe crossing under I-66.

Project Benefit: The existing gravity sanitary sewer main is showing signs of severe deterioration and has several sags.

Replacement shall restore capacity, increase reliability, minimize the potential for a sanitary sewer overflow

(SSO), and reduce inflow and infiltration.

Source Derivation: Operations and Maintenance Division; Managed by the Project Management Office.

PROJECT FUNDING

Proposed Funding Sources	
1575	Exp. Fund (02) - Availability Fees
	Commit. Fund (03) - Availability Fees
100%	Repl. Fund (04) - User Rates
	Other Contrib Development Contributions
100%	PROJECT TOTAL

Pre-FY26	356
FY26	2883
FY27	-
FY28	-
FY29	-
FY30	-
Post-FY30	-
TOTAL	3239

In Thousands



Bull Run Mountain Well Upgrades

PROJECT DESCRIPTION

Project Description: The design and construction of well improvements in the Bull Run Mountain Well Systems for backup supply.

The project scope consists of the installation of disinfection facilities at various well sites; design and construction of a replacement PRV vault to control flows and pressures between service zones; the investigation, design and construction of new well sites, piping, and a future booster pump to facilitate

transfer capacity within the system.

Project Benefit: These modifications and improvements will increase reliability and enhance system operations.

Source Derivation: Engineering and Planning Division; Operations and Maintenance Division; Bull Run Service Area Well

Improvements PER - Dewberry (June 2020); Managed by the Project Management Office.

PROJECT FUNDING

Proposed Funding Sources	
Exp. Fund (02) - Availability Fees	10%
Commit. Fund (03) – Availability Fees	•
Repl. Fund (04) – User Rates	90%
Other Contrib Development Contributions	
PROJECT TOTAL	100%

Pre-FY26	2988
FY26	1929
FY27	1587
FY28	*
FY29	2
FY30	*
Post-FY30	-
TOTAL	6504

In Thousands



Featherstone SPS, L16 and FM (RFP for Design-Builder)

PROJECT DESCRIPTION

Project Description: This project follows a phased approach to the replacement of the existing 46-year-old Featherstone Sewage

Pumping Station. The initial phase includes the design and construction of the Sewage Pump Station to upgrade structural, mechanical (piping and pumping capacity), electrical, SCADA, HVAC systems, security measures, as well as property acquisition. This initial phase will also include the design of the Featherstone force main. The preliminary engineering report recommended future improvements that are triggered by boundary conditions as identified in the Master Plan. These improvements will be included in future CIP planning as standalone projects and include the construction of the Featherstone force main, parallel force

main at Belmont SPS, improvements to the Colchester SPS, and an equalization tank.

Project Benefit: The project shall improve pumping station operation, reliability, security, reduce unplanned maintenance

costs and ensure projected long-term wastewater flows are satisfied.

Source Derivation: B&C Master Plan, 2022; Dewberry Featherstone SPS Program Preliminary Engineering Report, 2023;

Managed by the Project Management Office.

PROJECT FUNDING

Proposed Funding Sources	
Exp. Fund (02) - Availability Fees	45%
Commit. Fund (03) – Availability Fees	+
Repl. Fund (04) - User Rates	55%
Other Contrib Development Contributions	
PROJECT TOTAL	100%

Pre-FY26	331
FY26	1067
FY27	18673
FY28	18673
FY29	14938
FY30	
Post-FY30	÷
TOTAL	53682

In Thousands



Hoadly Booster Pumping Station

PROJECT DESCRIPTION

Project Description: The design and construction of new and upgraded pumps, related appurtenances, electrical upgrades, new

generator, and new SCADA equipment to expand the capacity of the Hoadly BPS, F05. This project includes

the design and construction of a new transmission main from the BPS to Springwoods Drive.

Project Benefit: The increased pumping capacity at the booster pumping station will improve pumping efficiency and provide

better service and reliability to existing and future customers within the Hoadly pressure zone.

Source Derivation: Engineering and Planning Division; Managed by the Project Management Office.

PROJECT FUNDING

Proposed Funding Sources	
Exp. Fund (02) - Availability Fees	35%
Commit. Fund (03) - Availability Fees	
Repl. Fund (04) - User Rates	65%
Other Contrib Development Contributions	
PROJECT TOTAL	100%

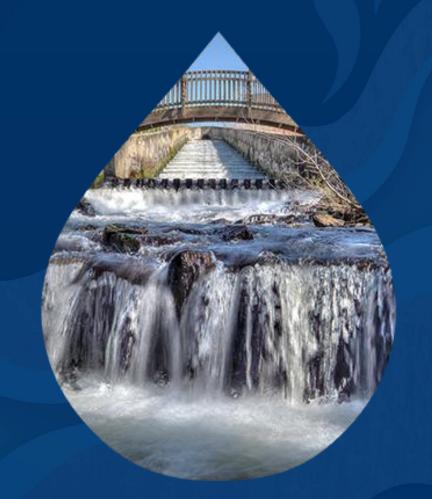
Pre-FY26	424	١
FY26	825	
FY27	1210	1
FY28	202	16
FY29	-	0
FY30		
Post-FY30	į.	
TOTAL	2661	

In Thousands



Questions?

- Alex Silver, CCM
 - Deputy Director Project Management Office
 - asilver@pwwater.org







WASHINGTON AQUEDUCT



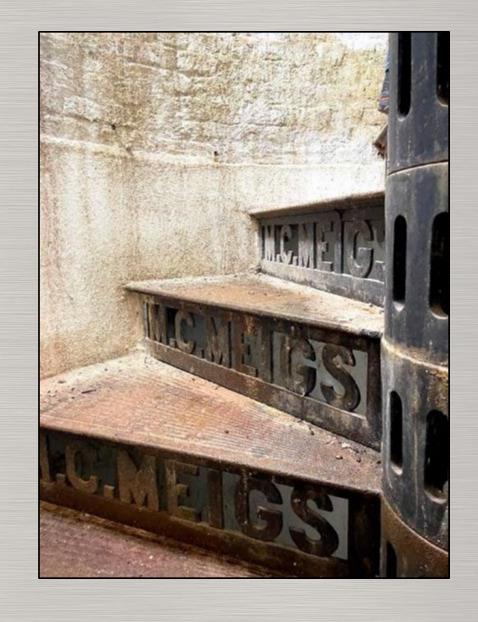






Agenda

- Washington Aqueduct Overview
- Upcoming Opportunities
 - A-E SERVICES
 - CONSTRUCTION SERVICES
 - OTHER SUPPLIES AND SERVICES
- Working with the Baltimore District









Washington Aqueduct

The Washington Aqueduct is a Division of the Baltimore District, consisting of water treatment plant operators, engineers, maintenance specialists, laboratory technicians, safety professionals, and administrative and security staff.







SERVICE

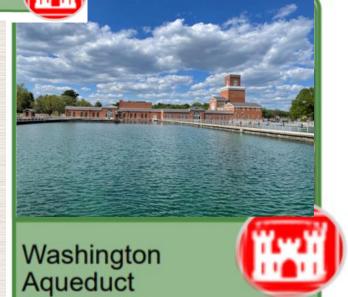
Commissioned by Congress in 1852, construction began in 1853 and placed under the Chief of Engineers in 1859.











MISSION

The Washington Aqueduct produces water for the District of Columbia and Virginia's Arlington and Fairfax counties in a safe, reliable and cost-effective manner.

VISION

Be a national leader in the water treatment and supply industry employing technology, highly skilled and trained personnel, creative solutions and reliable processes.







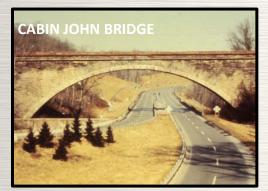




SERVICE AREA AND MAJOR INFRASTRUCTURE

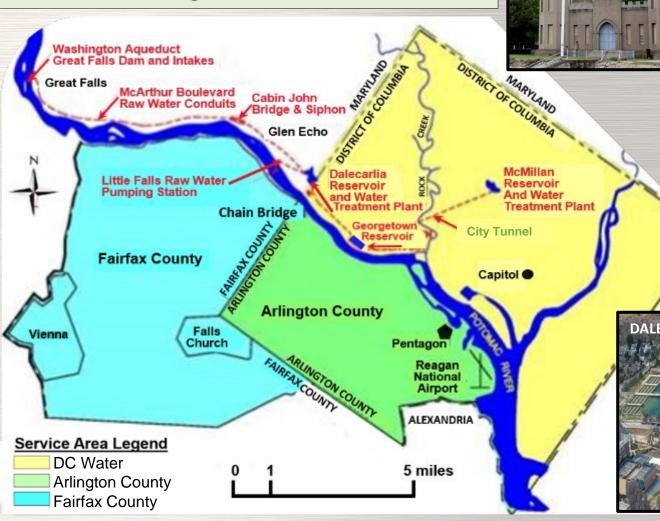
GEORGETOWN RESERVOIR

Providing 135 million gallons of water to over 1 Million people and Government and Defense Facilities in the District of Columbia, Arlington and Fairfax Counties.

















SATOC / MATOC OPPORTUNITIES

- \$60M Architectural Engineering Services for Baltimore District Civil Works (MATOC) FY26
- \$35M Architectural Engineering Services for Washington Aqueduct (MATOC) Expires FY28
- \$8M Site / Civil Construction Services (SATOC) Expires FY28
- \$20M Mechanical Construction Services (SATOC) Expires FY30
- \$25M Job Order Contract (JOC) Expires FY30
- \$10M Pump / Motor Service (SATOC) Expires FY30
- \$8M Water Mains & Valves Emergency Repair Services (SATOC) Expires FY30
- \$8M Electrical Construction Services (SATOC) Expires FY31





CONSTRUCTION & SERVICES OPPORTUNITIES

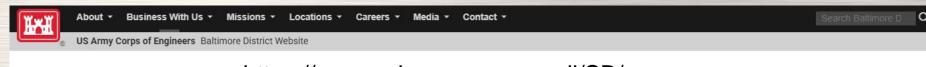
- \$1M-\$5M Dalecarlia Chemical Building Fire Suppression System FY26
- \$1M-\$5M Little Falls Pumping Station Traveling Water Screens FY26
- \$1M-\$5M Georgetown Traveling Water Screens FY26
- \$100M-\$250M McMillan North Clearwell Replacement FY26
- \$1M-\$5M McMillan Reservoir Cove Dredging FY27
- \$1M-\$5M Great Falls Intake Building Improvements FY27
- \$25M-\$100M Dalecarlia West Filter Building Upgrades FY28
- Recurring opportunities supporting water treatment, operations and maintenance, regulatory compliance, and life/safety can be found on SAM.gov, as they become available.







Working with the Baltimore District



♠ / Business With Us

https://www.nab.usace.army.mil/SB/

Click here to access our Nov. 2025 SAME Small Business Conference Brochure

Business With Us



The U.S. Army Corps of Engineers (USACE) has played a key role in the development and growth of the nation in peace and in war. For more tha 200 years, USACE has supported the nation's river-based commerce, protected established population centers, provided disaster response and constructed military facilities to protect our nation.

The Baltimore District (NAB) is a full service District that executes regional and national programs for USACE. Headquartered adjacent to Baltimore's Inner Harbor, the District provides engineering, construction, environmental and real estate expertise to a variety of important projects and customers. The 1.100 employees of the Baltimore District continue to serve the Mid-Atlantic States and the Nation.

Civil Works support encompasses the Susquehanna, Potomac, and upper Chesapeake Bay watersheds, and it spans across six states and the District of Columbia. NAB is responsible for 15 reservoirs with 11 recreation projects, 290 miles of federal navigation channels, 148 miles of federally-constructed levees, and has restored hundreds of acres of wildlife habitat in the Chesapeake Bay.

Military programs are primarily in Maryland, Pennsylvania, District of Columbia, northern Virginia, Delaware, and West Virginia. In addition to supporting service members at more than a dozen major military installations in the District's primary area of responsibility, NAB provides real estate, environmental, and specialized support to military and other Federal clients across the nation and the globe.

NAB fully supports the government policy of placing a fair proportion of its contracts for architect and engineering, environmental, construction and support services with qualified small, small disadvantaged, women-owned, HUBZone and service-disabled veteran-owned small businesses. In addition, such concerns are to also be afforded the maximum practicable opportunity to participate as subcontractors in qualifying contracts awarded to large businesses.





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^ as of 11/14/2025 ^

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