

ONE-PAGE SNAPSHOT

Your game plan for the week

Prepared for: **Jordan Pruett, Operations Lead**, Pellard Gulf Freight, LLC (a fictional SDVOSB-in-progress freight broker) · Research current as of Oct 23, 2026 · Ordered by 3 PM CT, delivered the same day

YOUR GOAL

Two teaming conversations with primes, and one capacity partnership with an ocean carrier for Gulf port moves.

YOUR 30-SECOND PITCH

"We're a veteran-led broker moving flatbed and project freight across the Gulf South, with 120 vetted carriers and a 98% on-time record last year. SDVOSB is in progress."

4

targets ranked, one ask each

18

dated, sourced public-record points

15

sessions and expo slots on your day plan

Top targets at a glance

#	COMPANY (FICTIONAL)	GROUP	WHY IT MATTERS TO YOU	YOUR ONE ASK
1	Hollenbrae Defense Systems Booth 412	PRIME	\$412.6M obligated to date on its depot sustainment IDIQ. CEO said on the Oct 20 call that inbound parts, not labor, limit depot output. Small-business share 31.4% vs a 36% goal.	"Which inbound lanes are behind the parts bottleneck you mentioned on the Q3 call?"
2	Calderwyn Ocean Lines Booth 231	OCEAN CARRIER	New U.S.-flag Ro-Ro entered Gulf service in September. Its VP Operations told trade press that inland trucking is "the slowest leg" after a vessel call.	"Where does your inland leg run short after a vessel call?"
3	Orringale Logistics Group Booth 507	3PL	Opened a Houston cross-dock in August and plans to add 300 Texas/Louisiana carriers in 2027. Holds a freight-management BPA call with \$4.6M obligated to date.	"Would you team with an SDVOSB on Gulf flatbed once certification lands?"
4	Small Business Programs Office, Coastal Surface Sustainment Command Booth 118	AGENCY · OSBP	Its FY2027 forecast lists a regional flatbed BPA with a small-business set-aside expected. A sources-sought notice closes Nov 13.	"What should a small broker have ready before the flatbed BPA posts?"

THREE THINGS TO DO BEFORE DAY 1

- Draft your response to the Nov 13 sources-sought notice (NAICS 484121, 488510) and bring it.
- Register in Hollenbrae's supplier portal so you can say "already registered."
- Book a 15-minute slot at Calderwyn's booth through the event app.

DON'T

- Claim SDVOSB goal credit before certification.
- Propose re-brokering a carrier's DoD tender: DoD bans double brokering.
- Pitch Orringale your shippers. Lead with capacity.

COMPANY PAGE

Hollenbrae Defense Systems

Fictional NYSE-listed prime · Sustainment & Mobility segment · three Gulf South depot sites · Gold sponsor

\$2.31B
Sustainment & Mobility revenue, FY2025
(29% of total)

\$6.4B
segment funded backlog, per the
FY2025 10-K

31.4%
small-business sub share, FY2025 (goal
36%)

WHAT THEY DO
Runs depot-level sustainment for tactical wheeled vehicles under a 10-year IDIQ. Heavy parts and assemblies move from about 40 suppliers into its Gulf depots every week.

WHY IT MATTERS TO YOU
Inbound heavy-parts freight is flatbed-heavy, regional and time-critical: your exact lane. A freight PO or subcontract from a prime is the most realistic first government past performance for a new small business.

WHAT THEY'VE SAID PUBLICLY		
DATE	POINT	SOURCE TYPE
Oct 20, 2026	Stated priority: CEO Gregory Ashdown said depot output in the quarter was "constrained by inbound parts, not labor," and that Hollenbrae will "add regional logistics partners in the Gulf South before year-end."	Q3 2026 earnings call
Sep 9, 2026	Expansion: opened its third Gulf South depot site, adding 180,000 sq ft of heavy-repair bays and roughly 25% more weekly inbound parts volume across the region.	Company press release
Jun 30, 2026	Award record: tactical vehicle depot sustainment IDIQ FX7-24-D-0031, Coastal Surface Sustainment Command. \$412.6M obligated to date across 14 task orders (money obligated so far, not the ceiling).	USAspending award record
Feb 18, 2026	Stated risk: the 10-K lists "availability and cost of qualified transportation providers" as a supply-chain risk to depot schedules.	10-K (FY2025)
Jan 30, 2026	Goal gap: small-business share of subcontract dollars was 31.4% against a 36% goal, the second year below goal.	Public subcontracting report summary (FY2025)

LIKELY INTERESTS THIS WEEK
Inference: inbound parts velocity into the Gulf depots, closing the small-business gap before the follow-on bid, and port-to-depot visibility.

GOOD OPENING QUESTION
"On the Q3 call your CEO said inbound parts, not labor, are holding the depots back. Which lanes is that showing up on?"

COMPANY PAGE · CONTINUED

Hollenbrae: who to find and what to say

Names and roles come from public leadership pages and speaker listings. Roles as of the research date.

Key people by role

Denise Arceneaux
Small Business Liaison Officer · Owns the subcontracting plan and the 36% goal
Ask: which commodities are furthest below small-business goal this year.
Panelist, Tue 11:00.

Graham Tolliver
Director, Inbound Logistics · Owns routing and carrier choice for depot freight
Ask: where late inbound parts hurt depot schedules. Posted about Gulf depot throughput in September.

Priya Venkataraman
Capture Manager, Sustainment · Builds the team for the follow-on bid
Ask: when the follow-on team forms and what a sub needs.

TALKING POINTS

- 98% on-time on Gulf South flatbed last year, across 1,400 loads. Ties directly to the "inbound parts" bottleneck from the Q3 call.
- 120 vetted flatbed and step-deck carriers within 300 miles of their three depots.
- Load-level tracking with photo proof of delivery, ready to feed their ERP.
- SDVOSB in progress: performance first, goal credit when it lands. Helps close the 31.4% vs 36% gap later.

QUESTIONS TO ASK

1. Who decides how inbound supplier freight is routed: Hollenbrae or each supplier?
2. Which lanes into the Gulf depots run late most often?
3. Your CEO mentioned adding Gulf South logistics partners before year-end. What does that process look like?
4. When the follow-on team forms, what do you need from a small teammate?

BOTTOM BAR · PRIMES & INTEGRATORS

BUYS FREIGHT · YES

SET-ASIDES · NO (SUB GOALS)

SB OFFICE · YES

WHAT MATTERS	MEASURED ON	GETS ATTENTION	AVOID
Reliable subs who won't add risk, cost, and their small-business sub goals.	Program performance, margin, subcontracting-plan attainment.	A named lane or scope gap you can fill, plus a status that counts.	Asking for "any work." Name the scope and the risk you remove.

Your angle: Hollenbrae's CEO has publicly said inbound parts are the bottleneck and that Gulf South logistics partners are coming before year-end. Offer managed flatbed capacity on those inbound lanes, lead with your 98% on-time record, and ask what they need from a teammate on the follow-on bid.

IF YOU ONLY GET 60 SECONDS

"Your Q3 call said inbound parts are holding the depots back. We run 1,400 Gulf South flatbed loads a year at 98% on time, within 300 miles of all three of your depots. Who should I talk to about one trial lane?"

2 • Calderwyn Ocean Lines

CARRIER • OCEAN

BOOTH 231

Fictional privately held U.S.-flag Ro-Ro and breakbulk carrier • 9 vessels • Gulf-Northern Europe and Gulf-Caribbean services

WHAT THEY'VE SAID PUBLICLY

Oct 6, 2026	Stated pain point: VP Operations Owen Castellanos told trade press that inland trucking is "the slowest leg" after a Port of Larkhaven call, with cargo dwell averaging 2.6 days.	Trade press interview
Sep 15, 2026	Fleet change: took delivery of a 6,500-lane-meter Ro-Ro, reflagged U.S., now in Gulf service.	Company press release
Jul 22, 2026	Award record: DoD ocean consolidated-shipment order QZ4-26-F-7214, \$18.3M obligated to date.	USAspending award record

TALKING POINTS

- Flatbed and step-deck on call within 2 hours of Larkhaven and the second Gulf port: a direct answer to the 2.6-day dwell.
- Breakbulk and project-cargo experience.

QUESTIONS TO ASK

1. Owen mentioned 2.6 days of dwell. How much of that is waiting on trucks?
2. How do capacity partners get set up, and who runs onboarding?

BOTTOM BAR • CARRIERS

BUYS FREIGHT • PARTNERS

SET-ASIDES • NO

WHAT MATTERS

Capacity, safety, compliance and clean DoD qualifications.

AVOID

Anything that looks like double brokering, or brokering DoD loads that need Signature or Tally Record service.

Your angle: Be Calderwyn's on-call inland flatbed at the pier, so vessel calls don't wait on trucks. Ask for one trial move next month.

3 • Orringale Logistics Group

BROKER • 3PL

BOOTH 507

Fictional privately held national 3PL • brokerage, managed transportation and cross-dock • light on Gulf South flatbed

WHAT THEY'VE SAID PUBLICLY

Sep 29, 2026	Hiring signal: posted an opening for a Government Programs Manager based in Houston.	Company LinkedIn post
Aug 11, 2026	Expansion: opened a 140,000 sq ft Houston cross-dock and said it plans to add 300 Texas and Louisiana carrier partners in 2027.	Company press release
Apr 14, 2026	Award record: freight management BPA call FX7-26-A-0008, Coastal Surface Sustainment Command. \$4.6M obligated to date. This is a contract record, not the company's own words.	USAspending award record

TALKING POINTS

- A ready Gulf South flatbed bench for the 300 carriers they want to add.
- Clean compliance: active authority, bond, no claims disputes.

QUESTIONS TO ASK

1. Which Gulf lanes do you turn down today?
2. With the new government programs role, are you planning set-aside bids where a small teammate helps?

BOTTOM BAR • BROKERS, 3PLS & FORWARDERS

BUYS FREIGHT • PARTNERS

SET-ASIDES • SOME

WHAT MATTERS

Trusted capacity, compliance and margin on government programs.

AVOID

Pitching your shippers. Show a partner role first.

Your angle: Be the Gulf flatbed partner behind their Houston cross-dock, with set-aside teaming once your SDVOSB is certified. Ask what they'd need to send a first load.

4 · Small Business Programs Office, Coastal Surface Sustainment
Command

AGENCY · OSBP

BOOTH 118

WHAT THEY'VE PUBLISHED

Oct 1, 2026	Forecast: the FY2027 acquisition forecast lists three surface freight requirements: a regional flatbed BPA (Q2 FY27, small-business set-aside anticipated), a depot shuttle service and port drayage.	Agency acquisition forecast
Sep 18, 2026	Sources sought: notice for Gulf South flatbed and step-deck services, NAICS 484121 and 488510. Responses due Nov 13, 2026.	SAM.gov notice

TALKING POINTS

- Ask for Lt. Col. Dana Whitfield, Director of Small Business Programs.
- 60 seconds: who you are, what you move, SDVOSB in progress.
- Mention you're answering the Nov 13 sources-sought notice.

QUESTIONS TO ASK

1. Is the flatbed BPA still on track for Q2 FY27, and will it be set aside?
2. Which primes on your contracts are looking for small-business subs?

BOTTOM BAR · FEDERAL AGENCIES & SMALL BUSINESS OFFICES

BUYS FREIGHT · YES

SET-ASIDES · YES

SB OFFICE · YES

WHAT MATTERS

Readiness, on-time delivery, compliance, visibility, and small-business goals.

AVOID

Selling on the floor. The win is a referral, not a sale.

Your angle: SDVOSB in progress: show you've read the forecast, say you're responding to the sources-sought, and ask which primes need Gulf South freight subs.

Also on your radar

Port of Larkhaven

PORT · BOOTH 204

Fictional Gulf port authority · two berths handling military cargo

Jul 8, 2026 · Press release: won a \$38M federal port infrastructure grant to extend the Berth 6 heavy-lift pad, with completion targeted for 2028.

Ask: "Which carriers struggle most with the inland leg after a vessel call?"

Varrowind Air Cargo

AIR · SILVER SPONSOR

Fictional freighter airline · 767 and A330 freighters · no booth

Sep 2, 2026 · Press release: added a fifth 767-300 freighter.

Mar 10, 2026 · Award record: international airlift charter order QZ4-26-F-E117, \$9.4M obligated to date.

Ask: "Who handles truck pickup and delivery at the airport for your charters?"

Ondrelle Track

TECH · BOOTH 622

Fictional in-transit visibility software · RFID and ERP connectors

May 19, 2026 · Press release: launched ERP connectors for two prime contractors' supplier portals.

Feb 3, 2026 · Award record: Air Force RFID tracking order, \$212,400 obligated to date.

Ask: "Which primes are you integrating with this year?"

DAY PLAN

Where to be, and who to find

Sessions below are fictional examples. Real briefs use the event's published agenda and expo hours.

Day 1 · Monday

- 8:00** Small-business matchmaking hour: find Lt. Col. Whitfield at the OSBP table first (target 4). Mention the Nov 13 sources-sought.
- 10:30** Session: "Surface freight outlook" (note which programs come up)
- 1:30** Expo opens: Calderwyn booth 231 slot (target 2). Open with the 2.6-day dwell.
- 5:00** Welcome reception: ask Lt. Col. Whitfield which primes to meet

Day 2 · Tuesday

- 7:00** Expo breakfast: Hollenbrae booth 412 while it's quiet (target 1, Denise Arceneaux first)
- 7:45** Sponsor breakfast: look for Varrowind's Bridget Hollins
- 11:00** Panel: "Teaming with small business on DoD programs" (Denise Arceneaux is a panelist)
- 2:00** Orringale booth 507 (target 3): lead with lanes they turn away
- Evening** Send same-day follow-ups to targets 1–2

Day 3 · Wednesday

- 7:30** Committee meeting open to all: sit with carriers, swap cards
- 10:00** Second pass at Hollenbrae: Graham Tolliver, Inbound Logistics
- 1:00** Session: "Port-to-depot visibility" (Owen Castellanos speaks)
- 3:30** Session: "Surge capacity for air and ground" (Varrowind)

Day 4 · Thursday

- 8:00** Closing general session
- 10:00** Last booth visits: anyone you missed
- Afternoon** Log every contact; send capability statement and meeting asks

EXPO ROUTE

Government and small-business offices first, then primes, then carriers and 3PLs. Book 15-minute booth slots in the event app wherever they're offered. Your stop-by-stop booth route is on page 7.

FOLLOW-UP TEMPLATE (EXCERPT)

"Denise, thanks for the time at the Hollenbrae booth Tuesday. Since your Q3 call mentioned adding Gulf South logistics partners before year-end, here's our capability statement and the three inbound lanes we discussed. Do you have 20 minutes the week of Nov 9?"

HOW YOUR BRIEF IS BUILT

Every target page has a **What they've said publicly** block: dated points from 10-Ks, earnings calls, press releases and public contract award records, each with its source. Award records show money obligated so far, not ceilings, and are never presented as the company's own words. Every target page ends with a **bottom bar** for that group plus a **Your angle** line written from your intake answers. Public sources only. We never buy or use attendee lists.

YOUR PLAN

Booth route + session plan

Your top companies in walking order by booth number, then the sessions most relevant to your goal. Everything on this page is fictional.

Your booth route

#	BOOTH	COMPANY (FICTIONAL)	WHY STOP HERE	ASK THEM
1	Booth 118	Small Business Programs Office (Coastal Surface Sustainment Command, target 4)	Flatbed BPA on the FY2027 forecast; sources-sought closes Nov 13. Ask for Lt. Col. Dana Whitfield early.	"Is the flatbed BPA still on track for Q2 FY27?"
2	Booth 204	Port of Larkhaven (port authority)	Just won a \$38M grant for its heavy-lift berth. Trent Faucheux, Director of Maritime Operations, knows who is short on inland trucks.	"Which carriers struggle most with the inland leg after a vessel call?"
3	Booth 231	Calderwyn Ocean Lines (target 2)	Says inland trucking is its slowest leg (2.6-day dwell). Your capacity partnership goal.	"Where does your inland leg run short after a vessel call?"
4	Booth 412	Hollenbrae Defense Systems (target 1)	CEO named inbound parts as the depot bottleneck. Ask for Denise Arceneaux, Small Business Liaison Officer, first.	"Who owns inbound freight on the sustainment program?"
5	Booth 418	Tamsrith Depot Services	Subcontractor at two of Hollenbrae's Gulf depots. Knows who routes inbound parts.	"Who books your inbound heavy parts today?"
6	Booth 507	Orringale Logistics Group (target 3)	New Houston cross-dock, 300 carriers to add, new government programs role: a likely teaming partner.	"Which Gulf lanes do you turn down today?"
7	Booth 622	Ondrelle Track (tracking software)	New ERP connectors for prime supplier portals. A referral partner for your tracking story.	"Which primes are you integrating with this year?"
8	Booth 640	Haskard Heavy Haul	Over-dimensional capacity for project moves you can't cover alone.	"Do you take overflow on over-dimensional loads?"

Find at sessions, not on the route: Varrowind Air Cargo (Silver sponsor, no booth). Look for Bridget Hollins, Director of Government Sales, at the Tuesday sponsor breakfast and the Wednesday 3:30 surge capacity session.

Your session plan

WHEN	SESSION (FICTIONAL)	ROOM	WHY IT MATTERS TO YOU	WHO TO CATCH AFTER
Mon 10:30	"Surface freight outlook"	Ballroom B	Names the programs with freight buys coming in the next year.	Moderator: Colette Marsh, Program Director, Ellsworne Advisory
Tue 11:00	"Teaming with small business on DoD programs"	Cedar Room	Primes explain how they pick subs. This is your teaming goal.	Panelist: Denise Arceneaux, SBLO, Hollenbrae Defense Systems
Wed 1:00	"Port-to-depot visibility"	Ballroom A	Sets up your tracking proof point for the pier and depot moves.	Speaker: Owen Castellanos, VP Operations, Calderwyn Ocean Lines
Wed 3:30	"Surge capacity for air and ground"	Magnolia Room	The one place to meet Varrowind Air Cargo, which has no booth.	Speaker: Bridget Hollins, Director of Government Sales, Varrowind Air Cargo

BEFORE YOU WALK THE FLOOR

- Booth numbers, rooms and times can change. Check the event app on site before each stop.
- Lead with your one-line proof point at every stop: 98% on-time on Gulf South flatbed last year.

Disclaimer: ReadAhead briefs are built from public sources as of the delivery date. Exhibitors, speakers, roles and agendas can change, and we can't guarantee that any person or company will attend or that anyone will meet with you or respond. Brief content is research, not legal, financial, or contracting advice. ReadAhead is independent and not affiliated with NDTA or any organization named in a brief.