The Government Contracting Process starts 6 - 18 months earlier than most companies realize

Find and influence contracts BEFORE the RFP is released

Market Research → **Sources Sought** → **RFI** → **Solicitation** → **Award**

6-18 months of BD work — this is where you win or lose

Total Awards By Agency

NAICS: 541110 · FY22-25

FY22-25 Total

$1.4B

3,501 contract awards · FY22-25

Top 3 Agencies — FY22-25:

Dept. of the Interior
$918.8M (FY22-25)

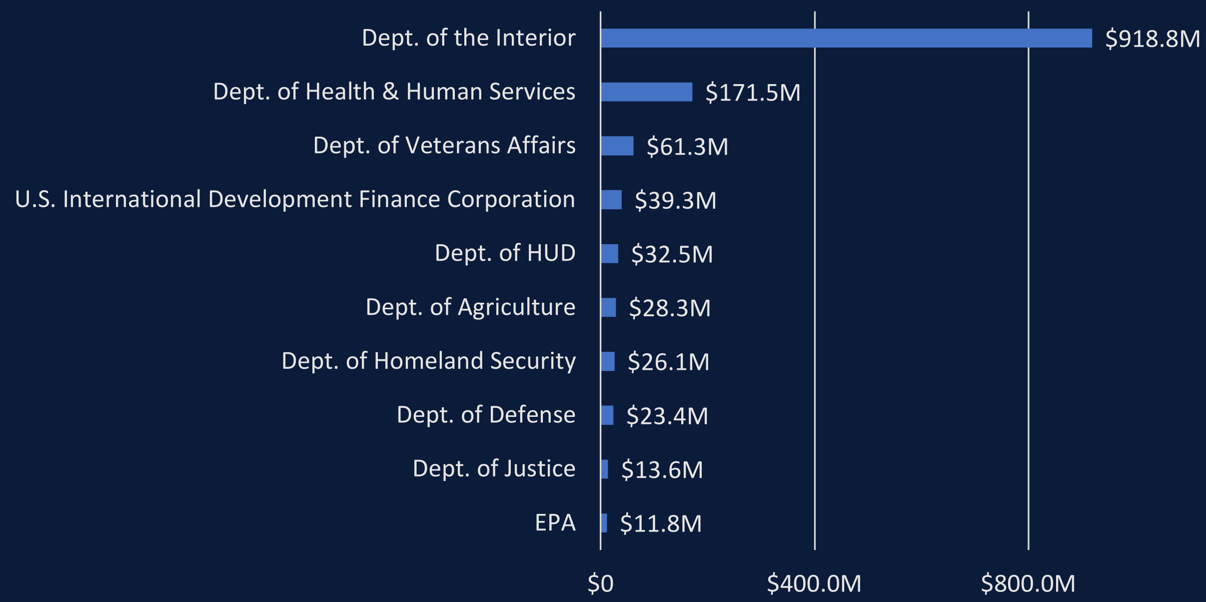
Dept. of Health & Human Services
$171.5M (FY22-25)
⚠ 73% through VERA INSTITUTE OF… — single-vendor concentration

Dept. of Veterans Affairs
$61.3M (FY22-25)
⚠ 100% through BALLARD SPAHR LLP — single-vendor concentration

FY25 Total

$327.4M

Top 3 Agencies — FY25:
Dept. of the Interior
$147.9M (FY25)
Dept. of Health & Human Services
$108.2M (FY25)
Dept. of Veterans Affairs
$18.5M (FY25)



How to read this data
Market totals (spend, award counts, agency mix) cover the **full market** — every FY22-25 award via USASpending aggregates. Deep-dive slides analyze the top **300 contracts by obligation (~42% of market $)**, with 100 enriched for set-aside & competition detail.

PSC Codes Paired with Your NAICS

Where federal buyers code the same work · FY22-25

PSC Code	Description	Contracts	Total FY22-25
R418	Support- Professional: Legal	258	$491.4M
Q201	Medical- Managed Healthcare	5	$32.5M
R799	Support- Management: Other	4	$26.3M
R498	Support- Professional: Patent And Trademark	7	$11.5M
R408	Support- Professional: Program Management/Support	2	$10.0M
R499	Support- Professional: Other	9	$9.3M
R410	Support- Professional: Program Evaluation/Review/Development	1	$2.1M
R431	Support- Professional: Human Resources	1	$1.9M
R424	Support- Professional: Expert Witness	6	$1.9M
Y1AA	Construction Of Office Buildings	1	$1.7M

Recommendation: Set SAM.gov alerts to include PSC codes R418, Q201, R799 for broader coverage of NAICS 541110 opportunities.

Deep-dive tier: top 300 awards by obligation (see "How to read this data", slide 7).

Top Awarding Offices by Spend

Where contracts actually get signed in this market · FY22-25

Offices Tracked

42

Top Offices (FY22-25):

PROGRAM SUPPORT CENTER ACQ MGMT SVC
└ *Office of the Assistant… — $206.8M*

OFC OF PERF MGMT AND CFO
└ *SBA — $107.2M*

CPO: FHA HOUSING SUPPORT DIVISION
└ *Dept. of HUD — $21.2M*

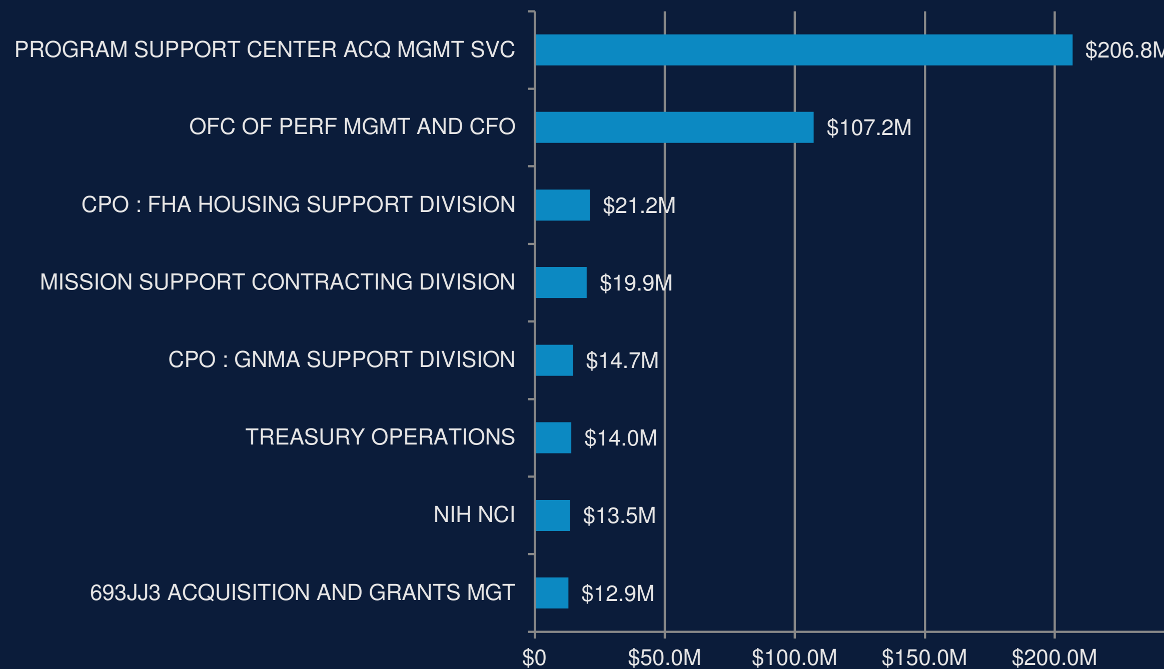
MISSION SUPPORT CONTRACTING
└ *U.S. Customs and Border… — $19.9M*

CPO: GNMA SUPPORT DIVISION
└ *Dept. of HUD — $14.7M*

TREASURY OPERATIONS
└ *Departmental Offices — $14.0M*

NIH NCI
└ *National Institutes of Health — $13.5M*

693JJ3 ACQUISITION AND GRANTS MGT
└ *Federal Highway Administration — $12.9M*



Recommendation: Build relationships at PROGRAM SUPPORT CENTER ACQ MGMT SVC, OFC OF PERF MGMT AND CFO, CPO : FHA HOUSING SUPPORT DIVISION. These offices sign the most contracts in your space — track their solicitations directly on SAM.gov.

Office-level analysis based on top 300 awards by obligation; office field sourced from USASpending /awards/{id}/ detail. Smaller awards in the same offices are reflected in agency totals elsewhere but not in this breakdown.

Contract Vehicles in This Market

Open market vs. vehicle-based spend · FY22-25

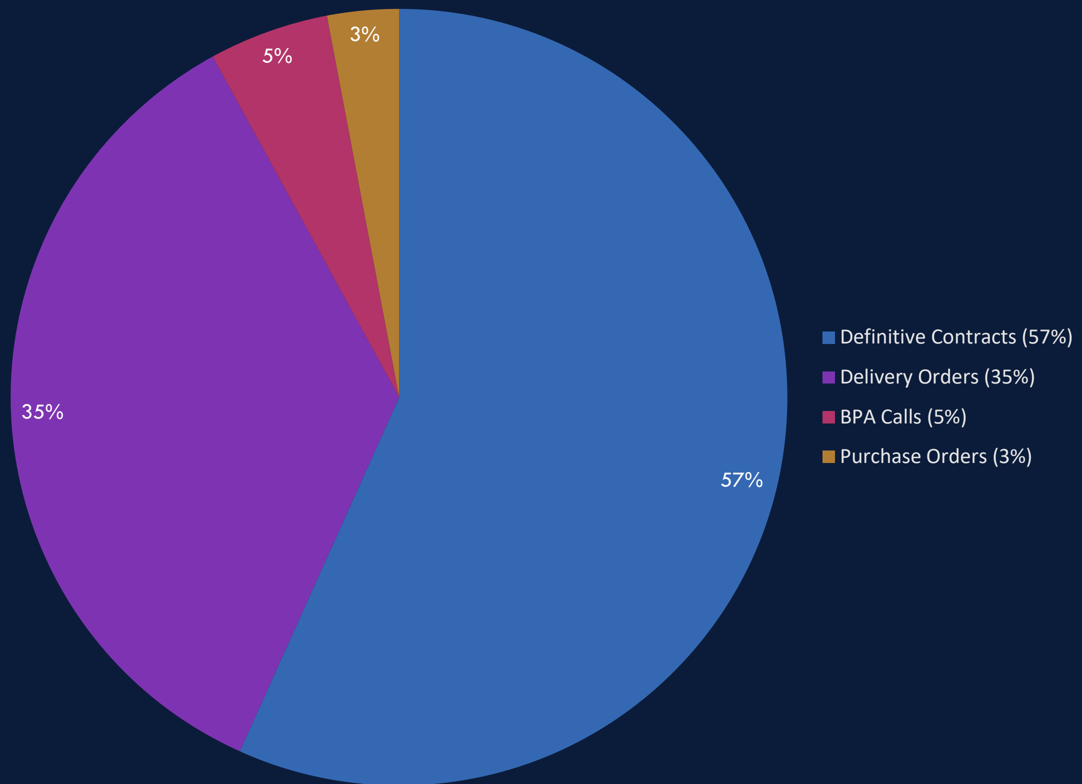
Open Market
60%

Purchase Orders 3%
Definitive Contracts 57%

Vehicle-Based
40%

Delivery Orders 35%
BPA Calls 5%

Shares of contract action types on the deep-dive sample (top awards by lifetime obligation, FY22-25). Dollar amounts are not shown: on this basis, they can exceed the full-market total and do not describe market size. The shares themselves lean toward delivery orders because value accumulated over an IDIQ's life counts here, whereas a one-off purchase order does not. Treat as direction, not measurement.



Deep-dive tier: top 300 awards by obligation (see "How to read this data", slide 7).

Federal Spending Trend

Year-over-year change in market size · FY22-25 · Source: USASpending.gov

FY25 Total

$327.4M

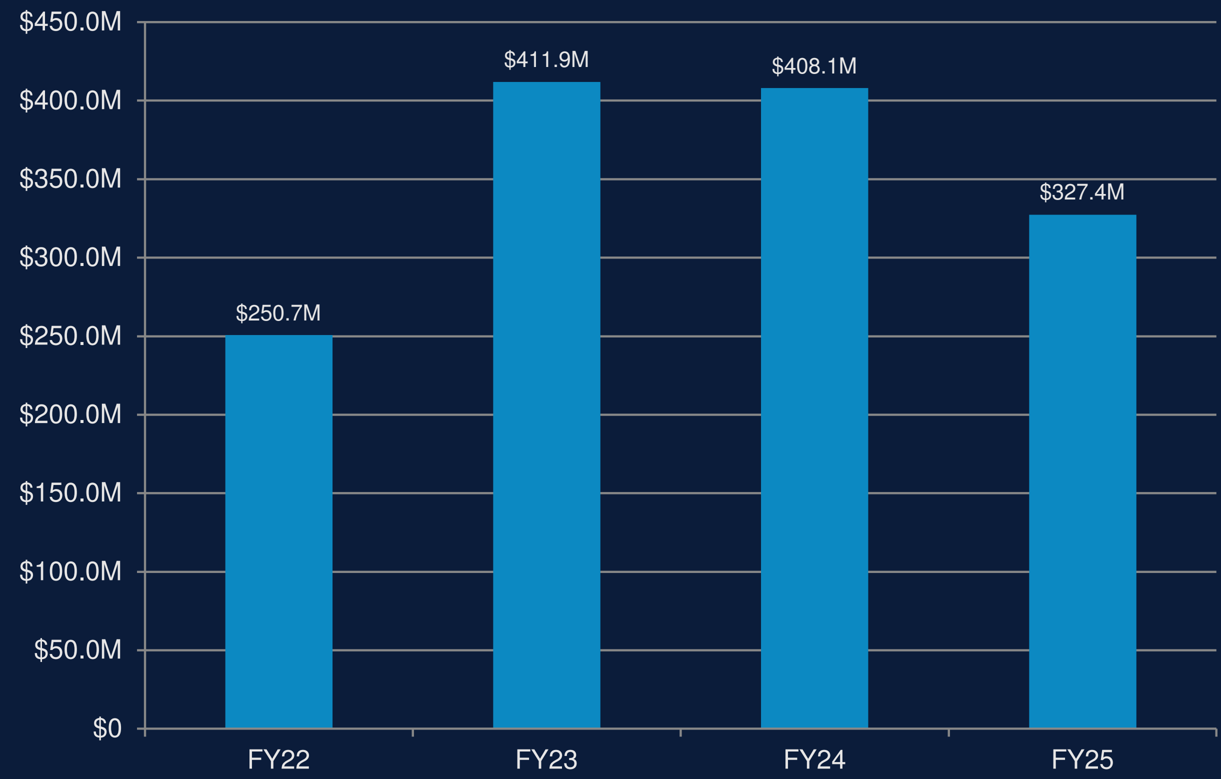
Year-over-Year Changes

FY22 → FY23: +64%
FY23 → FY24: -1%
FY24 → FY25: -20%

Highest YoY Growth

FY22 → FY23: +64%

CAGR (FY22→FY25): **+9%**



Target #1

Department of the Interior

Why this agency is a prime target
The Department of the Interior is the largest buyer in this market by a wide margin across FY22-25, and its FY25 spend remains the highest of any agency in the latest fiscal year, demonstrating sustained and ongoing demand for legal services that makes it the single highest-priority target for Barclay Damon.

What their buying pattern means
The department awards a mix of definitive contracts and delivery orders, and recent 90-day activity shows continued placement of contracts — including awards to TERRA UMBRIS LEGAL AND LAND SERVICES, LLC — reflecting ongoing transactional volume rather than episodic large procurements.

What they typically buy in this space

Legal and advisory services related to land, natural resources, and regulatory compliance, consistent with the Interior's broad portfolio of public lands, tribal affairs, and environmental mandates.

Specific win playbook

Top incumbent: ACACIA CENTER FOR JUSTICE ($563.1M captured). No expiring contracts surfaced for this agency in the current sample — track this incumbent for option-year renewals.

Expected outcome

Securing one or more definitive contracts or delivery orders with the Department of the Interior within 12-18 months, establishing past performance that supports subsequent competitive bids.

Advanced Sales Strategies

Scale, Repeatability, and Moat — grounded in FY22-25 data

BPA / Repeat-Buy Capture

Trigger: Execute when Barclay Damon has completed at least two direct task orders or subcontract deliveries for a target agency and can demonstrate repeat-buy patterns in that agency's award history under NAICS 541110.

Timeline: 12-18 months after first award

Success metric: At least one BPA or agency IDIQ seat established with a target agency, with a minimum of two call orders placed against it.

Data justification: *BPA calls represent $29.5M of the deep-dive sample's action-type obligations, confirming that repeat-buy structures are actively used in this market — agencies that establish BPAs with legal services vendors effectively remove those requirements from open competition.*

Brand-Name & Compatibility Positioning

Trigger: Execute when Barclay Damon identifies a sole-source justification scenario at the Department of the Interior or Department of Health and Human Services, or when an incumbent's contract ceiling is nearly exhausted and program offices need continuity.

Timeline: 6-12 months; timed to incumbent contract option periods or ceiling breaches

Success metric: At least one brand-name or limited-source justification award received, or a direct follow-on to an incumbent contract where Barclay Damon is named as the successor vendor.

Data justification: *61% of spend flows through non-competitive categories (B, C, G, NDO), confirming that agencies regularly justify awards without competition — Barclay Damon must position itself as the recognized expert in specific legal domains to be the named vendor in those justifications.*

Vehicle Strategy

Trigger: Execute when a named agency IDIQ vehicle approaches its recompete or when a teaming partner invites Barclay Damon onto an existing vehicle; specifically monitor DU100G17D01 and DU100G17D04 (Department of Housing and Urban Development), 47QRAA18D00FU (Department of Health and Human Services), and VA24017D0008 (Department of Veterans Affairs) for modification, option, or recompete activity.

Timeline: 18-24 months to pursue a formal vehicle seat; subcontract access achievable in 6-12 months

Success metric: Barclay Damon holds a prime or subcontract position on at least two of the named agency IDIQs listed above, enabling delivery-order responses without open competition.

Data justification: *Agency IDIQs represent 25.3% of checked award dollars and GSA Schedule use is only 11.0% with zero GWAC spend — the market's vehicle structure is agency-specific and relationship-dependent, making named agency vehicle access the highest-leverage long-term strategy.*

Your Action Plan — Pipeline | Influence | Engage

1. Conduct a capabilities briefing with contracting officers at the Department of the Interior focused on Barclay Damon's natural resources, energy, and environmental regulatory legal services to establish a foundation for non-competed task order awards.

2. Request a meeting with PROGRAM SUPPORT CENTER ACQ MGMT SVC at the Department of Health and Human Services to introduce Barclay Damon's healthcare compliance and regulatory legal expertise and identify open requirements on vehicle 47QRAA18D00FU.

3. Monitor SAM.gov for any recompete or modification activity on vehicle VA24017D0008 at the Department of Veterans Affairs and prepare a positioning paper outlining Barclay Damon's veterans law credentials.

4. Engage VERA INSTITUTE OF JUSTICE, INC. at the Department of Health and Human Services to explore a teaming arrangement that would allow Barclay Damon to serve as a legal subject-matter subcontractor on active HHS engagements.

5. Engage HUNTON ANDREWS KURTH LLP regarding subcontracting opportunities under their Department of Housing and Urban Development vehicles DU100G17D01 and DU100G17D04, targeting housing finance and regulatory legal support work.

6. Set up SAM.gov procurement alerts for NAICS 541110 actions at the Department of the Interior and Department of Health and Human Services to capture early solicitation signals before official posting.

7. Develop a two-page capabilities statement tailored to the Department of Veterans Affairs, highlighting veterans' benefits, regulatory compliance, and federal agency legal support to support outreach to VA contracting offices.

8. Identify the specific attorneys or practice groups within Barclay Damon whose expertise aligns with Interior's land use and tribal legal matters, and assign them as the primary relationship owners for Department of the Interior business development.

9. Establish a 90-day pipeline review cadence tracking open solicitations, incumbent contract ceilings, and relationship progress across the Department of the Interior, Department of Health and Human Services, and Department of Veterans Affairs to ensure no recompete opportunity is missed.

ROI Calculator

All figures derived from FY22-25 contract data

Market Opportunity

TAM (FY22-25, all pathways): **$1.4B**

Total obligated across NAICS 541110 over the selected window.

Serviceable TAM (FY25 Full & Open): **$323.8M**

The Serviceable TAM is $323.8M, representing the FY25 full-and-open legal services spend under NAICS 541110 — the latest complete fiscal year's pool of awards accessible to Barclay Damon without small-business or set-aside certifications.

Addressable share: **$266.7M**

Applying the combined 82% share of the FY22-25 market held by the top three agencies — the Department of the Interior, the Department of Health and Human Services, and the Department of Veterans Affairs — to the Serviceable TAM yields an addressable share of, representing the realistic target pool concentrated within Barclay Damon's highest-priority agency relationships.

First-win ACV (25th pctile): **$1.5M**

New-entrant first-win anchor ($1.5M)

Full-market mean (context): $2.0M

Win rate assumption

Assuming a conservative 1-2% capture rate consistent with a new market entrant competing against established incumbents in a market where 61% of spend is non-competitive, Barclay Damon's realistic first-year revenue target from this market is $2.7M-$5.3M, scaling as relationships and past performance accumulate.

Zero-bidder advantage

With 61% of spend awarded non-competitively, a meaningful share of opportunities in this market face zero competing offerors — Barclay Damon can access this zero-bidder tier by establishing sole-source qualifications through agency relationship development, subject-matter reputation, and early engagement with program offices before requirements are formalized, effectively bypassing head-to-head competition for a significant portion of the addressable market.

Scenario	Wins	Revenue	Gross Profit (25%)
Conservative	3	$4.5M	$1.1M
Ambitious	8	$12.0M	$3.0M

Year	Projected Revenue
Year 1 (conservative)	$4.5M
Year 2 (1.5× Year 1)	$6.8M
Year 3 (2.2× Year 1)	$9.9M

Methodology: *First-win ACV anchored at $1.5M (realistic new-entrant federal contract). Scenarios = wins × ACV. Year 2-3 projections assume addressable market expansion as the vendor establishes incumbent position; 1.5× and 2.2× factors are illustrative, not guaranteed.*