SLAC Small Business Opportunities Day

Small Business Program

2 APRIL 2026

SLAC NATIONAL ACCELERATOR LABORATORY

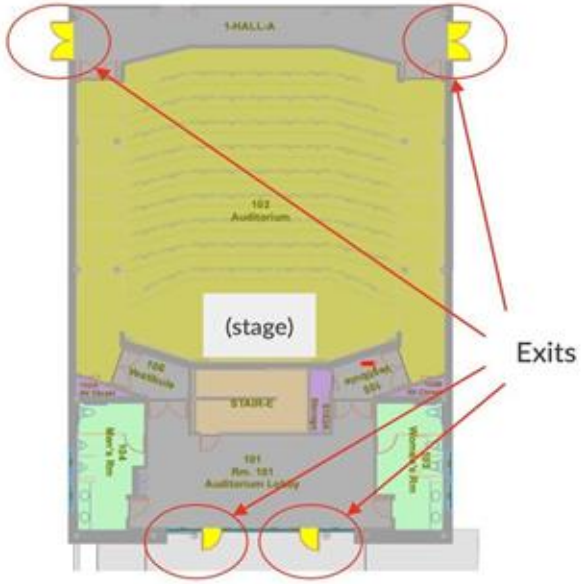
Stanford University | U.S. DEPARTMENT OF ENERGY

Safety Moment | Opening Remarks

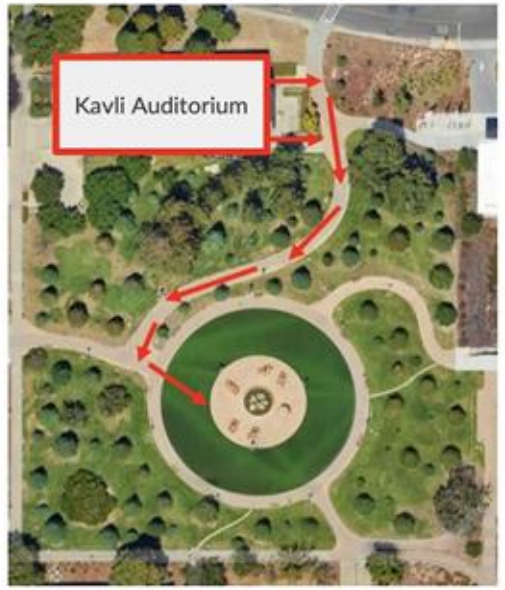
Operations Strategy Manager, Supply Chain Management
SLAC National Accelerator Laboratory

Safety Reminder

Kavli Auditorium emergency evacuation and assembly plan



Note the 4 exits in Kavli



Assemble at the Main Quad

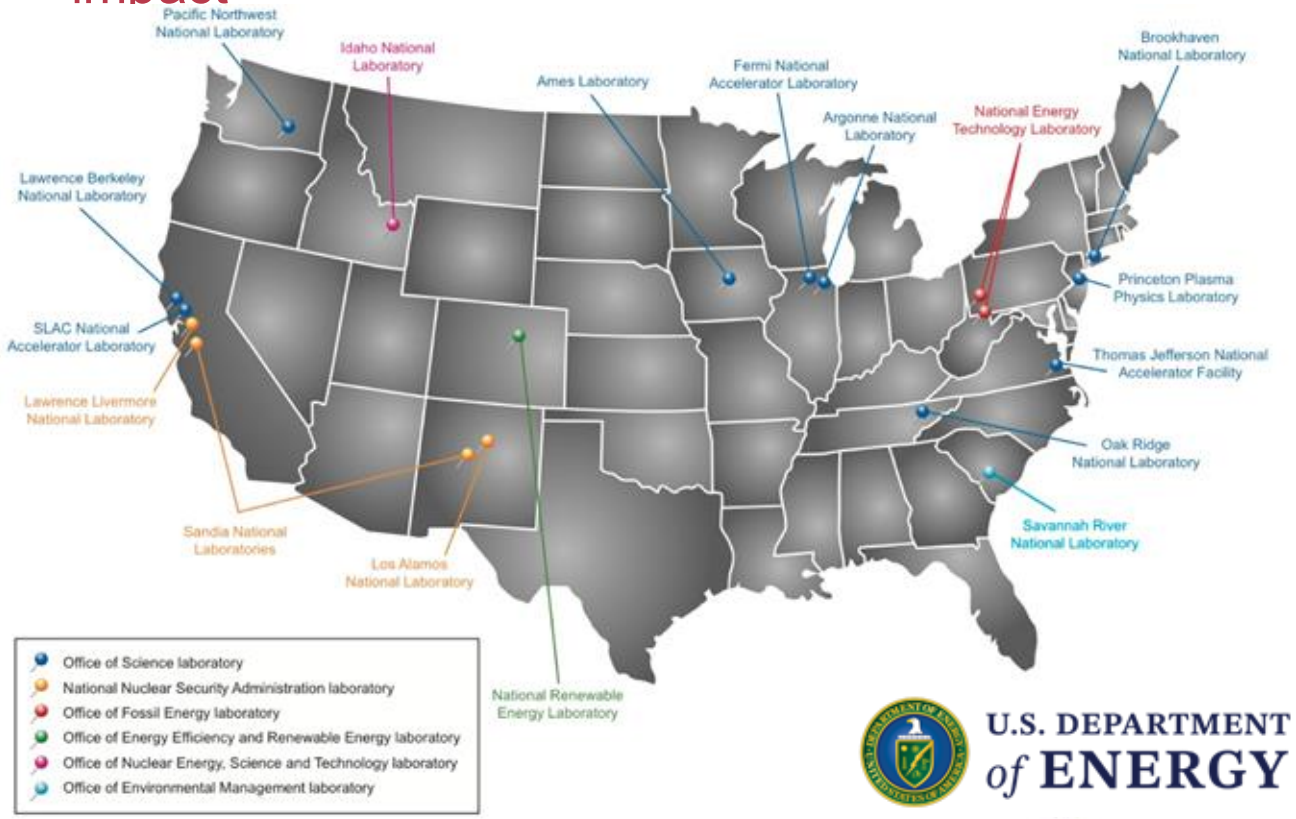
During an earthquake: duck, take cover and hold position until shaking stops, then proceed to evacuate building

Welcome

Deputy Director for Operations and Chief Operating Officer
SLAC National Accelerator Laboratory

The Department of Energy's Scale and Impact

The U.S. Department of Energy national laboratory system is unique in the world in scale & impact

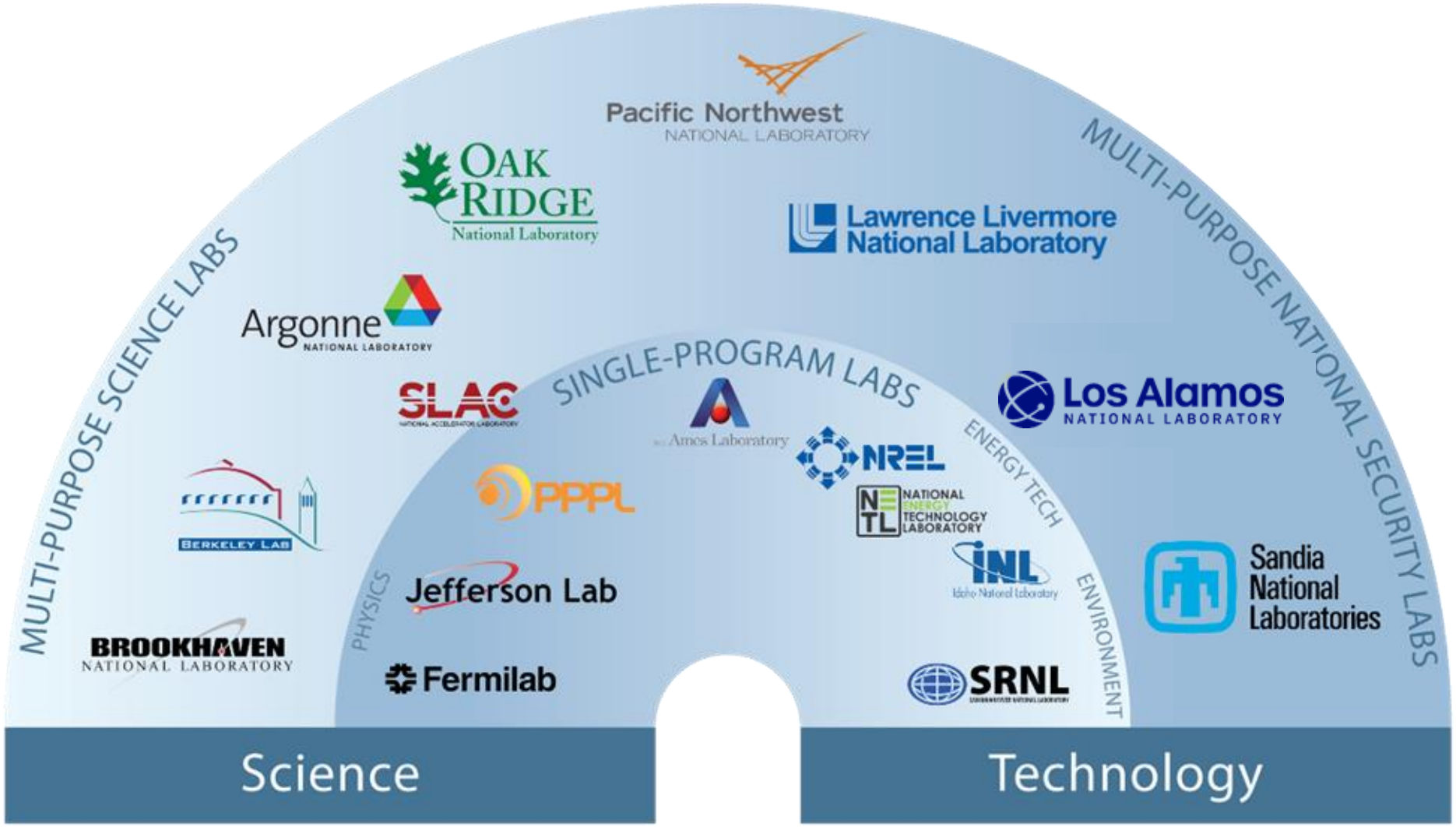


U.S. DEPARTMENT of ENERGY

DOE Mission Areas

National Security | Science & Technology | Energy | Environmental Management

SLAC Is One of 17 Department of Energy National Laboratories



Mission, Vision and Values

Mission

We explore how the universe works at the biggest, smallest and fastest scales and invent powerful tools used by scientists around the globe. Our research helps solve real-world problems and advances the interests of the nation.

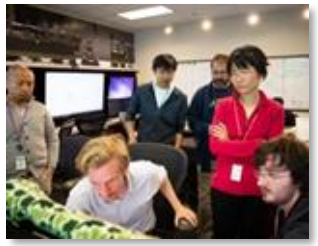
Vision

We open new windows to the natural world and build a brighter future through scientific discovery.

2200+ FTE staff

(FY25 data)

62 faculty
18 joint



213 postdocs
321 students
107 undergrad

>3,300 visiting scientists/users

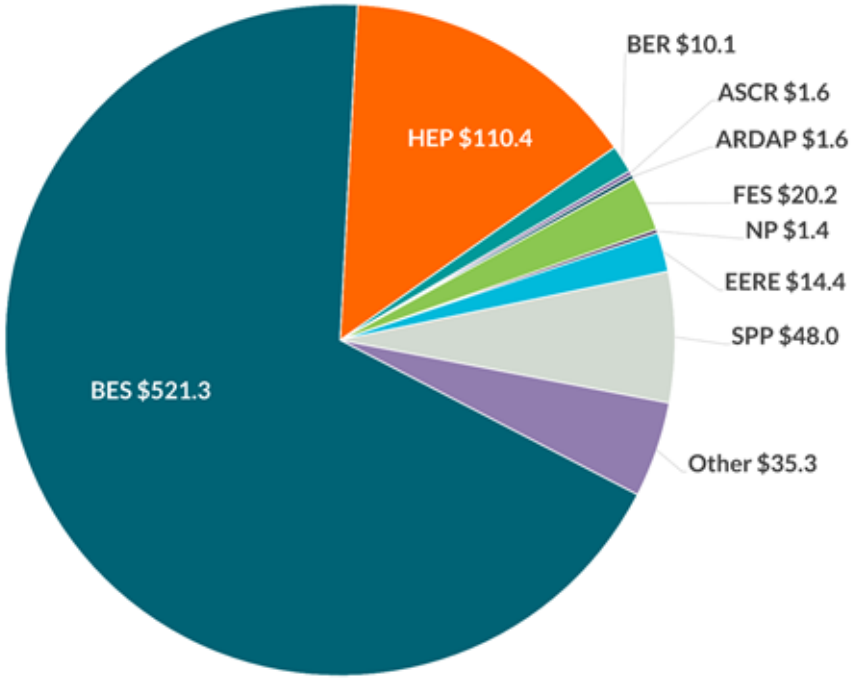
Our Campus

The laboratory sits on 426 acres of Stanford land in the heart of Silicon Valley

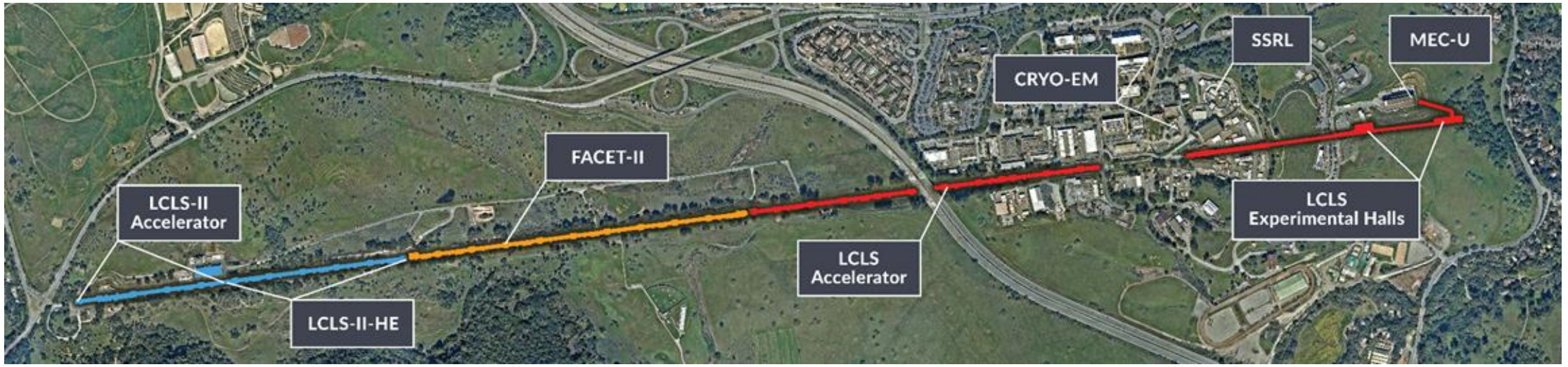
Today, SLAC Is A Vibrant, Multi-Program Laboratory

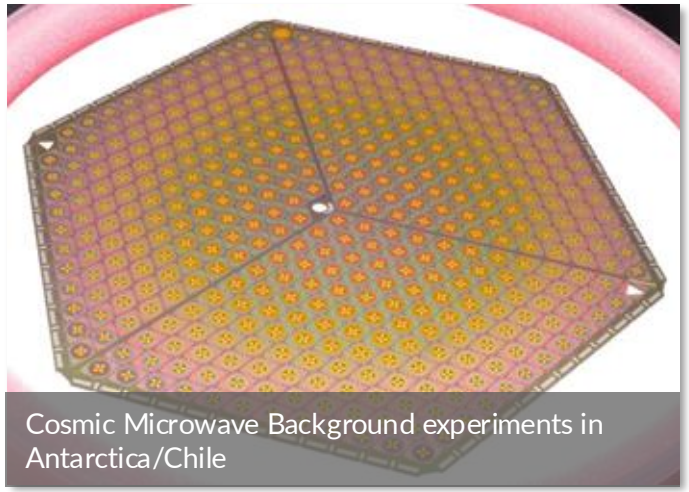
$764M FY25 costs

(Figures in millions, excl. MPO)



As a DOE Office of Science Lab, SLAC Is Focused on Scientific Discovery





Cosmic Microwave Background experiments in Antarctica/Chile

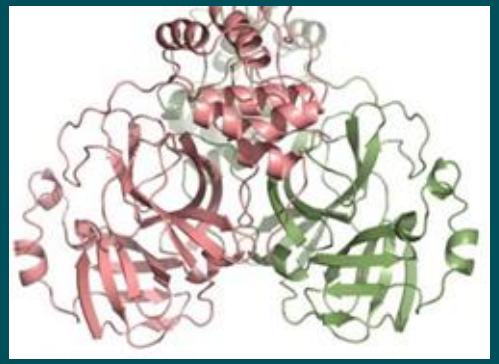
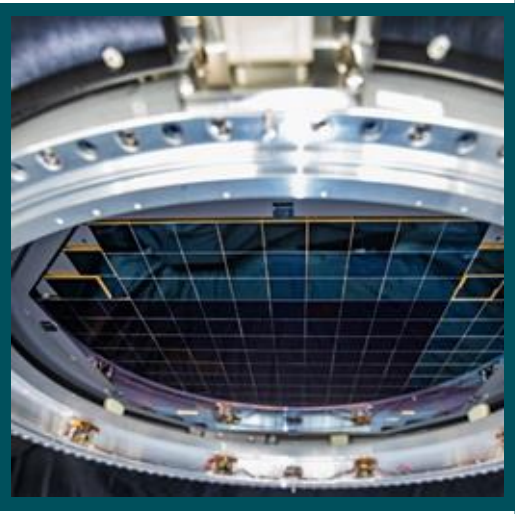
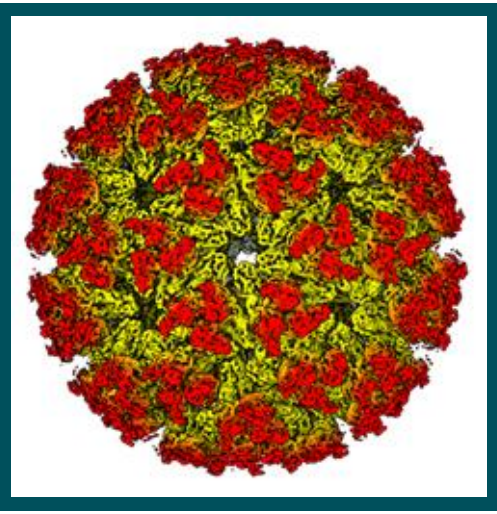
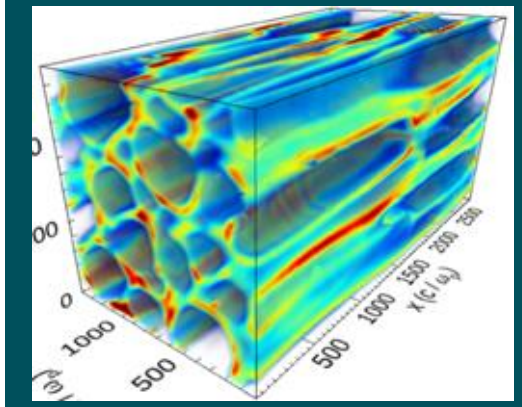
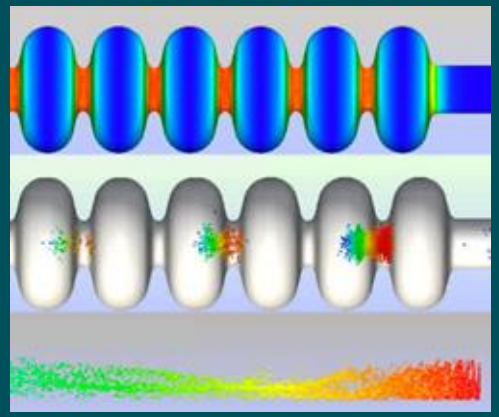
Legacy Survey of Space and Time Camera for the Rubin Observatory in Chile

Super Cryogenic Dark Matter Search in Canada

We explore how the universe works at the biggest, smallest and fastest scales and invent powerful tools used by scientists around the globe.

Innovate Massive-Scale Data Analytics

Robust computational capabilities are critical to all laboratory initiatives

Macromolecular crystallography	Vera Rubin Observatory	Cryo-EM	HED simulation	Accelerator modeling
				
X-ray & Ultrafast	**Physics of the Univ.**	**Biosciences**	**HED Science**	**Accelerator Science**
Up to 1,000 GB/s 1,000 PFLOPS 25% GPU | 75% CPU	100 GB/s 1 PFLOPS 100% CPU	3.5 GB/s 500 PFLOPS 100% GPU	5 GB/s 5 PFLOPS 10% GPU | 90% CPU	1 GB/s 5 PFLOPS 25% GPU | 75% CPU


Thank you!

Doing Business with SLAC National Accelerator Laboratory

Supply Chain Management Director

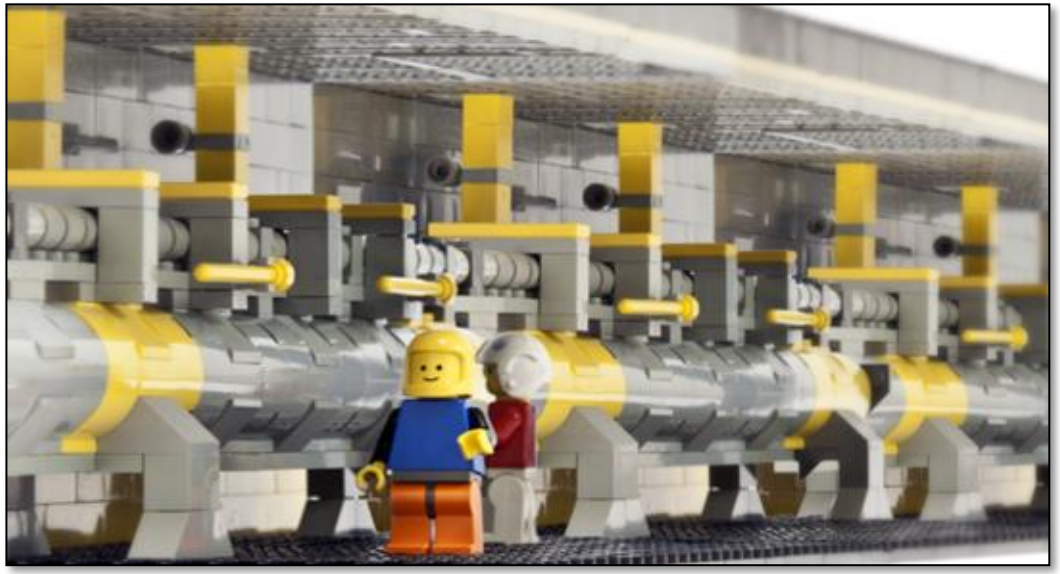
SLAC National Accelerator Laboratory

Outline

- SCM Procurement Organization
- Small Business Program
- Procurement Process Overview
- Solicitation / RFP Expectations

Supply Chain Management Procurement Organization

The **Mission** of the SCM Procurement Department is to provide acquisition services to support the accomplishment of the goals and objectives of SLAC's world class research program activities.



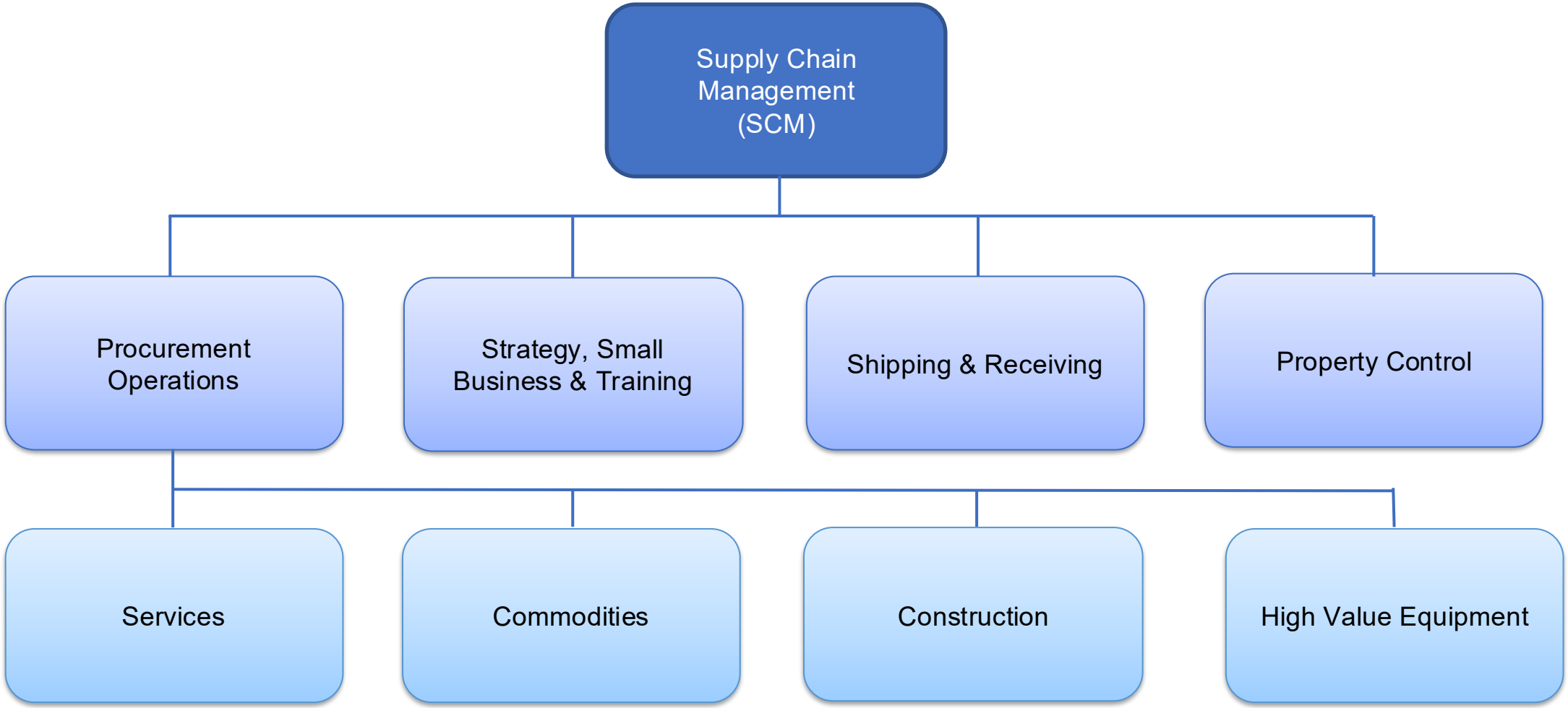
The **Vision** of the SCM Procurement Department is to deliver products or services to our customers on a timely basis that provide the best value, are responsive to customer needs, in accordance with established compliance requirements, and employ the best business practices to the maximum extent possible.

Supply Chain Management Procurement Organization

- SLAC is a Federally Funded Research & Development Center (FFRDC) managed and operated by Stanford University, in accordance with its prime contract with the Department of Energy (DOE)
- Congressional appropriated (taxpayer) funds
- SLAC General Terms and Conditions are in line with the prime contract with the DOE
  - Includes ***specific*** Federal Acquisition Regulations (FAR)
- Procurement policy and processes are developed to ensure **compliance** to the prime contract
  - Multiple routine internal and external audits
  - Focus is on the process of **how** we procure
- Only Procurement is authorized to **contractually obligate** SLAC to spend or delegate DOE Funds

Do not start work until a Purchase Order/Subcontract is issued by SLAC Procurement!

Supply Chain Management Procurement Organization



What do we buy?

Services	Commodities	Construction	High Value Equipment
• Landscaping Services • Janitorial Services • Contract Labor • Equipment Maintenance • F&O and ES&H Support • Rental/Lease Agreements • Engineering Services • Consulting Services • University Subcontracts •	• Fabricated items • Test and measurement Equipment • Laboratory equipment • Building equipment • Controlled substances (precious metals, chemicals and gases)	• Architect/Engineering Design Services • Building construction • Laboratory Infrastructure Projects • Capital 413.3b Projects	• Equipment acquisitions over $350,000 • Complex projects requiring subcontractor design with technical reviews, fabrication, and/or installation.

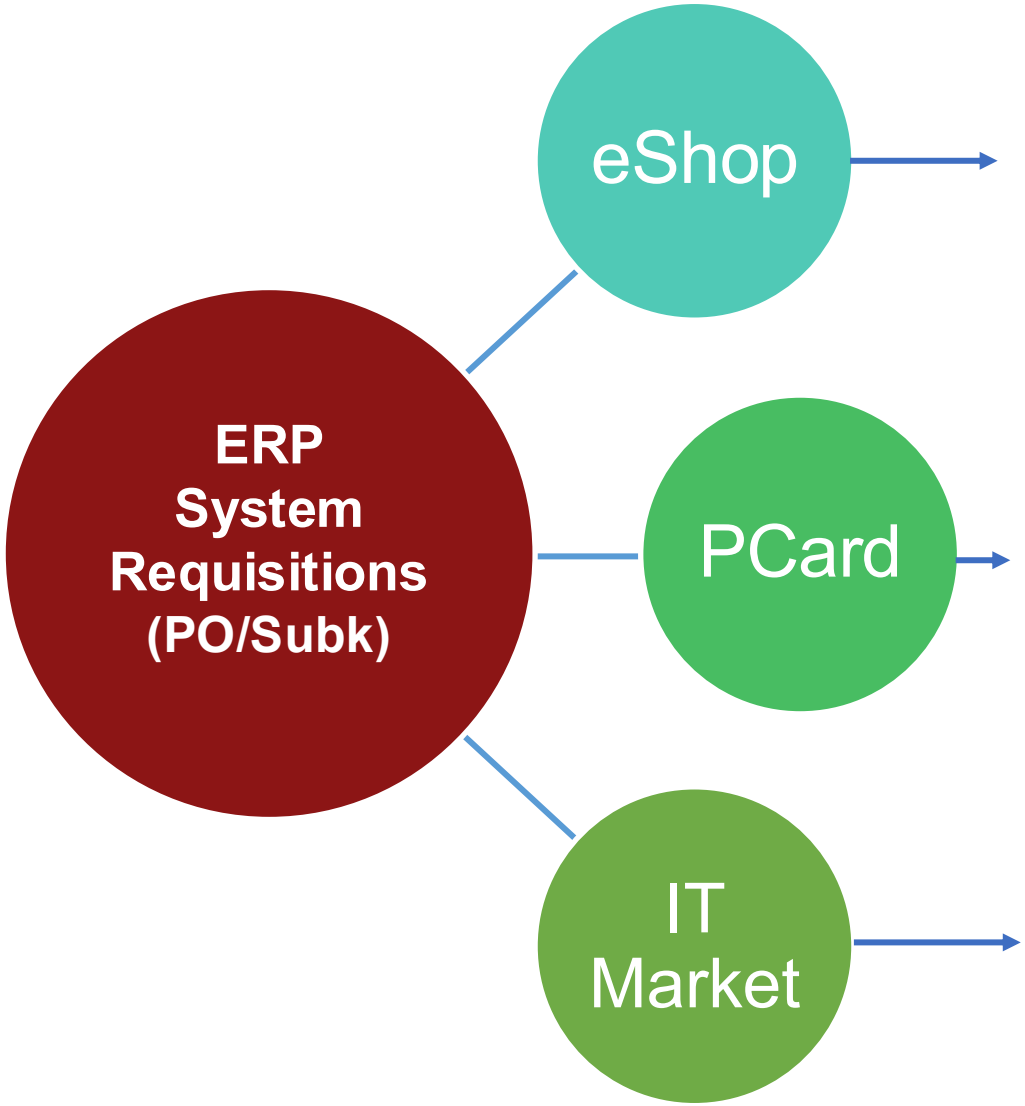
SLAC Quad

Cryoplant helium gas storage tanks

Tailgate for LCLS-II CDS

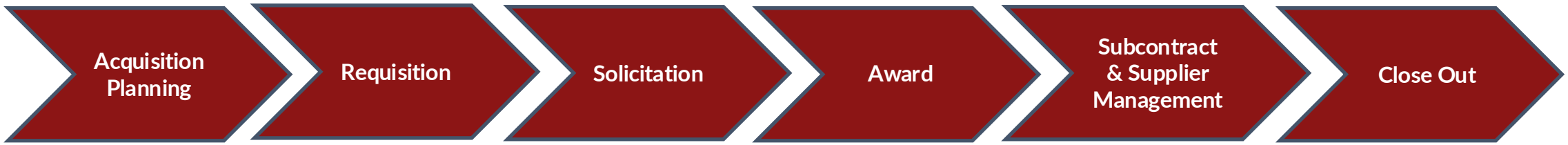
LSST Camera

Procurement Spend Channels



- Online ordering service for regular Commercial Off-the-Shelf/Catalog commodities
  - Purchase Orders are auto-generated and sent electronically to our eShop Supplier for fulfillment
- Used for one-time purchases via SLAC issued credit card
  - Typical monthly purchase limit is $10,000 (varies by card holder)
- One-stop shop to research and order SLAC IT approved standard desktop computers, laptops, and accessories

Procurement Process Overview



- ***Acquisition Planning*:**
  - Ensures SLAC meets its needs in the most effective, economical, and timely manner
- ***Requisition***:
  - Submitted via ERP System; provides the funding source and initiates the Procurement process
- ***Solicitation***:
  - Formal Requests for Proposal/Quote (RFP/RFQ) to Industry
- ***Award*:**
  - Subcontract/Purchase Order is signed and issued for the Subcontractor to begin work or deliver goods
- ***Subcontract & Supplier Management*:**
  - Manage and track Subcontract and Supplier performance
- ***Close Out*:**
  - Ensure Subcontract requirements are complete and accepted, payments validated and processed, property is returned/dispositioned, and funds/encumbrances are de-committed in a timely manner

Small Business Program @ SLAC

SLAC's commitment to Small Businesses is to provide competitive contract opportunities to our communities to drive down costs and increase innovation in support of SLAC's mission.

Socio-economic metrics

It is SLAC's policy to provide opportunities to small business concerns, in accordance with our prime contract with the Department of Energy.

Business Classification	Actual % FY23	Actual % FY24	Actual % FY25	Target FY26	# of Suppliers FY26 (YTD)
Small Business	70.39%	62.05%	36.11%	50%	275
Small Disadvantaged Business	29.29%	17.72%	9.36%	5%	49
Hub Zone	.53%	2.03%	1.11%	3%	3
Veteran Owned	11.01%	12.03%	6.24%	4%	11
Service-Disabled Veteran	1.99%	3.67%	1.92%	3%	8
Women-Owned	2.98%	9.00%	5.89%	5%	31
Small Business Award Value	**$90.3M**	**$139.8M**	**$108.6M**		

Top 10 UNSPSC by Total Spend for FY25

UNSPSC	UNSPSC Description	FY25 Total Spend
30190000	Construction and Maintenance Support Equipment	$58.0M
30000000	Structures, Construction and Mfg. Components and Accessories	$48.8M
41000000	Laboratory, Measuring, Observing and Testing Equipment	$29.2M
72141100	Infrastructure building and surfacing and paving services	$22.1M
72000000	Building and Facility Construction and Maintenance Services	$20.9M
64800000	MPO-Goods and Services	$19.2M
81100000	Professional engineering services	$12.9M
00000001	All item Categories Root Node	$10.5M
41100000	Laboratory and Scientific Equipment	$8.8M
32100000	Printed Circuits and Integrated Circuits and Microassemblies	$8.3M
32131000	Electronic Component Parts and Raw Materials and Accessories	$7.5M

How to become a SLAC Supplier

Register at SLAC's Website: **https://suppliers.slac.stanford.edu/**

Supplier Registration Requirements:

1. Completed/signed current IRS W9 Form
2. *Address Information*: Main, Order/Invoice, and Remittance
3. Current billing/Accounts Receivable and Main Point of Contact (name, title, phone, and email)
4. Bank information on company or bank letterhead
5. Must have an **active** SAM.gov Account:
   - SAM.gov Registration: **https://sam.gov/**
   - No-charge (**free**) registration
   - Unique Entity Identification (UEI) Number

Prospective Supplier Information

Reminder: SAM.gov and SLAC Supplier accounts must be maintained

ISNetworld Pilot Implementation for Construction Projects

Objective: Enhance efficiency in supplier pre-qualification by consolidating and annualizing the submission of essential documentation

Benefits:

- Provides easy tracking of qualification and documentation, making it simple for suppliers to stay compliant and prepared for new opportunities
- Enables suppliers to focus on competitive proposals and less on managing repetitive document requests per RFP
- SLAC requirements are known upfront prior to supplier proposal submission, minimizing risk of disqualification
- Allows for a quicker timeline to award and lessens administrative burden, leading to more business opportunities
- Offers a flexible pricing model with subscription fees based on business size, promoting equitable access to client opportunities

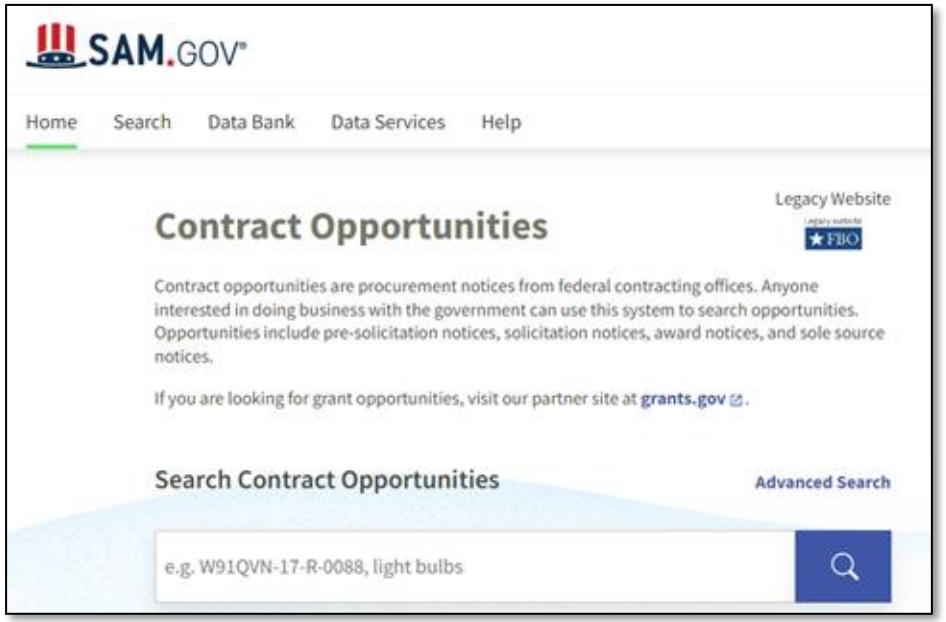
Timeline for SLAC Pilot Implementation (construction only):

- Deadline to subscribe to ISNetworld - April 6, 2026
- Collect and Verify Supplier Information - May 4-25, 2026
- Go Live - June 1, 2026

Solicitation/RFP Expectations

SLAC competes more than 85% of our acquisition needs

- All construction subcontract type is Fixed Price (Design-Bid-Build or Design-Build)
- Draft Request for Proposal (RFP) packages for construction >$350k are posted as a Sources Sought on SAM.gov and/or directed to known and qualified sources
  - Interested bidders must contact the listed Procurement Specialist to receive the formal RFP
- RFP packages provide detailed guidance for the development, issuance and evaluation of proposals
  - Technical and Business Documentation
  - Evaluation Criteria and Evaluation Method
  - SLAC Terms and Conditions
- Competitive Evaluation Methods:
  - Lowest Price Technically Acceptable (LPTA)
  - Best Value / Trade-Off (BVTO)



Solicitation/RFP Expectations

- The Procurement Specialist is the **sole** Point of Contact for bidders during an active solicitation
  - Direct communication between a bidder and a member of the project team may be grounds for disqualification
- RFP Cover Letter identifies if there will be a site walk or a pre-proposal conference held prior to the proposal due date
- All construction subcontracts are Davis-Bacon Act applicable
  - Latest Wage Determination will be included with solicitation and award
  - Requires weekly certified payroll submission into LCPTracker, including non-performing week(s)
- A Safety Qualification Form (SQF) is required as part of the construction proposal package
  - An approved SQF is valid for one year
- Payment and Performance bonds are required on all construction subcontracts >$35k
  - Bonding amount must match the subcontract amount
  - Only approved sureties are authorized to bond subcontract
  - Change Orders will require a bond rider to match updated subcontract amount

Solicitation/RFP Expectations (cont'd)

Request for Information (RFI)

- Complex acquisitions may include a RFI deadline
  - Bidder to submit questions/clarification in the form provided for SLAC response
  - Full RFI Log will be provided to all potential bidders prior to proposal due date

Solicitation/RFP Amendments

- Issued only by the noted SLAC Procurement Specialist
- Requires acknowledgement by the potential Bidder
  - Amendments issued ***before*** proposal due date will be issued to all suppliers receiving the solicitation
  - Amendments issued ***after*** proposal due date will be issued only to suppliers that are eligible for award
- SLAC can cancel original solicitation and issue a new one for ***significant*** changes
- Proposals may be modified if the request is made ***before*** the proposal due date

Review RFP instructions carefully for site walk and/or RFI submission deadlines and required qualifications

Solicitation/RFP Expectations

Solicitation Timeline Considerations

- Varies by acquisition value, complexity, category (goods/services/construction), or if there are changes in the Federal Acquisition Regulations (FAR)
- Estimated Procurement Award Lead Times (business days)*
  - <$25K = 1 to 15 days
  - $25K - $250K = 15 to 45 days
  - $250K - $500K = 30 to 60 days
  - $500K - $25M = 90 to 180+ days
  - >$25M = 180 to 365+ days
- Each threshold has different policy and procedural requirements
- Any procurement can have its own set of challenges leading to variation in time to award.

Actual Subcontract awards in each threshold may be more or less than noted lead times

Thank You!

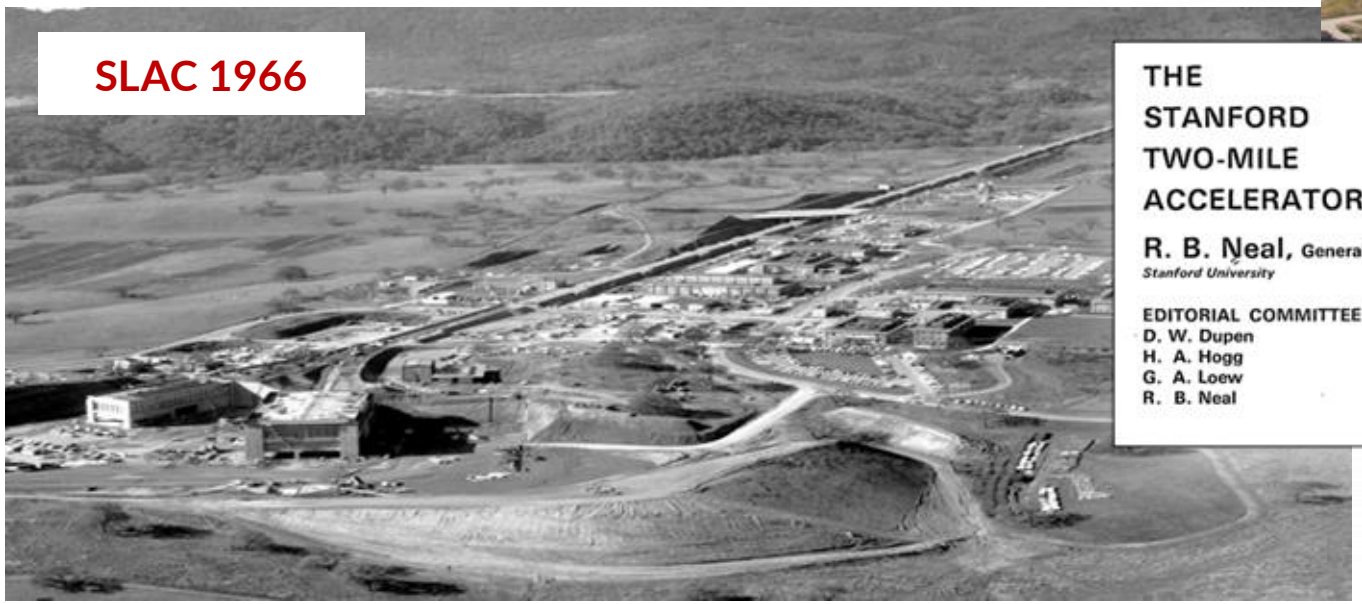
SLAC National Accelerator Laboratory
Major Projects
Critical Utilities Infrastructure Revitalization (CUIR)

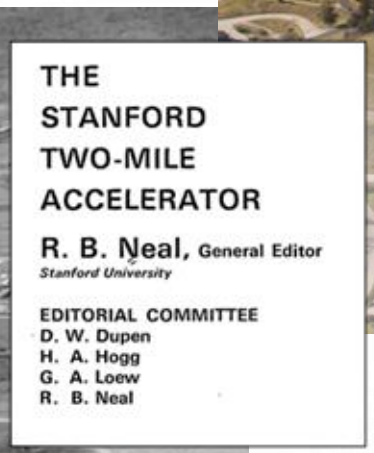
Project Director
Senior Subcontract Administrator

SLAC National Accelerator Laboratory

Critical Utilities Infrastructure Revitalization (CUIR)

From a Single Purpose Laboratory to
a Multiple Program Facility
with Operation Commitments





TODAY

LCLS-II
FACET-II
Cryo-EM
LSST
MEC

FUTURE

Adding
LCLS-II-HE
CRMF
MEC-U
And more…

Critical Utilities Infrastructure Revitalization (CUIR)

CUIR is tailored into three (3) subprojects, with minimal dependencies between each subproject

Subproject 1 (SP1)
Critical Electrical System Improvements
Planned 2023 to 2031

Subproject 2 (SP2)
Critical Civil Utilities Replacement and Upgrades
Planned 2025 to 2032

Subproject 3 (SP3)
Critical Mechanical Utilities Upgrades
Planned 2027 to 2034

Utility improvements are grouped within a subproject to align with science needs, downtime coordination, and construction efficiency

Critical Utilities Infrastructure Revitalization (CUIR)

Subproject 1 (SP1)
Critical Electrical System Improvements
Planned 2023 to 2031

- Summer 2025 - Received Baseline Approval
- Spring to Fall 2026 - Active construction & Award small Design-Bid-Build Contract
- Release of large Design-Build Construction RFP by end of 2026

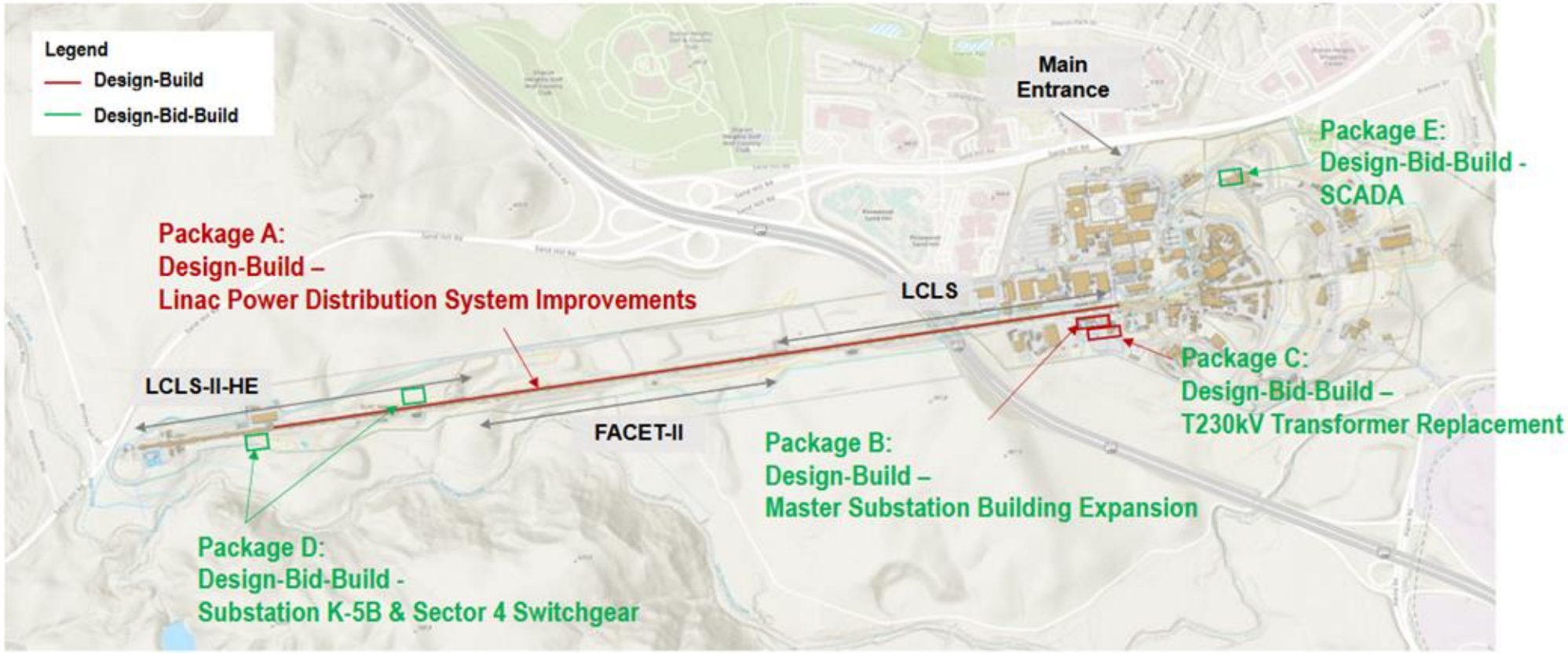
Subproject 2 (SP2)
Critical Civil Utilities Replacement and Upgrades
Planned 2025 to 2032

- Summer 2026 - Release of survey contracts to support Civil scopes
- Fall 2026 - Advancement of Final Design for Civil scopes

Critical Utilities Infrastructure Revitalization (CUIR)

Subproject 1 - Critical Electrical System Improvements

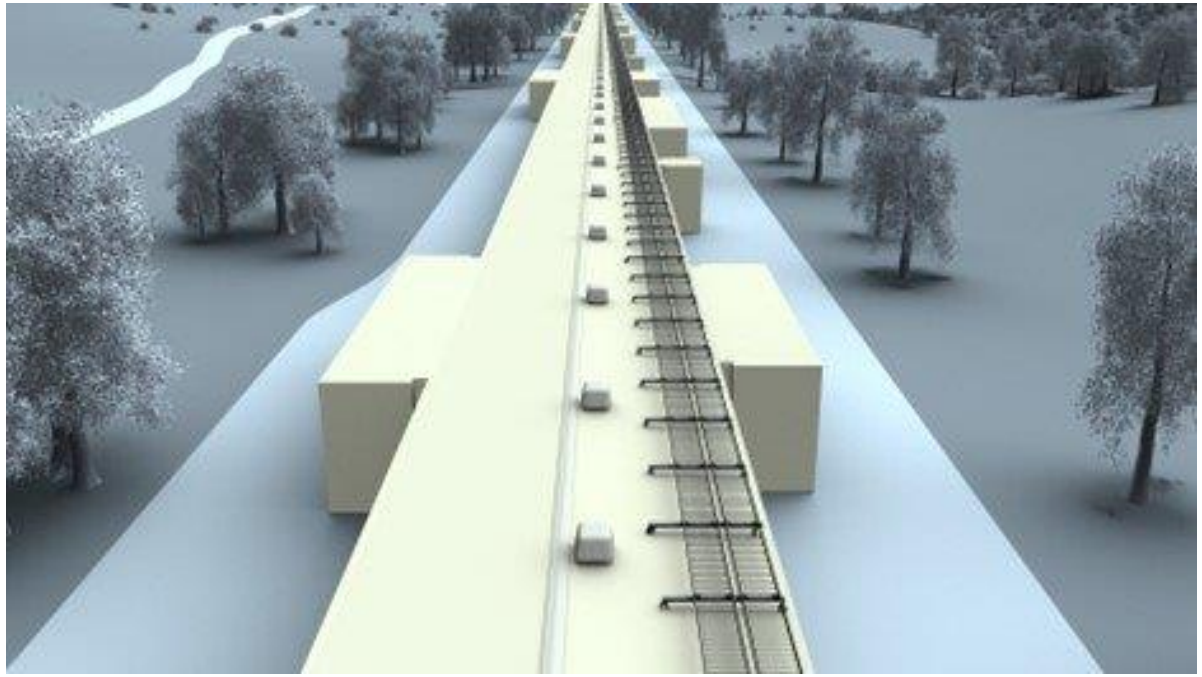
- Five construction packages (Packages A, B, C, D, and E)
- Six long lead electrical equipment provided to contractors as Government Furnished Property (GFP)

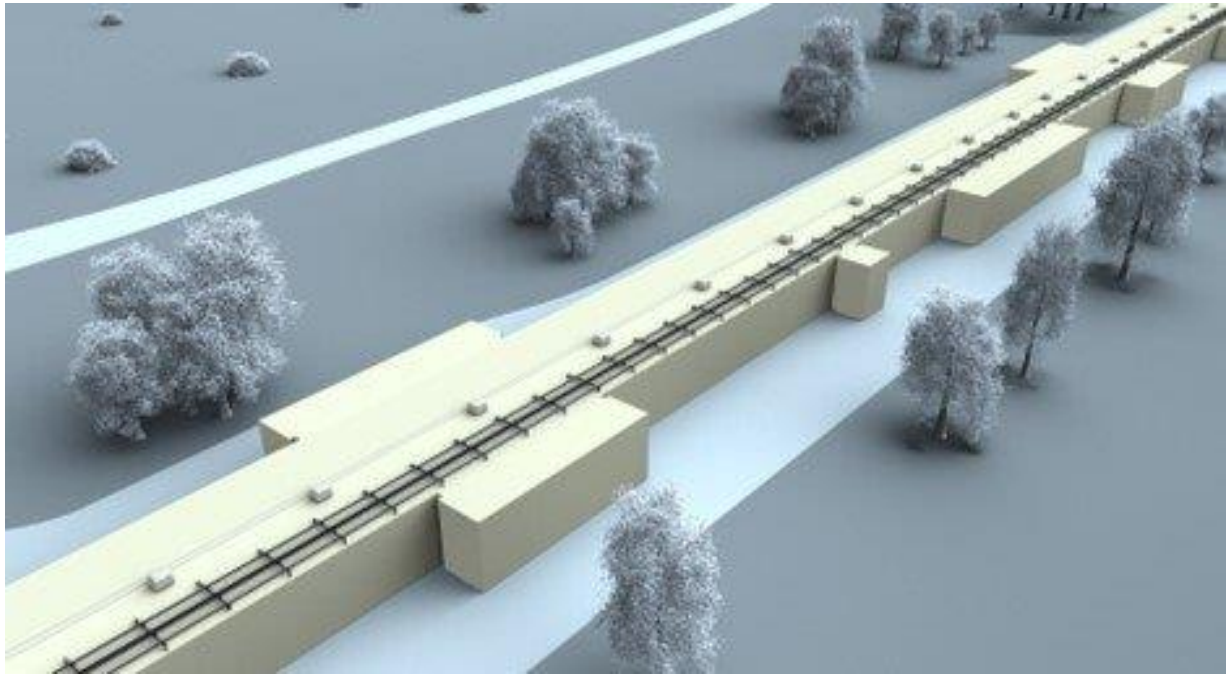


Critical Utilities Infrastructure Revitalization (CUIR)

Subproject 1 - Critical Electrical System Improvements

- Construction Package A: Linac Power Distribution System (Roof-Mounted Cable Trays) ← Awarded
  - In Construction





Critical Utilities Infrastructure Revitalization (CUIR)

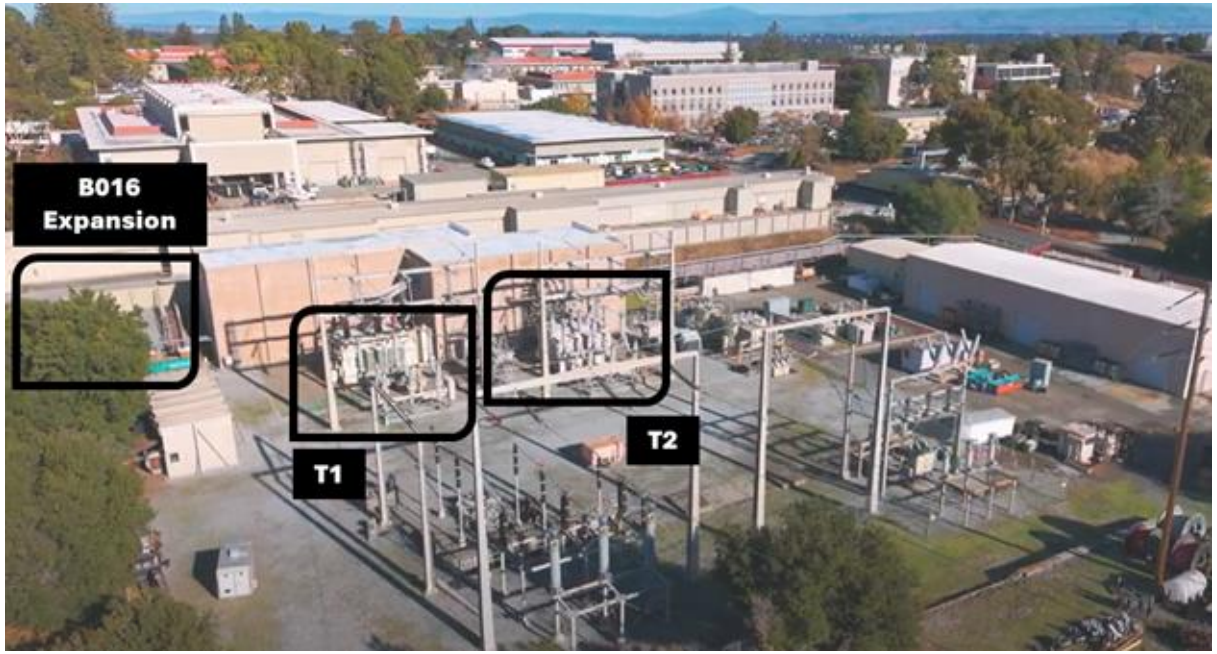
Subproject 1 - Critical Electrical System Improvements

- Package B: Master Substation Expansion
  - Planned Construction Period: Winter 2026 through Summer 2028

Anticipated construction contract release Sep 2026

- Package C: High Voltage Transformer Replacement
  - Planned Construction Period: Winter 2027 through Winter 2030

Anticipated construction contract release Jul 2027



Critical Utilities Infrastructure Revitalization (CUIR)

Subproject 1 - Critical Electrical System Improvements

- Package D: Substation K5B and S4 Switchgear Installation
  - Planned Construction Period: Summer 2026 through Summer 2027

Planned Construction Start

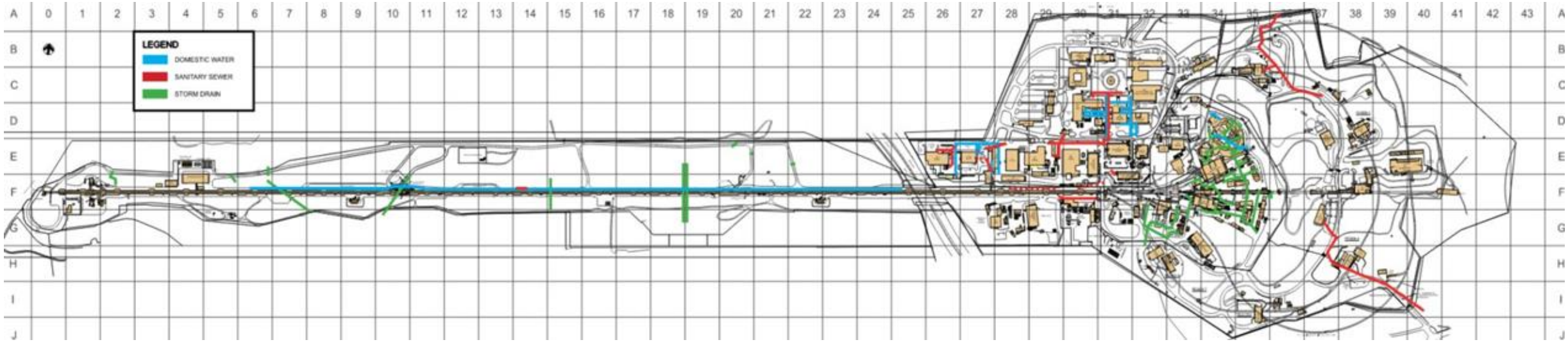
- Package E: New SCADA Hardware at IR-12
  - Planned Construction Period: Winter 2026

Critical Utilities Infrastructure Revitalization (CUIR)

Subproject 2 - Critical Civil Utilities Replacement and Upgrades
Campus-Wide Wet Utility System Improvements
(Linac, Research Yard, North/Central/West Campus)
including:

- LINAC storm drains (SD)
- Domestic Water (DW)
- Sanitary Sewer (SS)

Planned survey contracts in 2026



Critical Utilities Infrastructure Revitalization (CUIR)

CUIR awarded over $45M of subcontracts since 2023

Type of Subcontract	No. of Awarded Subcontracts	Total Award Amt
Electrical Equipment	6	~$16M
Engineering Surveys	3	~$350k
Design Services	4	~$6M
Construction	5	~$22M
TOTAL	**18**	**~$45M**

Achievements

Timely procurement, arrival, and storage of GFPs

Achievements





Installation of roof-mounted cable trays. Mockup completed and actual installation in progress

Critical Utilities Infrastructure Revitalization (CUIR)

Upcoming CUIR Project Opportunities

Type of Subcontract	Opportunity Name	Planned RFP Release
Engineering Surveys	Subproject 2 – Topographic and subsurface utility surveys	Spring/Summer 2026
Construction	Subproject 1 – Package B: MSS Expansion	Fall 2026
Construction	Subproject 1 – Package C: 230kV Transformers Installation	Spring/Summer 2027
3rd Party Inspectors	Various scopes	Fall 2026 to 2029


Thank
You
U.S. DEPARTMENT OF
ENERGY
Stanford
University
SLAC
NATIONAL
ACCELERATOR
LABORATORY

SLAC National Accelerator Laboratory
Major Projects
Cryomodule Repair & Maintenance Facility (CRMF)

Project Manager
Procurement Team Lead

SLAC National Accelerator Laboratory

Outline

- SLAC Project Overview
- Mission of CRMF
- Project scope
- CRMF Procurement Opportunities

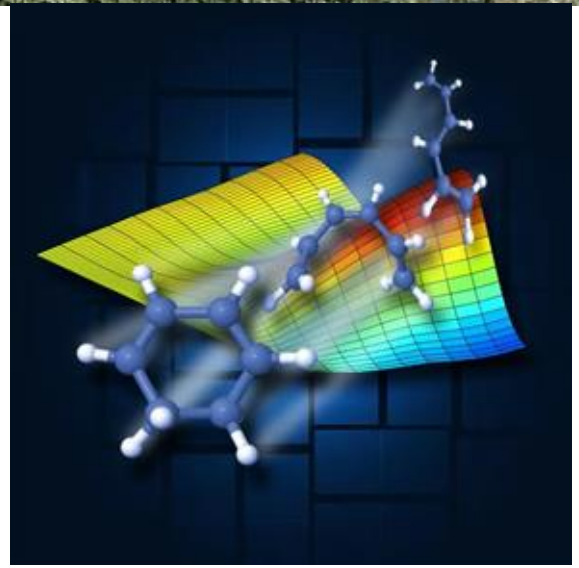
Major Project Overview

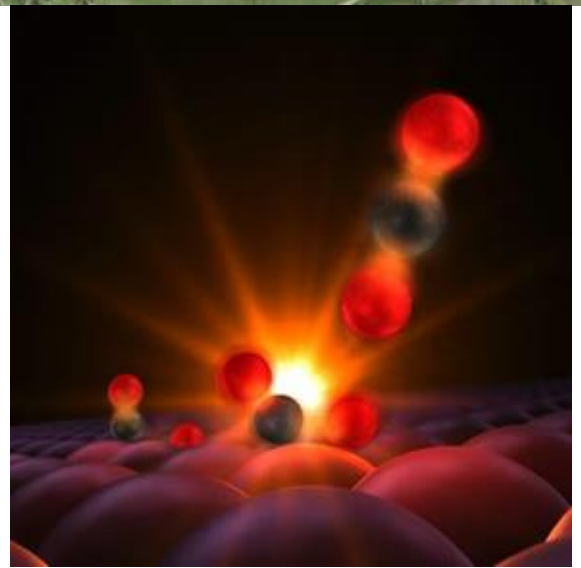
Outline

- SLAC Project Overview
- **Mission of CRMF**
- Project scope
- CRMF Procurement Opportunities

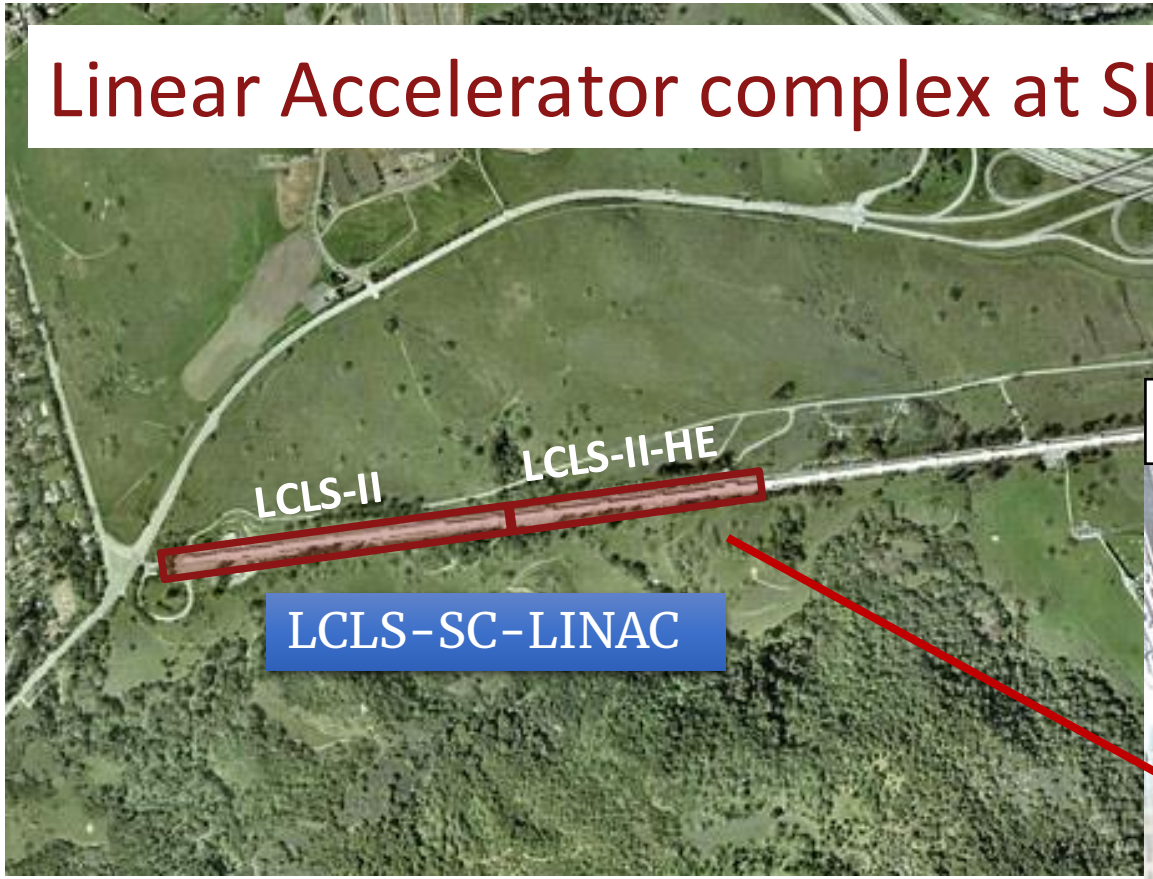
Linear Accelerator complex at SLAC

LCLS takes X-ray snapshots of atoms and molecules at work, providing atomic resolution detail on ultrafast timescales to reveal fundamental processes in materials, technology and living things.





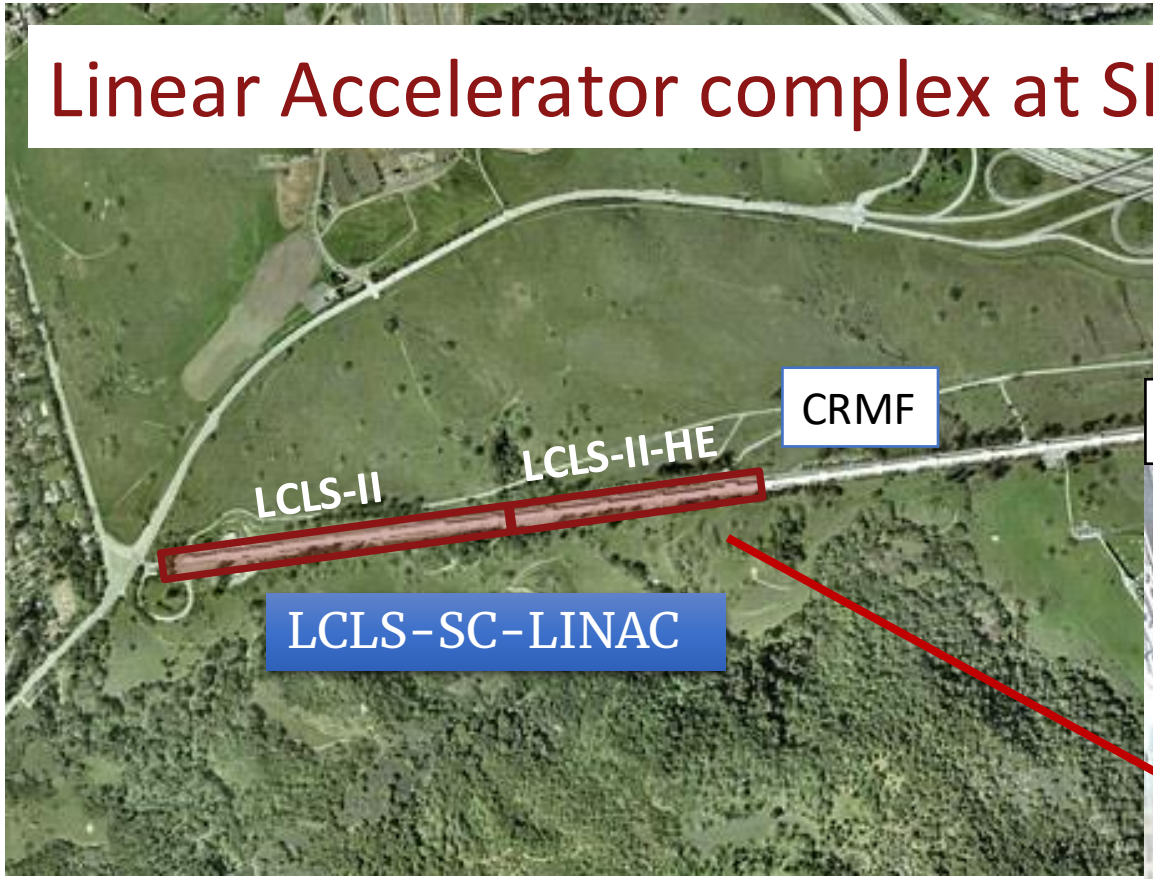
Linear Accelerator complex at SLAC



View of superconducting cryomodules in the LCLS-II tunnel

Superconducting Cryomodules are the building blocks of the LCLS-SC-LINAC

Linear Accelerator complex at SLAC



View of superconducting cryomodules in the LCLS-II tunnel

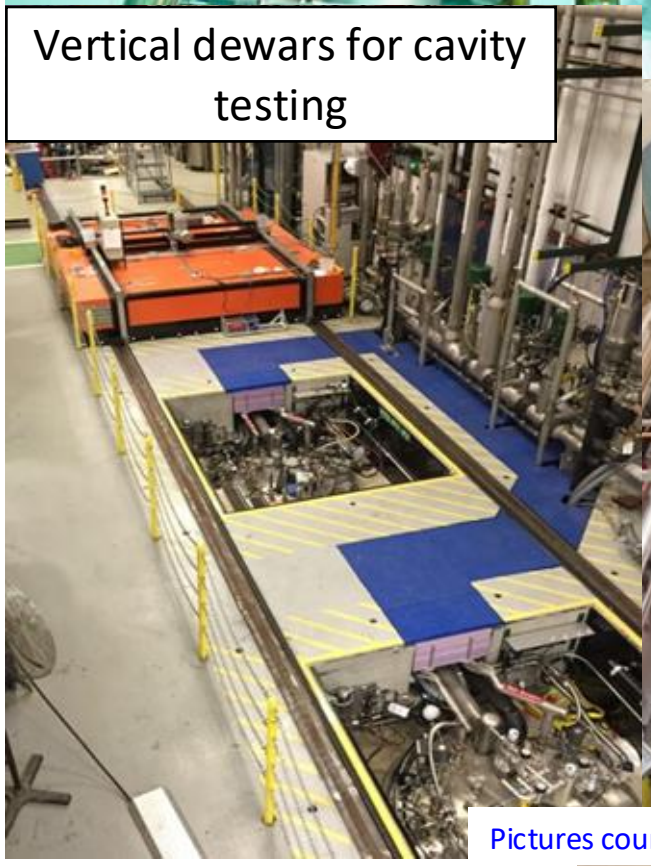
Superconducting Cryomodules are the building blocks of the LCLS-SC-LINAC

Mission of CRMF

CRMF: Cryomodule Repair and Maintenance Facility

- ~ 2-3 CMs/year expected to need to be repaired based on current data
- CRMF is needed to repair, test and maintain superconducting cryomodules at SLAC

CRMF needed at SLAC to ensure the performances of cryomodules are preserved over the lifetime of the accelerator



Pictures courtesy of FNAL

Outline

- SLAC Project Overview
- Mission of CRMF
- **Project scope**
- CRMF Procurement Opportunities

Project Scope: New 21,000 GSF Building at SLAC

AWARDED and STARTED CONSTRUCTION

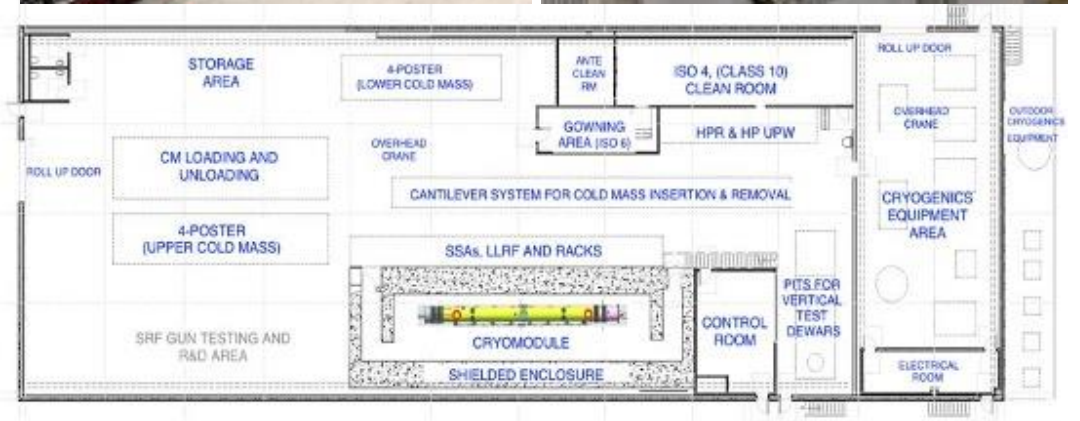
Cryomodule Repair and Maintenance Facility (CRMF)

CRMF Project Scope (high level):

- Construction of **~ 21,700 GSF building** to accommodate cryomodules disassembly, re-assembly and testing - **AWARDED and STARTED**
- **RF equipment** and **control room** for cryomodule testing
- **ISO-4 cleanroom** for cavities clean string assembly
- Installation of **cryomodule assembly tooling**
- **Cryogenic equipment** to supply LHe to allow for cryomodule and superconducting cavity testing (T = 2K = -456ºF)

Cryomodule assembly station

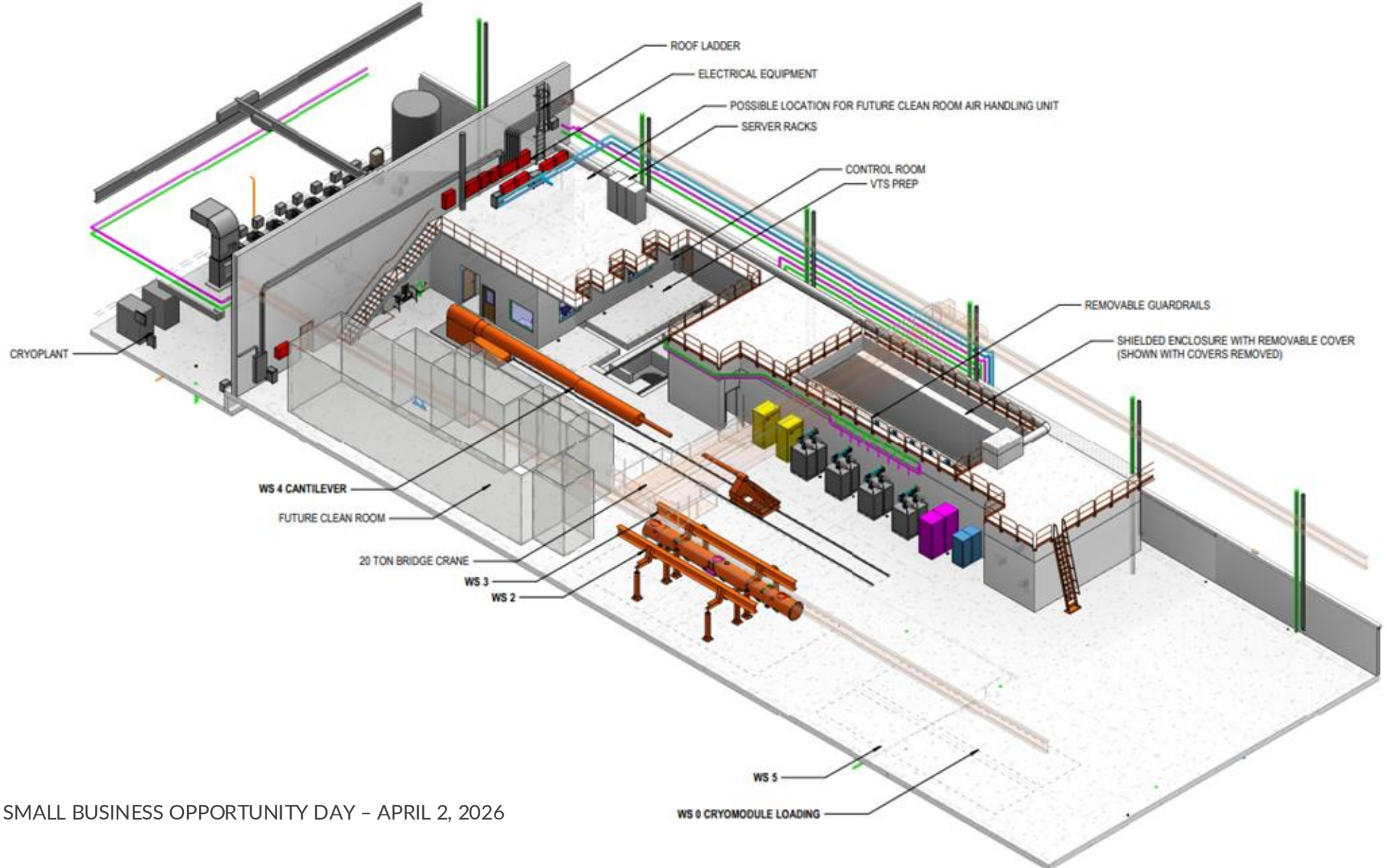
String assembly in ISO4 cleanroom



RF equipment and control room

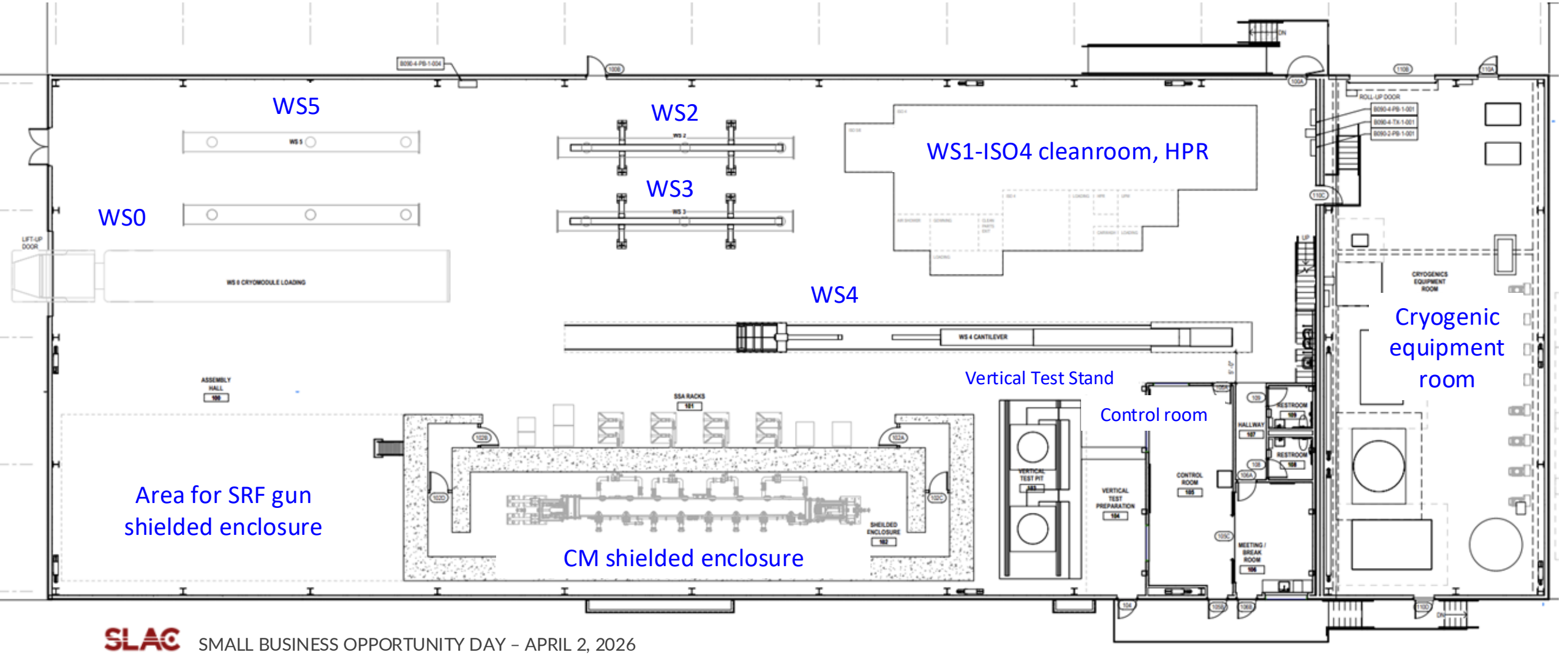
Cryogenic equipment

Isometric view of the facility



Project Scope: Buildouts for CM Repair and Testing

21,700 GSF Facility



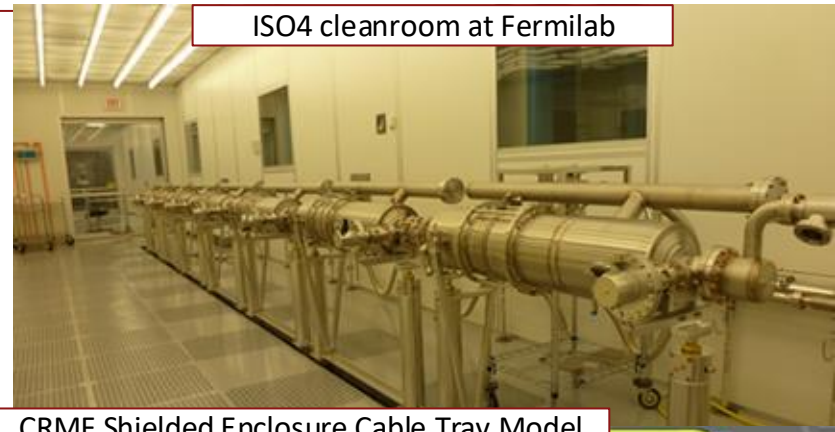
Outline

- SLAC Project Overview
- Mission of CRMF
- Project scope
- **CRMF Procurement Opportunities**

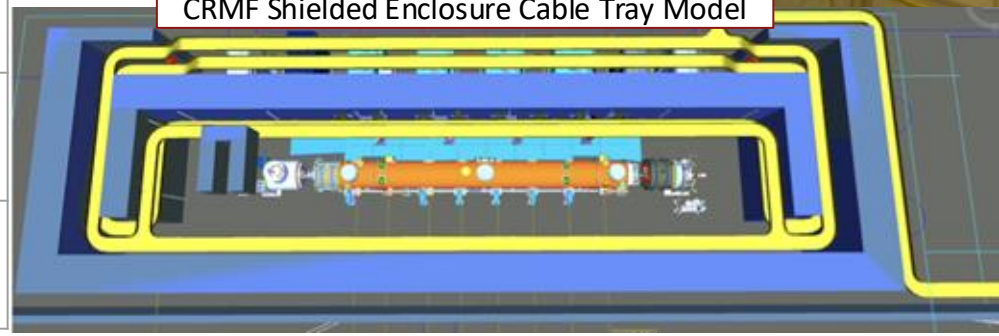
CRMF Procurement Opportunities

Technical System Opportunity	Planned RFP Release
ISO-4 Cleanroom (Construction) and Ultra-Pure Water (UPW) System	Fall 2026
High-Pressure Rinsing (HPR) system	Fall 2026
Cryogenic equipment and piping	Multiple: Summer 2026 through Spring 2027
Cryomodule assembly tooling	Multiple: Summer and Fall 2026
Cabling and equipment for Control Systems	Multiple Fall 2026 through Spring 2027

ISO4 cleanroom at Fermilab



CRMF Shielded Enclosure Cable Tray Model



Cryogenic equipment at Fermilab

HPR at Fermilab

Thank you

CRMF Project SLAC Procurement Website:
https://suppliers.slac.stanford.edu/find-opportunities/crmf-project-opportunity

For more info please contact:
Procurement Team Lead

SLAC NATIONAL ACCELERATOR LABORATORY | Stanford University | U.S. DEPARTMENT OF ENERGY

SLAC National Accelerator Laboratory Minor Projects

Interim Manager, Design & Construction Services
Procurement Team Lead

SLAC National Accelerator Laboratory

Minor Project Program

- Design and Construction Services' (DCS) **mission** is to reliably deliver planning and execution of SLAC conventional facility and infrastructure projects safely, on budget, and on schedule.

- DCS **vision** is to achieve excellence in the management of projects, enabling groundbreaking scientific discoveries and technological breakthroughs through on-time, on-budget and safe delivery of complex conventional facility and infrastructure projects.

Minor Projects: Now Through the End of FY26

Project Name	Type	TPC	PM
60kV Breaker B-03 Replacement at the Master Substation	Electrical, Civil	<$1M	Chethana Gowda
B040A Metrology Lab	MEP, Structural, Controls	<$1M	Robin Turkmen
FY25 Civil-Road-Parking Lot Maintenance	Civil	<$1M	Nikki Fujii
Bathroom Addition at Cryoplant B905	New Temporary Structure	$1-10M	Zebib Teklyes
Repair Underground Domestic Water Leak near SSRL B120 and B140	Civil, Utility	$1-10M	Zebib Teklyes
S11 Site Utilities	Electrical, Civil	$1-10M	Kevin McCarthy
B057 Chase Expansion	Mechanical, Structural, Electrical	$1-10M	Zebib Teykles
Sub515 Upgrade	Electrical, Civil, Structural	$1-10M	Lori Shewchuk
Alpine Gate Replacement	Electrical, Structural, Controls, Civil	$1-10M	Julian Huertas

Minor Projects: FY26 and Beyond ($1-$10M)

Project Name	Type	TPC	PM
Replace High Intensity Discharge Lighting at SLAC	Electrical	<$1M	Nikki Fujii
1801 LCW Pump Project	MEP, Civil, Controls	$1-10M	Robin Turkmen
60kV Breaker 3 (B-03) Replacement at the Master Substation	Electrical/Civil	<$1M	Chethana Gowda
B950 Accessibility Upgrades	Civil/ Mechanical	<$1M	Nikki Fujii
B950 Elevator Installation	Mechanical, Controls, Electrical	$1-10M	Chethana Gowda
Replace VVS, MV Sections, Transformer, LV Main & Distribution Section	Electrical	$1-10M	Lori Shewchuk
Culvert Repair and Maintenance	Civil	$1-10M	Nikki Fujii
HX4 Piping Connection to LCW 1801	Mechanical/Controls/Electrical	$1-10M	Kevin McCarthy

Minor Projects: FY26 and Beyond ($1-$10M), ctd

Project Name	Type	TPC	PM
Main Gate Reconfiguration	MEP, Civil, Controls	$1-10M	Julian Huertas
B950 Elevator Installation	Mechanical, Controls, Electrical	$1-10M	Chethana Gowda
Replace VVS, MV Sections, Transformer, LV Main & Distribution Section	Electrical	$1-10M	Lori Shewchuk
Culvert Repair and Maintenance	Civil	$1-10M	Tiffany Tate

Recent Examples

S8&9 Area of Refuge

Cable Trays on Klystron Gallery

IR12 Calorimeter removal

B050 Roof replacement

B750 CM Storage

Opportunities with Lawrence Livermore National Laboratory

Business Analyst, Small Business Program Office

Agenda

- About LLNL
- Tips for Working with LLNL
- Learn About Upcoming Opportunities

High Explosive Application Facility

About LLNL

- One of the largest DOE National Laboratories
- $3.7B operating budget – FY25
- 9500+ employees
- $830M in procurement spend – FY25
- 500+ facilities between 2 sites

What We Buy

Think of Lawrence Livermore National Laboratory as a small city.

We procure goods and services in support of our:

- Property
- Programs
- People

FY25 Small Business Spend Profile

Category	NAICS Code	% of Small Business Spend
Software *15% of total small business spend*	513210 *Software Publishers*	15.3%
Construction *12% of total small business spend*	236220 *Commercial and Institutional Building Construction*	10.9%
	237990 *Other Heavy and Civil Engineering Construction*	.6%
Electronics *9% of total small business spend*	334111 *Electronic Computer Manufacturing*	5.3%
	334118 *Computer Terminal and Other Computer Peripheral Equipment Manufacturing*	2.1%
	334112 *Computer Storage Device Manufacturing*	1.8%
Research *7% of total small business spend*	541715 *Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)*	2.3%
	334516 *Analytical Laboratory Instrument Manufacturing*	2.9%
	334515 *Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals*	1.6%

Tips for Working with LLNL

Market Survey: Looking for Sources

- Get on the Prospective Supplier List (vendor.llnl.gov)
- Sources Sought/RFI in SAM and Industry Days
- Small Business Program Office

Solicitation: Inviting Sources to Participate

- Understand the Requirements. Unsure? Ask!
- Read All Documents Carefully
- Provide Requested Items

Post Award: Performance

- Understand the Terms of the Subcontract
- Provide Submittals on Time or Early
- Perform well, on time, and on budget

National Ignition Facility (NIF) Target Chamber

Make it easy for LLNL to business with you!

Learn About Upcoming Opportunities

LLNL Contracting Opportunities:

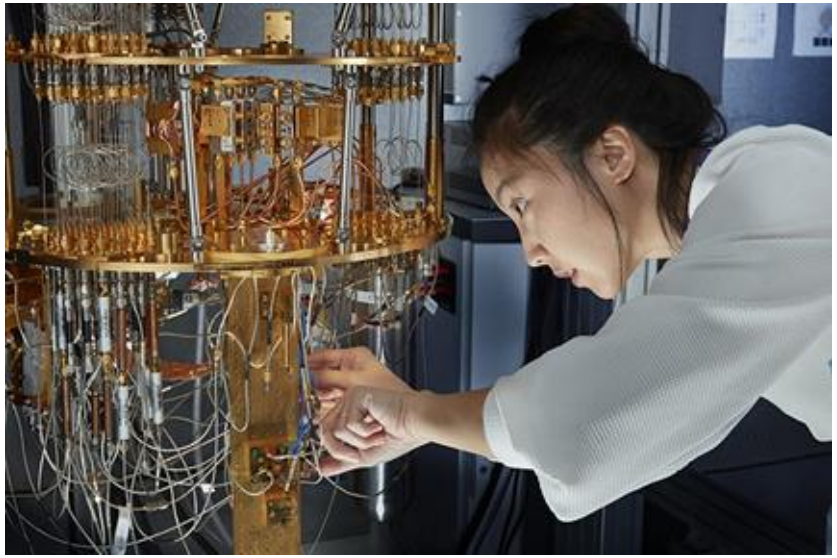
- Sources Sought notices are posted on SAM.gov
- Sign up as a prospective supplier: vendor.llnl.gov

LLNL Construction:

- Construction Opportunities Page: https://procurement.llnl.gov/opportunities
- Pre-qualification: contact Jon/Jordan with your Capabilities Statement

LLNL Small Business Office

- smallbusiness@llnl.gov



LLNL Quantum Computing

Contact Us

Jon Benjamin
Small Business Program Manager

Jordan Clark
Business Analyst, Small Business Program Office

Lawrence Livermore National Laboratory

smallbusiness@llnl.gov

www.llnl.gov

Break

10 minutes

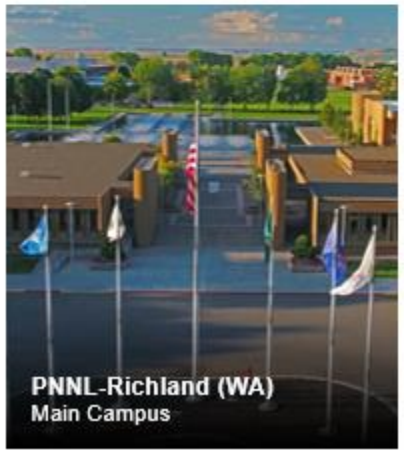
Opportunities with Pacific Northwest National Laboratory

Small Business Program Manager

Pacific Northwest
NATIONAL LABORATORY

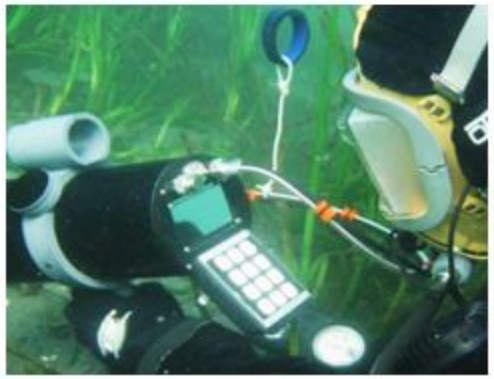
We are one of DOE's 17 **national laboratories** addressing critical scientific challenges

Pacific Northwest
NATIONAL LABORATORY



Pacific Northwest
NATIONAL LABORATORY

PNNL-Sequim Campus



DOE's only marine research facilities

- Clean airshed permits ultra-trace background for measurement and signature sciences
- Facilities enable marine energy innovation
- Flow system provides 200 gallons/minute of seawater to research labs
- Scientific dive team supports in-water research and testing
- Permitted areas for testing a wide range of underwater technologies
- Biosafety Level 2 laboratories provide venue for examining toxin production in marine species

Pacific Northwest
NATIONAL LABORATORY

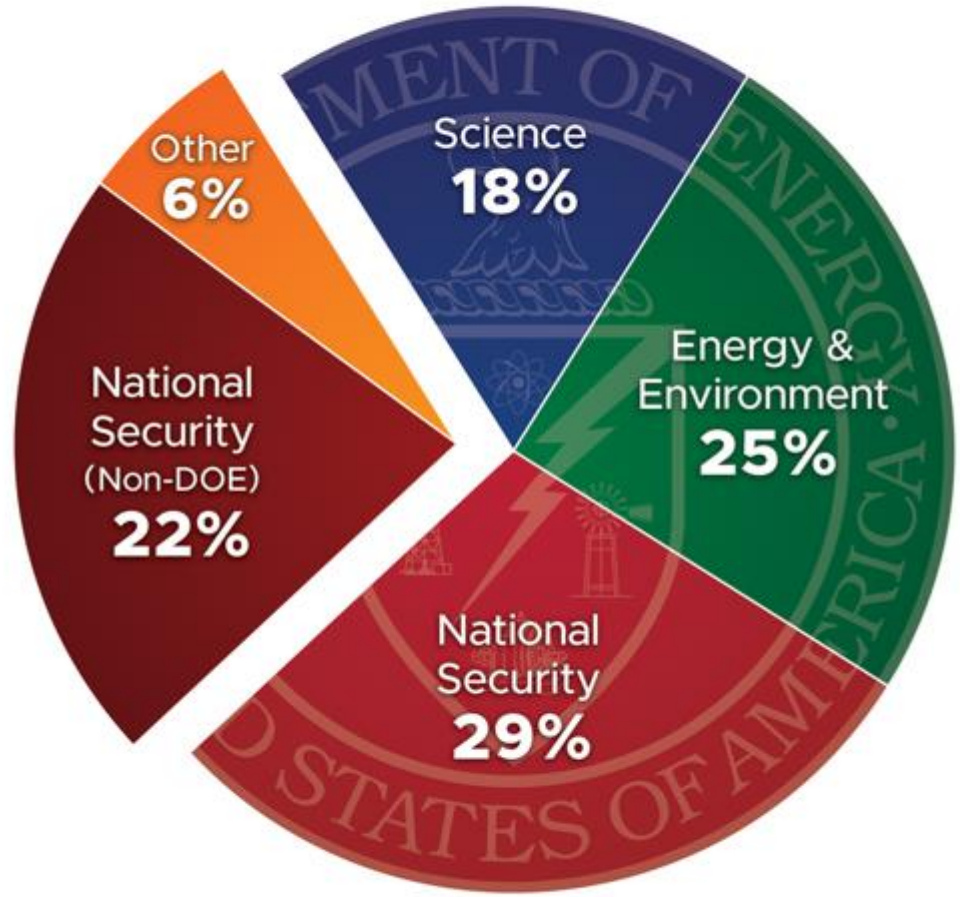
We are one of DOE's most diversified national laboratories

$1.7B **Annual Spending**
(Business Volume)

6,043 **Staff**
2,779 w/ advanced degrees

1,672 **Peer-Reviewed Publications***

319 **Invention Disclosures***



FY 2025 Business Volume

* FY 2024 data, FY 2025 not yet available

Pacific Northwest
NATIONAL LABORATORY

We **advance scientific frontiers** and **provide solutions** to critical national needs

Pacific Northwest
NATIONAL LABORATORY

PNNL's **missions** advance understanding of the world around us

SCIENCE

ENERGY AND ENVIRONMENT

NATIONAL SECURITY

Pacific Northwest
NATIONAL LABORATORY

Our inventions impact U.S. markets

Technologies converted to real-world products and solutions

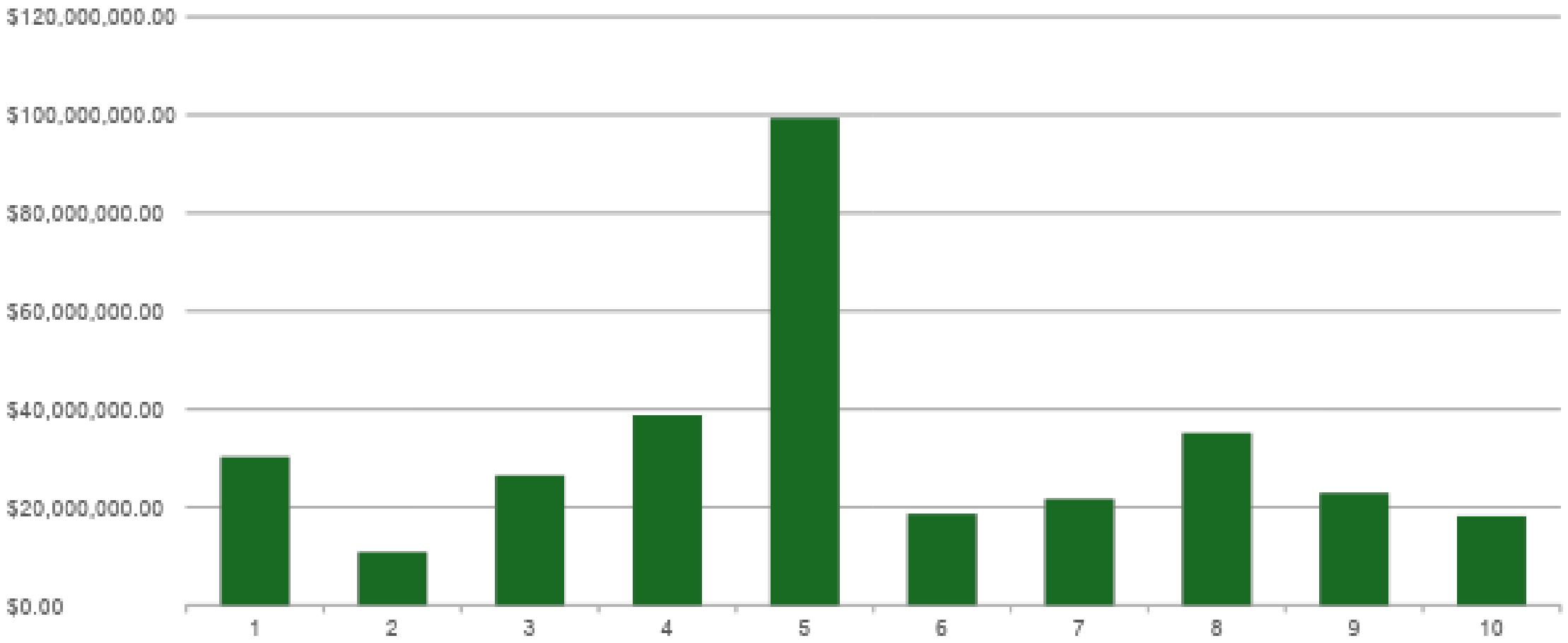
What we buy and how we buy it

- PNNL purchases a VERY broad spectrum of goods and services through three purchasing mechanisms:
  - Subcontracts/Purchase Orders – high risk/high dollar goods and services; $350M in FY25
  - P-Card – low dollar goods (<$10K) and services (<$2,500); $16.7M in FY25)
  - B2B – commercial off-the- shelf goods (<$35,000) via eCommerce; $16.5M in FY25

- PNNL supports DOE's small business objectives
  - Goals for FY25 include:
    - Small Business – 49%
    - SDB – 5%
    - WOSB – 5%
    - HUBZone – 3%
    - VOSB – 5%
    - SDVOSB – 5%

Total	Totals		Goal
	$	%	%
Large	$150,249,253	41.0%	
Small	$216,445,527	59.0%	49.0%
Total	$366,694,779		
SDB	$32,949,987	9.0%	5.0%
WOSB	$18,899,565	5.2%	5.0%
HUBZ	$8,099,024	2.2%	3.0%
VOSB	$33,117,344	9.0%	5.0%
SDVOSB	$20,032,092	5.5%	5.0%

FY24 Top NAICS Codes



Forecast Opportunities

- Solicitation/Request for Proposal
  - Competitive solicitations posted externally >$250K

NAICS Code	Type of Acquisition	Acquisition Description	Place of Performance	Anticipated Award Fiscal Year	Contract Type	Estimated Dollar Range
236220	Construction	Microbial Molecular Phenotyping Capability (M2PC) Facility Design/Build	Richland, WA	FY 26	FFP	TBD
236220	Construction	National Security Complex (5 Buildings)	Richland, WA	FY24-FY33	FFP	Varies individually
236220	Construction	Richland Campus minor construction - 13 projects e.g. New construction, major facility upgrades, repurposing of existing facilities, and lab conversions	Richland, WA	FY24-26	FFP	Varies individually
333413	Goods	HEPA Filter replacements	Richland, WA	FY26	FFP	$1M (may be purchased over time)
334111	Goods	Data Computing Platform	Richland, WA	FY26	FFP	$3M
334511	Goods	Aerosol and/or Water Lidar	Richland, WA	FY26	FFP	TBD
334516	Goods	High-Temperature Inverse Gas Chromatography Instrument	Richland, WA	FY26	FFP	$200K
334516	Goods	Laser System & Peripherals	Richland, WA	FY26	FFP	$500K

https://www.youtube.com/watch?v=FOobmdaR70s

Pacific Northwest
NATIONAL LABORATORY

Current **Opportunities (Richland, FFP)**

	Solicitation Number	Title	Location	Issue Date	Due Date	Solicitation Type
View	0000933078	Seattle Office Lease	Richland, WA	1/22/2026	03/31/2026	Goods & Services
View	0000938413	Enterprise Resource Planning Subject Matter Expert Support	Contractor's Facility	2/23/2026	04/03/2026	Services
View	0000942533	Allen-Bradley Electrical Components	Richland, WA	3/23/2026	04/03/2026	Goods
View	0000928524	3rd party electrical inspection (Richland, WA)	Richland, WA	3/25/2026	04/15/2026	Services
View	0000938628	Deli Operator	Richland, WA	3/28/2026	05/08/2026	Services

Tips for working with PNNL

- Prior to Award/doing work with PNNL, you should:
  - Take a few minutes to learn about PNNL and how you can help its mission
  - Become familiar with Battelle's Prime Contract with the DOE for contract scope and requirements
  - Register in PNNL's Acquisition Supplier Portal (ASP)
    - ✓ ASP Approved profile is required to view solicitations
    - ✓ ASP approved profile required for onsite construction
  - Become familiar with the requirements for vendor setup –
    - ✓ SAM UEI # required
    - ✓ Registration in PNNL's Vendor Database and System for Award Management (SAM) or expect to fill out a MOSRC form
  - Review past "Doing Business with PNNL" webinars on website
  - Partner with a small business (if large)
  - Reach out to PNNL's Small Business Program Manager to express interest and submit your Capability Statement/Line Card

Small Business Program resources and contacts

- PNNL Acquisition Supplier Portal
- Solicitation Website
- For more information about PNNL Small Business Program and its Small Business Program goals, please visit the Small Business Program Website
- Contact PNNL's Small Business Program Manager @ small.business@pnnl.gov
- PNNL participates in the Mentor Protégé program, reach out to express interest and get more info!

Come see us at these upcoming outreach events!

- Bridging Partnerships Small Business Symposium
  April 8-9, 2026 Kennewick, WA
  Register here

- ETEBA Small Business Forum & Expo
  May 26-28, 2026 Aurora, CO
  Register here

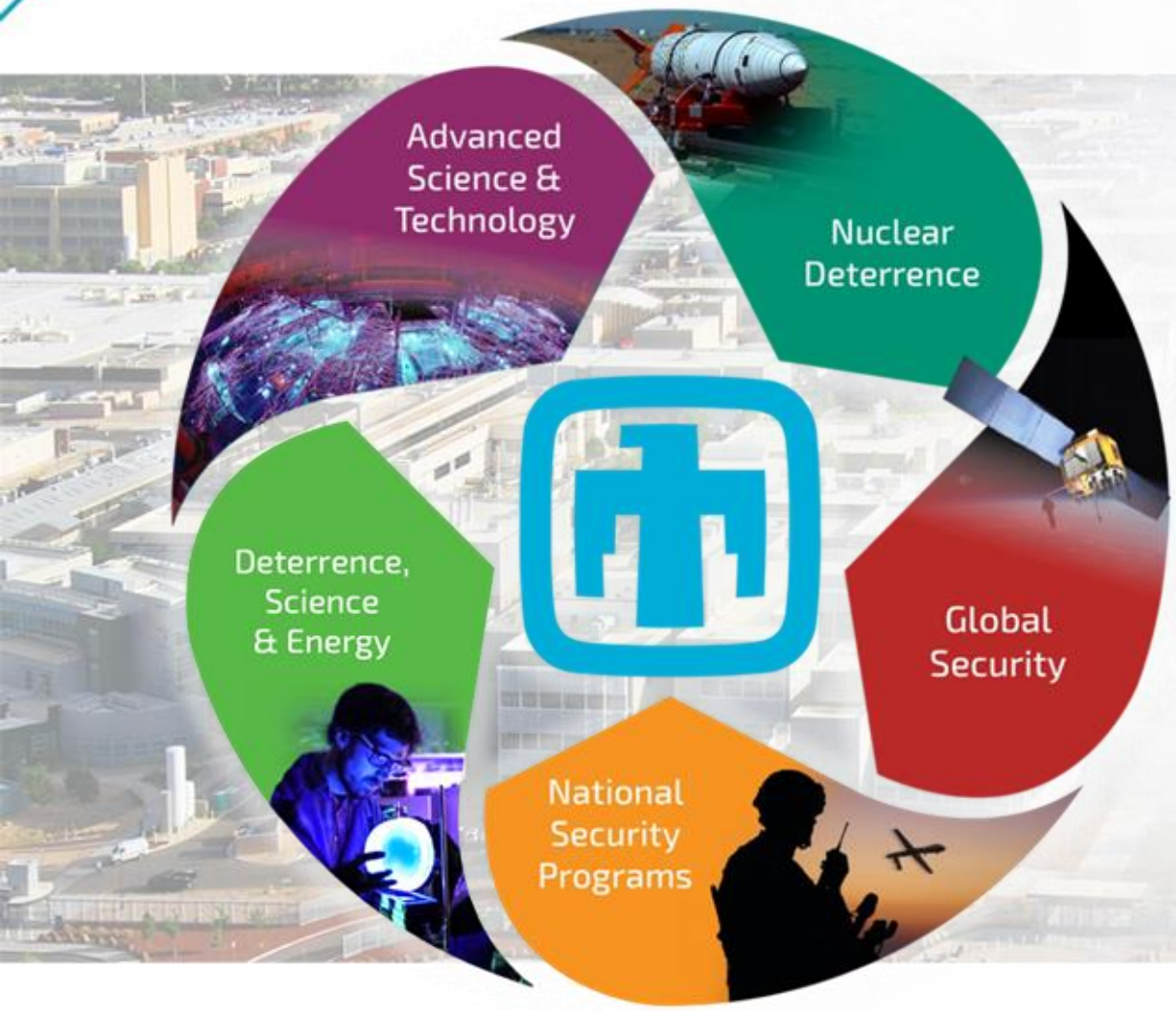
- 2026 National HUBZone Conference
  July 21-22, 2026 Chantilly, VA
  Register here

- ETEBA Hanford Business Opportunities Exchange
  August 26, 2026 Kennewick, WA
  Register here

Opportunities with Sandia National Laboratories

Supplier Relations Specialist

Sandia's Five Major Portfolios



Facilities Across the Nation

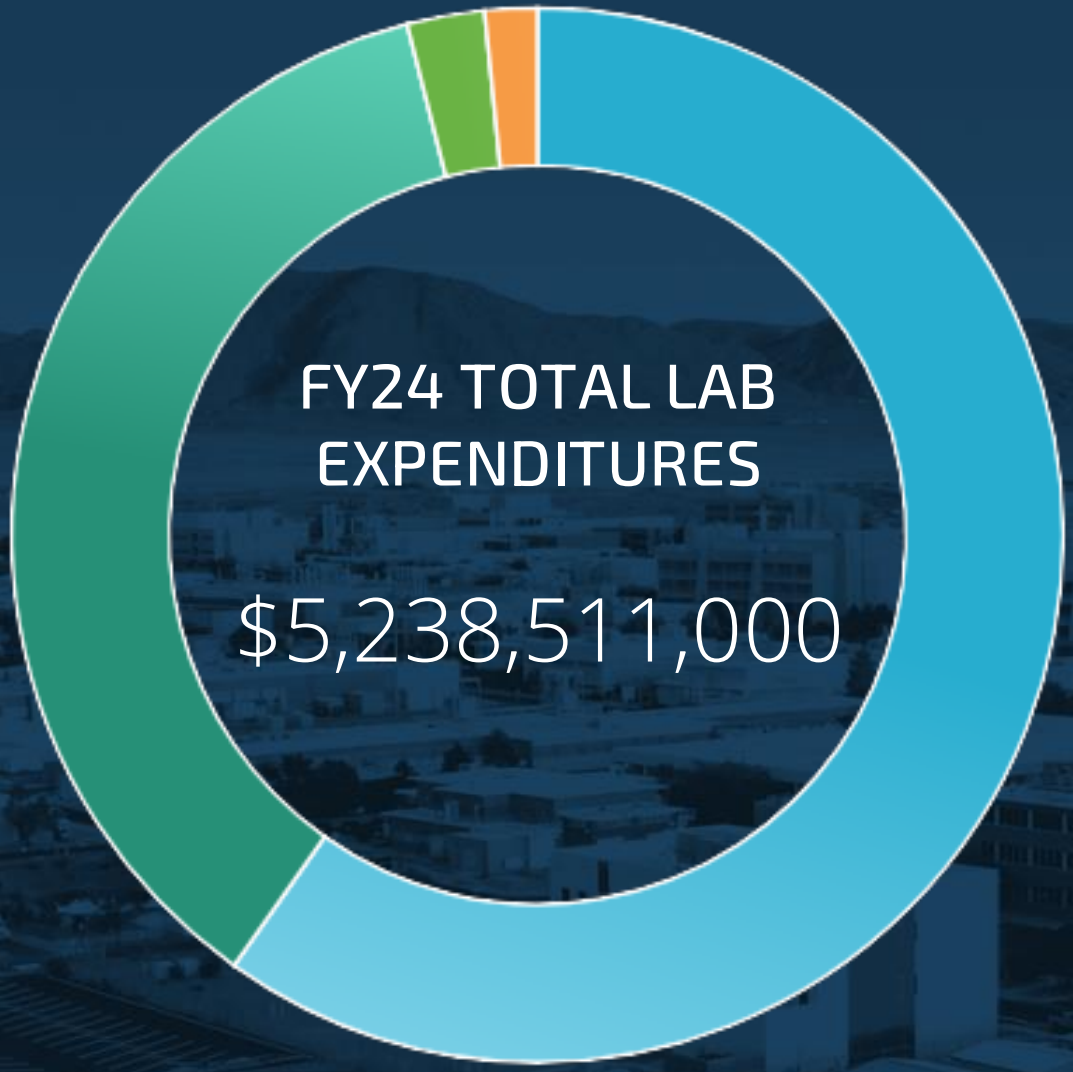
Main sites

- Albuquerque, New Mexico
- Livermore, California

Activity locations

- Kauai, Hawaii
- Waste Isolation Pilot Plant, Carlsbad, New Mexico
- Pantex Plant, Amarillo, Texas
- Tonopah, Nevada

LABS' SPENDING TOPS $5.2 BILLION



LABOR AND NON-SUBCONTRACT-RELATED PAYMENTS
$3,337,787,000

SUBCONTRACT-RELATED PAYMENTS
$1,685,492,000

NM GROSS RECEIPTS TAXES
$148,168,000

PROCUREMENT CARD PAYMENTS
$67,064,000

Sandia's Small Business Commitment

SUBCONTRACT-RELATED PAYMENTS

OVERALL		NEW MEXICO
$1,685,492,000	Total Subcontract Payments	$596,250,000
$1,025,218,000	Total Small Business	$463,630,000
$427,070,000	Small Business*	$152,795,000
$310,551,000	Disadvantaged	$186,252,000
$197,323,000	Woman-Owned	$93,673,000
$176,038,000	Veteran-Owned	$71,552,000
$133,318,000	Service-Disabled Veteran-Owned	$42,326,000
$64,364,000	HUBZone	$34,776,000

Sandia's top subcontracting industries (based on NAICS) in FY2028:

- Computer Related Services
- Research and Development (R&D)
- Commercial and Institutional Building Construction
- Engineering Services
- Computer Facilities Management Services

NEW MEXICO - TOTAL PROCUREMENT IMPACT | $603,800,000

$596,250,000	35%	$463,630,000	$132,619,000	$7,550,000
SUBCONTRACT PAYMENTS	AS % OF TOTAL SUBCONTRACT PAYMENTS	SMALL BUSINESS	OTHER THAN SMALL BUSINESS	PROCUREMENT CARD PAYMENTS

CALIFORNIA - TOTAL PROCUREMENT IMPACT | $249,256,000

$235,779,000	14%	$138,625,000	$97,154,000	$13,477,000
SUBCONTRACT PAYMENTS	AS % OF TOTAL SUBCONTRACT PAYMENTS	SMALL BUSINESS	OTHER THAN SMALL BUSINESS	PROCUREMENT CARD PAYMENTS

*Small Businesses not categorized as Small Disadvantaged Business, Woman-Owned Small Business, HUBZone Small Business, Veteran-Owned Small Business or Service-Disabled Veteran-Owned Small Business

CALIFORNIA CONSTRUCTION

SANDIA CALIFORNIA
AT-A-GLANCE

74
FACILITIES

410
CONTIGUOUS ACRES

~950K
GROSS SQUARE FEET

~$2.8B
REAL PROPERTY VALUE

~2,100
MEMBERS OF THE WORKFORCE

Established in 1956 and co-located with Lawrence Livermore National Laboratory, the shared infrastructure enhances security and fosters collaboration, supporting our mission objectives effectively.

CA Construction Demand Increases

Construction project demand has increased 10X in 10 years!

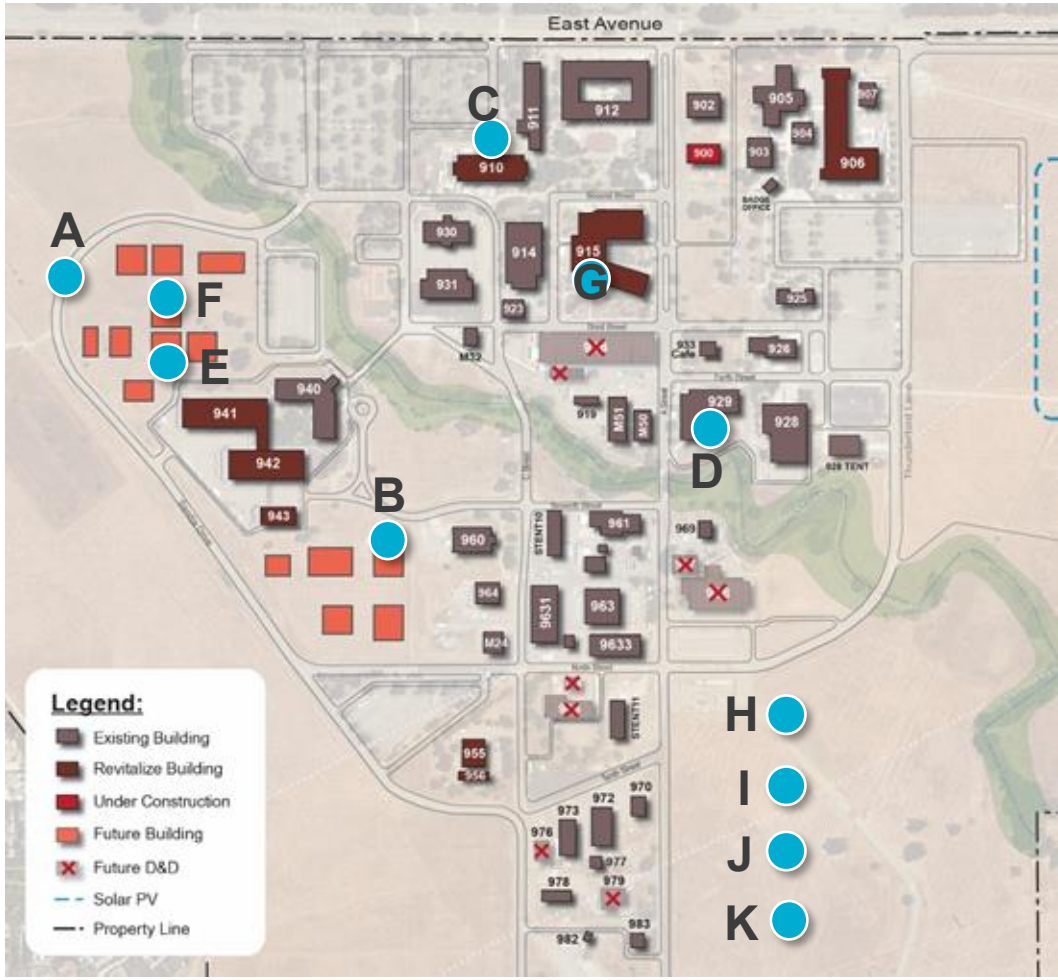
Major Planned and Projected Projects

Near-Term Projects (FY25)

#	Project Name	Est. Project Cost
A	Expansion of Underground Utilities	$28M+
B	New Concrete Highbay Lab Building	$26M+
C	Replacement of Four Electrical Substations	$8M+
D	Rooftop Heat Pump Unit Replacements	$8M+

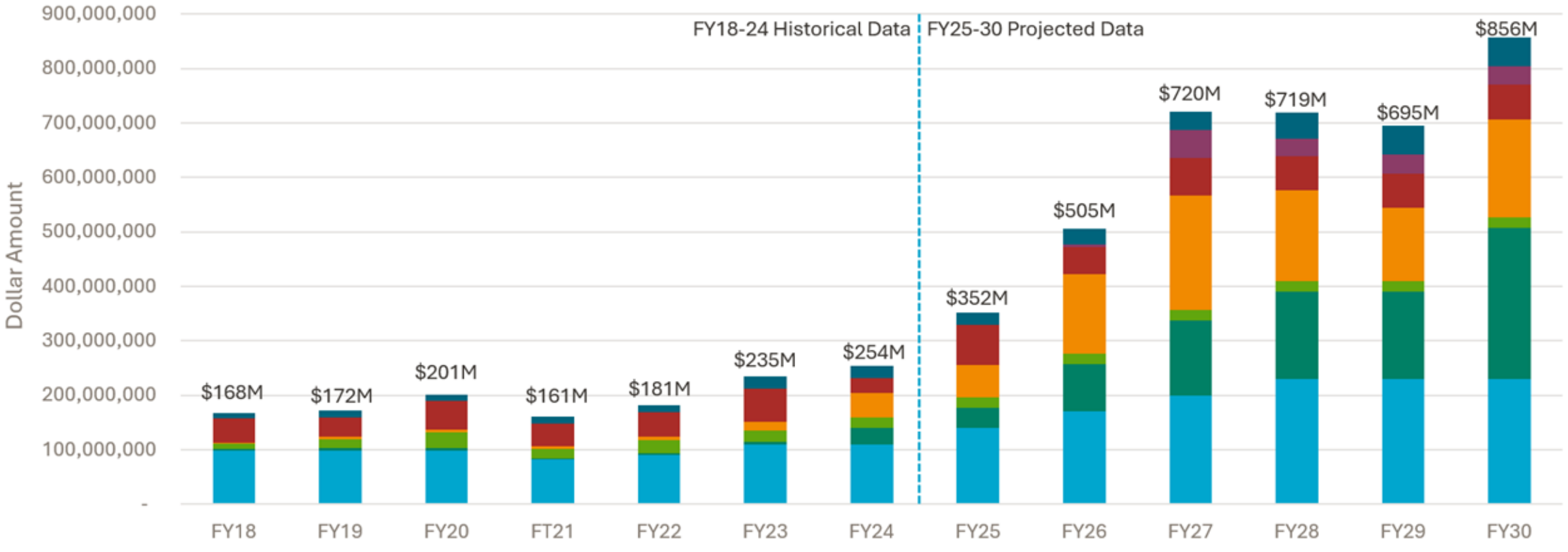
Mid-Term Projects (FY26+)

#	Project Name	Est. Project Cost
E	New Steel Framed Lab Building	$34M+
F	New 4-6 Lab Building Opportunities	$100M+
G	AHUs Replacement	$18 M
H	Medium Voltage Substation Replacements	Various
I	Sitewide Building Seismic Upgrades	Various
J	Utility, Electrical & HVAC Systems Sustainment	Various
K	Service Maintenance Contracts	Various



NEW MEXICO CONSTRUCTION

Historical and Projected Facilities & Infrastructure Work



New Mexico Line Item Projects

The projects below range in size from a $100M - $Bs in Total Project Costs.

1. **Power Sources (PSC) Capability -** Replaces a deteriorating 1940's era building.
   Current Status: Construction has begun.

2. **Combined Radiation Environments for Survivability Testing (CREST)** - Replaces a 1970's era research reactor.
   Current Status: Conceptual design
   Mission need: 2030

3. **Next Generation High Energy Density (HED) Facility** - replaces the Z-Machine Pulsed Power Facility.
   Current Status: Seeking approvals.
   Mission need: 2045

1. **Microelectronic Components Capability (MC2) -** will provide state-of-the-art cleanroom space.
   Current Status: Seeking approvals
   Mission need: 2040

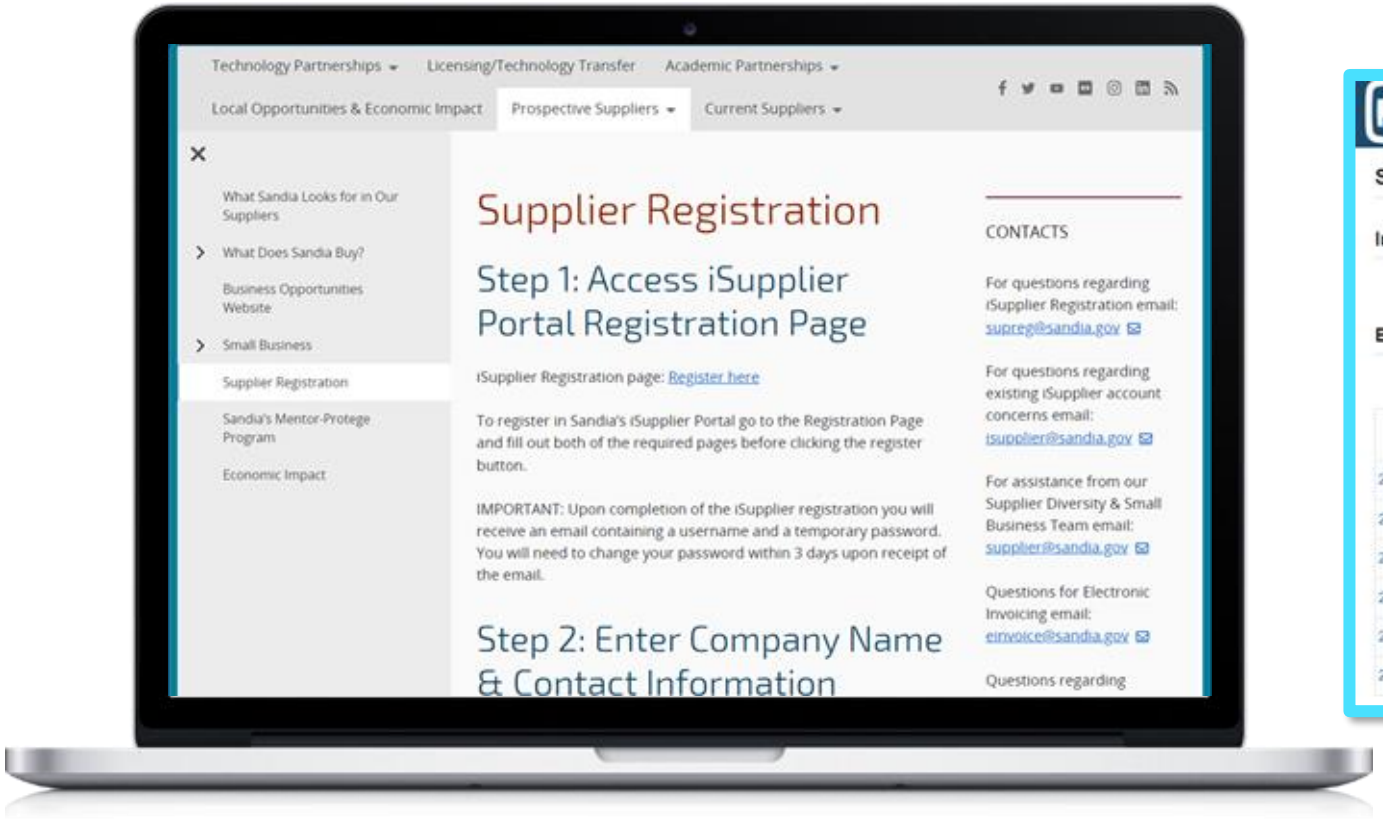
Mandatory Requirement Examples

- Adequate bonding capacity to meet total construction values (in some cases >$200M)
- Excellent safety metrics
- Zero willful or repeat OSHA Violations
- Environmental Safety & Health program that meets Title 29 Labor Part 1926 (Safety and Health Regulations for Construction)
- Related experience where supplier was the prime contractor
- Current and valid state issued contractors license for general building construction in the appropriate states (i.e. New Mexico and/or California)
- Capability to effectively manage large, complex construction projects to Sandia's requirements
- United States citizens requirements
- NQA-1 and/or DOE Order 414.1D compliant Quality Assurance Programs

Getting Started is Easy

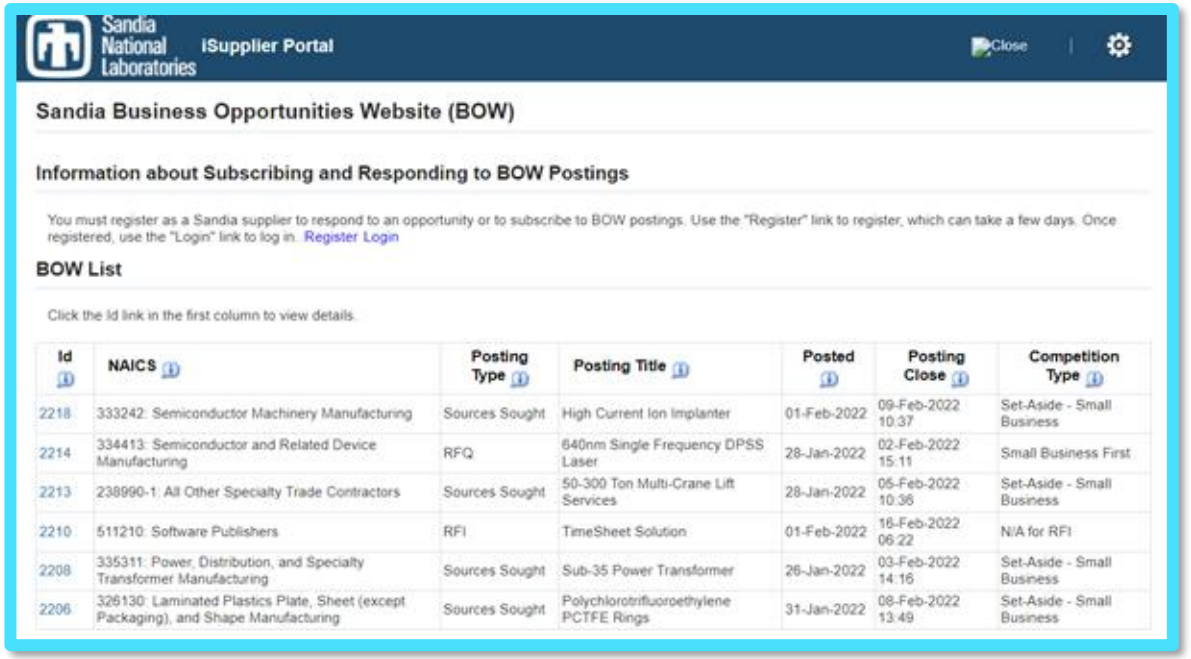
1

Visit www.sandia.gov and register in iSupplier



2

Subscribe to Sandia's Business Opportunity Website



Id	NAICS	Posting Type	Posting Title	Posted	Posting Close	Competition Type
2218	333242: Semiconductor Machinery Manufacturing	Sources Sought	High Current Ion Implanter	01-Feb-2022	09-Feb-2022 10:37	Set-Aside - Small Business
2214	334413: Semiconductor and Related Device Manufacturing	RFQ	640nm Single Frequency DPSS Laser	28-Jan-2022	02-Feb-2022 15:11	Small Business First
2213	238990-1: All Other Specialty Trade Contractors	Sources Sought	50-300 Ton Multi-Crane Lift Services	28-Jan-2022	05-Feb-2022 10:36	Set-Aside - Small Business
2210	511210: Software Publishers	RFI	TimeSheet Solution	01-Feb-2022	16-Feb-2022 06:22	N/A for RFI
2208	335311: Power, Distribution, and Specialty Transformer Manufacturing	Sources Sought	Sub-35 Power Transformer	26-Jan-2022	03-Feb-2022 14:16	Set-Aside - Small Business
2206	326130: Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	Sources Sought	Polychlorotrifluoroethylene PCTFE Rings	31-Jan-2022	08-Feb-2022 13:49	Set-Aside - Small Business

iSupplier & Business Opportunities Website

iSupplier Registration:

Business Opportunities Website:

Request a 30 Minute, 1:1 Engagement Meeting

Virtual

supplier@sandia.gov

Opportunities with Lawrence Berkeley National Laboratories

Small Business Program Manager


BERKELEY LAB
Bringing Science Solutions to the World

Socioeconomic Businesses

- Berkeley Lab is operated by the University of California (UC) for the Department of Energy (DOE)
- DOE awarded UC a contract to operate Berkeley Lab
- LBNL negotiates small business goals with DOE

Berkeley Lab Small Business Program

- **Our mission:** Support growth and development of small business concerns by providing them with maximum opportunities to help ensure their success in the contracting process
- **Our vision:** Be a role model in creating small, and sub-category small business success stories in support of the world-class science at Berkeley Lab
- **Our Guiding Principle:** Small Business *First*

Small Business Strategies

- Subcontracts up to $250K set-aside for small businesses
- Subcontracts exceeding $250K set-aside using rule of 2
- Construction subcontracts up to $3M set-aside to small business
- SDVOSB Non-Competitive or Set-Aside up to $4m
- HUBZone Non-Competitive Award up to $4.5m
- WO/EDWOSB Non-Competitive or Set-Aside up to $4.5m

Getting Started with LBNL

- **Register in SAM.Gov** www.sam.gov
- **Become familiar with requirements** https://procurement.lbl.gov/welcome-to-procurement-property/beco me-a-supplier/general-provisions/

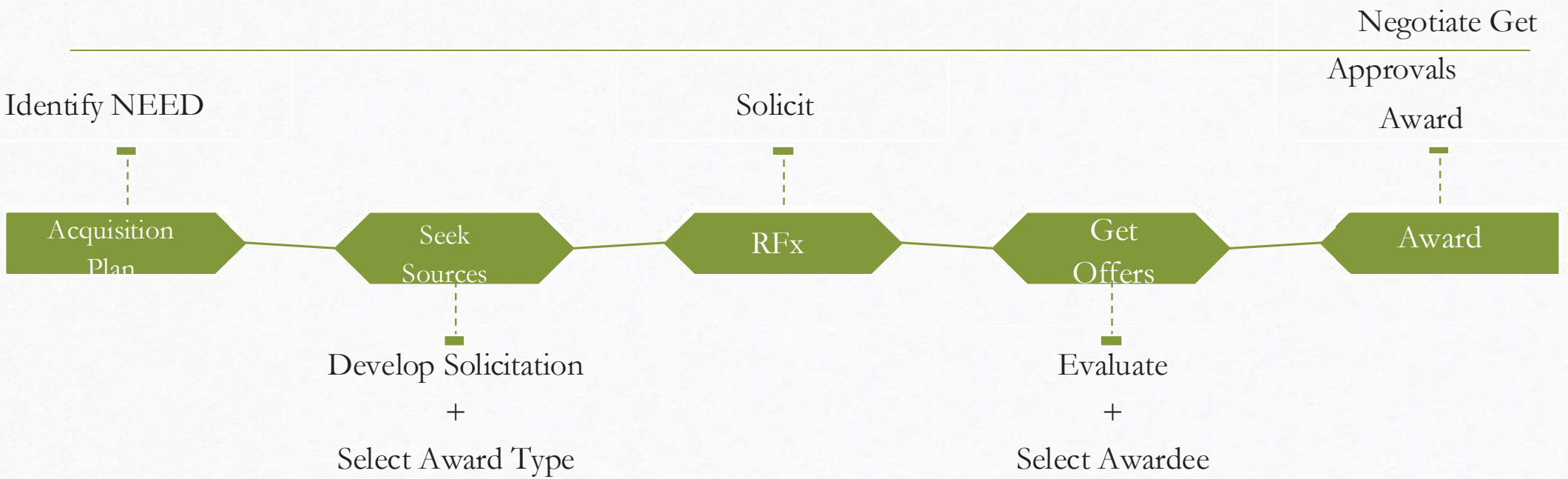
Register with LBNL

- https://procurement.lbl.gov/welcome-to-procurement-property/become-a-supplier/

Acquisition Planning

- We hire suppliers to provide Berkeley Lab with goods and services
- Goods and Services range from
  - safety glasses, keyboards, software, etc.
  - to build out of large complex scientific equipment
  - to a new building
  - to expert consulting…

Acquisition Planning



Imminent Actions

- Renovation of Building 73 to Quantum Computing (D/B)
- Roof replacements
- Interior building renovations
- Building 59 Electrical Upgrades
- Vacuum Chambers & Specialty Materials for Fabrication of COSMIC & MAESTRO Beamlines

Notify Suppliers

Berkeley Lab Supplier Registration Form

https://docs.google.com/forms/d/e/1F IpQLSfFp4lK-imZnuBISGK12y-K0Ck_PSPwUYEJNONGJcER94SWfQ/viewform

Complete that form to register your interest in becoming a supplier for Berkeley Lab

Helpful Tips

- Clear Capability Statements
- Channel Your Powers
- Know the Playing Field
- Ice Breaker: Consider Teaming
- Seek Debriefing
- Leverage Small Business Program Professionals

SLAC National Accelerator Laboratory Facilities and Operations

Facilities and Operations Deputy Associate Laboratory Director
Procurement Team Lead

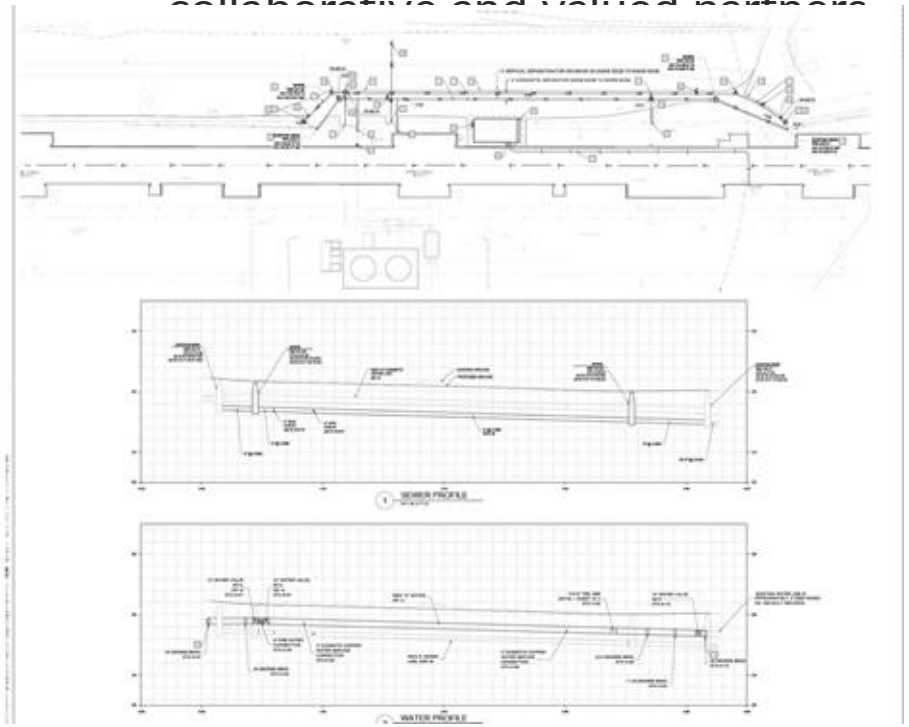
SLAC National Accelerator Laboratory

Outline

- Facilities Engineering at SLAC
- Facilities Management and Planning at SLAC
- Facilities Operations at SLAC
- How F&O can utilize Small Businesses

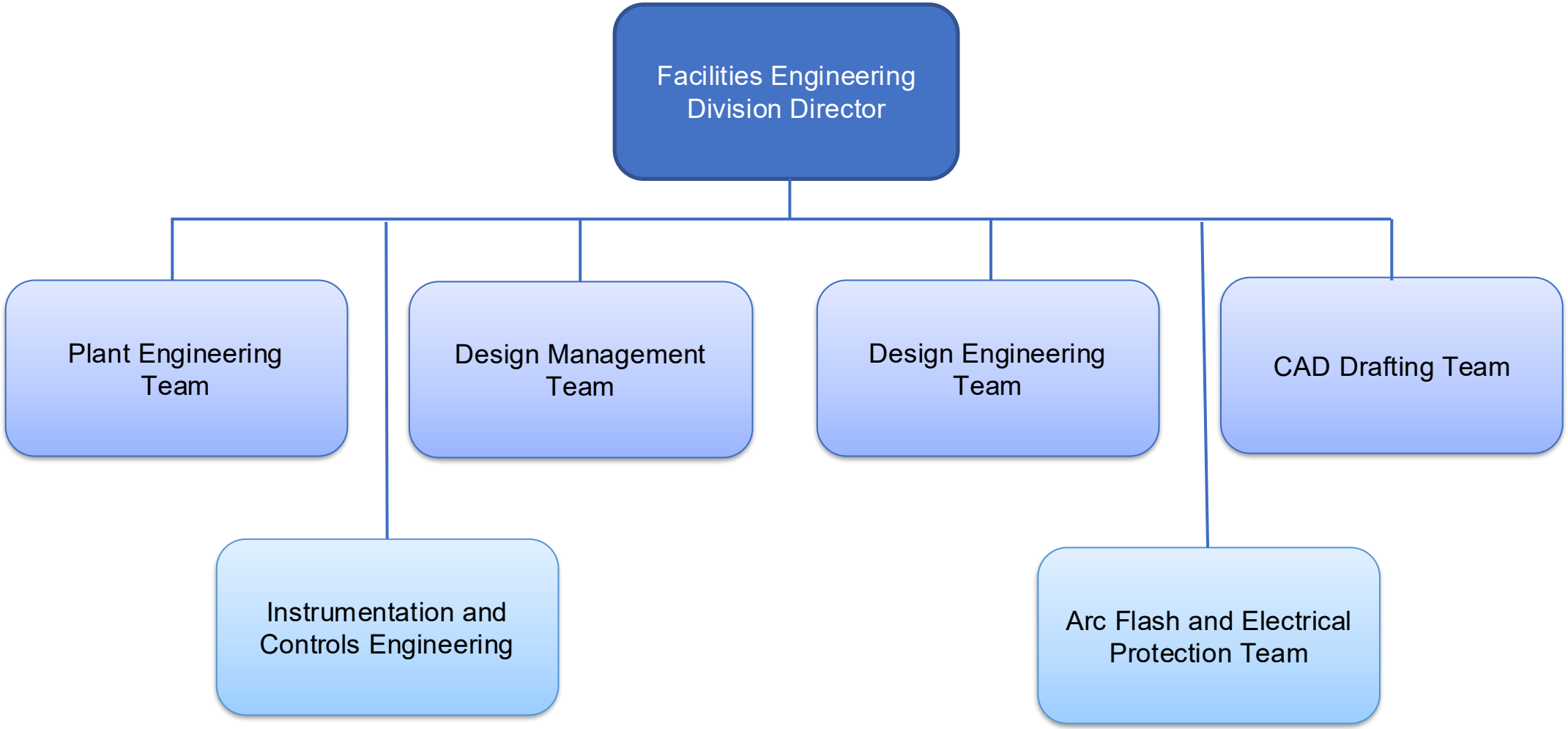
Facilities And Operations Organization- Facilities Engineering

The **Mission** of the F&O Organization is to provide a sustainable platform capable of supporting current and future science missions. Our vision is to safely deliver effective and efficient services as a collaborative and valued partners.



To support this mission, the goal of the F&O Engineering department is to provide design services for conventional infrastructure projects, provide technical requirements and oversight for design and construction services projects, and provide subject matter expertise to the Lab to ensure appropriate system selection and resiliency to fully support the Laboratory's mission.

Facilities And Operations Organization- Facilities Engineering



What do we do? - Facility Engineering

Plant Engineering Team

- Diverse Engineering Team Supporting Operations
- Stewards and SME's of the multi-faceted infrastructure on our campus
- Infrastructure replacement plan – manage
- Provide technical guidance and support to maintenance activities and internal operations projects
- Provide technical guidance and support to operations activities for Major Projects.
- Validate operations projects are providing redlines back to engineering.

Factory Acceptance of New Electrical Infrastructure for SLAC

Design Management Team

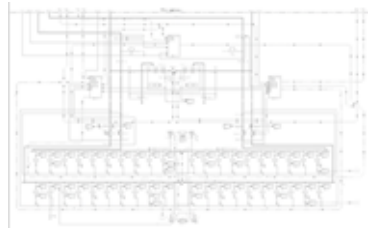
- Full engineering technical support of Projects
  - Minor and Major Projects
- Set up Documents and be the lead to filling them out
  - Project Requirements Documents
  - Design Scopes of Work
  - Construction Scope of Work
  - Design-Build Scopes of Work
- Lead Design Reviews
  - Set up in Blue Beam
  - Manage comments and validate A&E Firms respond to comments
- Provide responses to RFI's and Submittals

Design Engineering Team

- Engineering Services Request Tracker
- In house Designs as a team
- Develop requirements as a multi-faceted team
- Act as Design Manager for in-house projects that flow through the Rapid Project Process
- All engineers together (all fields)
- Technical Requirements
- Design Standards for SLAC
- In-house set of standards and Specifications for all engineering/ construction fields
- Develop what doesn't exist.

CAD Drafting Team

- Drafting support for all design engineers of all engineering fields
- Configuration Control of all drawings
- Master file drawings of every SLAC Building and all engineering disciplines
  - This will take a long time
- As-built drawings for all in-house design post construction/ installation.
- Collect all 3rd party as-builts
- Validate they meet SLAC Standards
- Update master files with As-builts from projects



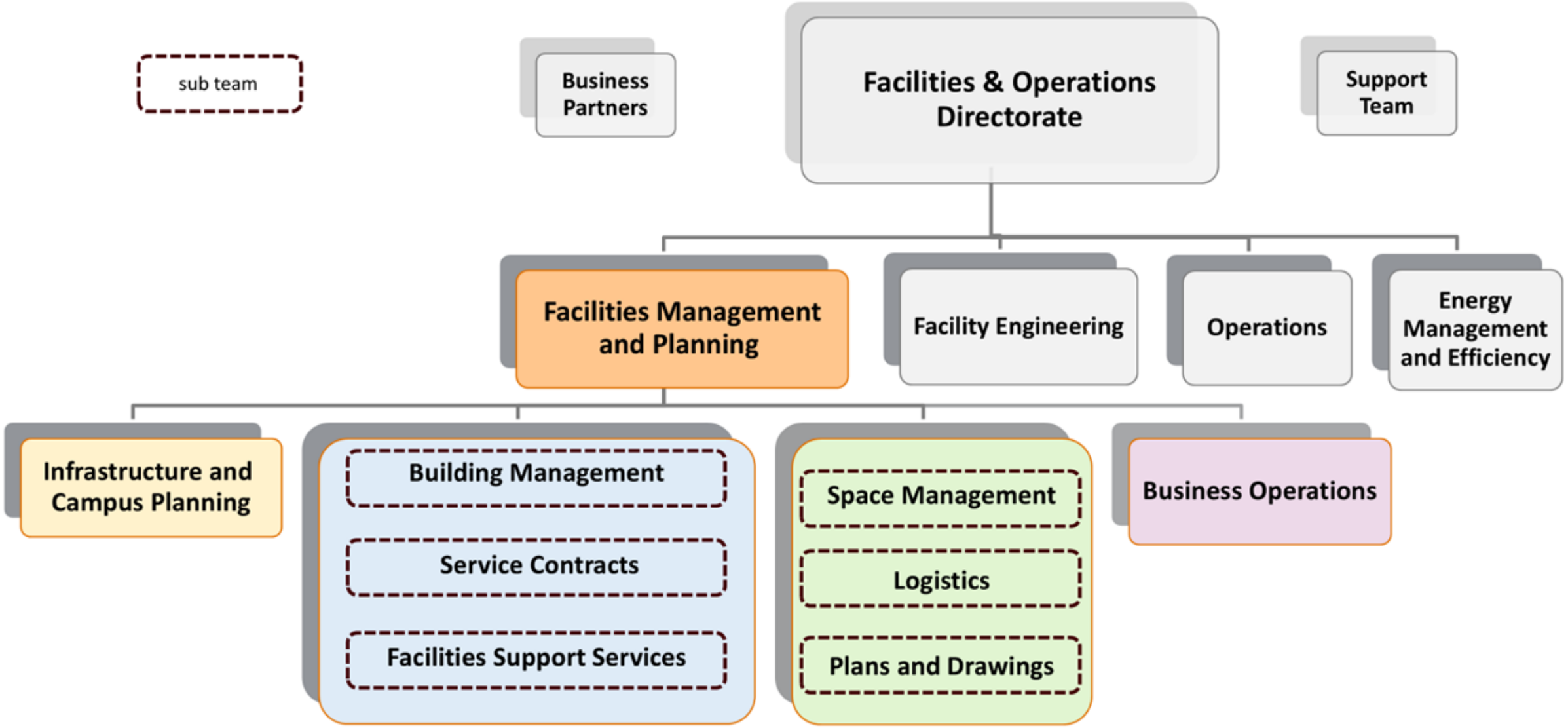
What do we do? - Facility Engineering Continued

Instrumentation and Controls	Arc Flash and Electrical Protection
• SCADA/Ignition programming and troubleshooting • Building Management System (Web Ctrl/ALC)- HVAC controls programming and troubleshooting • Manage Site 2-way Radio Program • Lighting Controls • Provide technical controls oversite to all at SLAC.  *Infrastructure onsite*	• Coordination Studies • Single Line Verifications • Arc Flash • Update all labels on the entire SLAC site • Get the labels updated every 5 years* *or as needed do to a maintenance or project update 

Facilities Management and Planning

FMP provides asset management, requirements planning, maintenance reports, building management services, space management, logistics planning, contract documentation, process improvements, facilities CMMS support, and Davis-Bacon Act compliance support.

Facilities & Operations (F&O) Directorate – FMP Overview & Org Chart



What do we do? – Facilities Management and Planning

Infrastructure and Campus Planning

Infrastructure and Campus Planning oversees and coordinates strategic planning for the campus, performs condition assessments, and plans and programs major laboratory investments for facilities sustainment, modernization, and mission support.
As managers of the laboratory's facilities and real property assets, the group strives to improve the quality of the planning process, the understanding of facilities support needed for long-term lab goals, and the effective stewardship of facilities resources.

Space Management

Serves as a centralized resource, providing essential services for managing SLAC's site space, building database, plans, drawings, and furniture. Ensures all spaces comply with the SLAC Space Policy, Environment Safety Health (ESH) requirements, fostering a safe and secure environment for SLAC and Stanford University occupants, scientific users, and visitors. Coordination and support of logistics operations for the effective and efficient coordination of the needs of various ongoing and future projects and operations at SLAC. The team works closely with Project Directors, project managers, Construction Managers, coordination and integration team, and other stakeholders to ensure smooth and successful execution.

Business Operations

Streamline facilities business operations in collaboration with Business Partners to provide program management, standardization, organization events, and administrative support.

Building Management

Ensures that all buildings adhere to Environment Safety Health (ESH) requirements, providing safe and secure environments for occupants, science resource users and visitors from around the world.
Additionally, we oversee the site-wide All-Building-Managers communication.

Service Contracts

The Service Contract Managers maintains the SLAC site with approved vendors and subcontractors to deliver essential services as well as collaborate with ESH and the Fire Marshal to ensure compliance with annual weed abatement timelines as part of fire prevention efforts.

Facilities Support Services

Support the Computer Monitoring Management System (CMMS), Davis Bacon compliance, and Facility Condition Assessments.
These efforts enhance the work of Facilities & Operations, Strategic Capital Planning, and Business Services Division (BSD) Lab Financial Operations.

Operations

The F&O Operations ensures that essential infrastructure remains operational and mission ready, by focusing on:

- Preventative and predictive maintenance
- Responding to service calls
- Repair and maintenance project deliveries
- System monitoring and control room services
- Dispatch and maintenance of:
  - Vehicle fleet
  - Industrial equipment fleet

Energy Management and Efficiency

The F&O Division Energy Management & Efficiency Program leads a site-wide utility management initiative, and defines standards for efficient infrastructure in alignment with DOE guidance and as responsible stewards of Stanford University land.

We hold the vision to operate the laboratory efficiently while remaining mindful of the environmental impact of actions. Our goal is to support sustaining our scientific achievements while minimizing consumption and impact on our natural resources.

Our services include energy/domestic water management, optimizing our building inventory in accordance with federal guidelines for High Performance Sustainable Buildings (HPSB), promoting resource efficient programs for staff to foster a climate of environmental mindfulness. In partnership with the F&O Engineering, Operations and Facilities Management Program teams we collaborate closely with SLAC Environmental Protection to monitor and control all waste streams, including solid waste, water, gases, process-related emissions, and waste products.

Facilities And Operations Organization- Small Business Current Needs

Engineering	• Time and Materials basis engineering design support in the areas of Structural Engineering calculations and structural detail designs and Architectural design and technical requirements support.

FMP	• Expand our partnerships with Facilities Service Contracts Team
	  • Target Vendors:
	  ■ Minor Projects
	  ■ Restaurant Equipment
	  ■ Housekeeping Services
	  ■ Plumbing Services / Drain Cleaning

Operations	● Mechanical, Electrical and Plumbing Repairs- new contract cycle ● Fuel Tank and Oil Separator Maintenance Contract ● Maintenance, Repair and Operational Parts Purchasing
Energy Management and Efficiency	● Maintenance Contract for EV Chargers sitewide ● Maintenance Contract for Commercial Rooftop PV systems

Thank You!


QUESTION
ANSWER

Morning Wrap Up

Operations Strategy Manager

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COFFEE CATERING

DESSERT

ERICS
gourmet food & catering

SAVE THE DATE - MAY 12th 2027


Thank you!