



**NATIONAL VETERAN
SMALL BUSINESS
COALITION**

PRESENTED BY

FIRST CALL

MAY 2026

NEWSLETTER

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VETS26: Where Preparation Meets Opportunity

Each year, the VETS Conference brings together the Veteran Owned small business community and the people who influence real opportunity. VETS26 is shaping up to be our most intentional, impactful year yet.

At its core, VETS26 is designed for the entire Veteran Owned business ecosystem. NVSBC serves more than 10,000 small business professionals nationwide, and this conference reflects that reach—bringing together Veteran Owned businesses from GovCon hubs across the country, alongside federal agencies, prime contractors, commercial partners, and nonprofit allies who want to work with them.

What truly sets VETS26 apart is access. Attendees don’t just hear about acquisition and growth strategies; they engage directly with contracting officers, program managers, senior agency leaders, and industry decision makers. The content is practical, timely, and grounded in what businesses need right now to grow, pivot, and compete.

VETS26 is also an evolution. We’ve moved away from traditional, linear training tracks and shifted to five interconnected Focus Areas, allowing attendees to customize their experience based on their role and business goals. New this year is a dedicated Commercial Diversification & Growth Focus Area, reflecting the reality that long term stability often depends on building both federal and commercial revenue streams. Attendees will see a General Session facilitated by commercial experts including a non-



profit partner, small business, and large corporate companies.

We’ve also doubled down on intentional connection with two structured Matched Networking sessions. One with Subject Matter Experts and one paired by NAICS Code, designed for real conversations and real follow up.

With strong participation from federal agencies and a highly competitive speaker selection process, VETS26 delivers high value content, meaningful access, and actionable outcomes. Expect to hear from representatives at the VA, GSA, DOE, DOW, HHS, and more!

This year, our theme is Veterans Command Tomorrow. This is a call to lead: to take action, seize opportunity, and shape what’s next. Whether your growth plan is federal, commercial, or both, this year is about commanding the future. Register today and join us next month at the VETS26 Conference!

Lauren Masters is the NVSBC Special Events Director

Around the NVSBC

Welcome to Our New & Renewed Member Organizations

New Members

[A.M.T.A.E. Solutions LLC](#)
[AFS Training & Professional Services, LLC.](#)
[Allaire's Management Consulting Firm](#)
[Anivas Tech LLC](#)
[Arctos LLC](#)
[Armavel, LLC](#)
[Bald Cypress Innovation, LLC](#)
[Batture Energy LLC](#)
[Carolina Advanced Digital, Inc.](#)
[Carter Isiaq Consulting LLC](#)
[Certified Facility Solutions Corp](#)
[DAGRE Group](#)
[Dynamic Business Intelligence Resources, LLC](#)
[Electra-Med Corporation](#)
[Elev8 Mobility, Inc.](#)
[Expedition Health Insights LLC](#)
[Global Skills Exchange Corp.](#)
[GM Solutions Group, LLC](#)
[Hunterstone Development LLC](#)
[Huntridge Labs](#)
[Iraheta LLC dba Iraheta Group](#)
[Joint Family Logistics, LLC](#)
[LAW Asset Management, LLC](#)

[LEAD Endeavors LLC](#)
[Leading Points Corporation dba Military Connect](#)
[Lotak LLC](#)
[Olympus Solutions, Inc](#)
[Optionality Tech Inc.](#)
[Paradigm Max Q](#)
[Ramjac Consulting](#)
[Rehabmart](#)
[Resilience Cyber Group](#)
[Sciolex Corporation](#)
[SRTKA Enterprise Foundation Inc](#)
[Steel Security, Corp.](#)
[The Exit CFO](#)
[The Mattri Group LLC.](#)
[Trifecta](#)
[Valint Solutions, LLC](#)
[Valor GovCon LLC](#)
[VALTEQ, inc.](#)
[Valuetronics](#)
[Vet Merch Co Merchandising](#)
[Veteran Bridge LLC](#)
[Vision Centric Inc.](#)
[Wilhelm Startegy Management](#)

The National Veteran Small Business Coalition (NVSBC) offers 7 types of organization membership that support our mission and serve our constituents. If you have any questions about membership, please visit [Membership | NVSBC](#). Click on the "Join NVSBC Today" button below and begin receiving access to the benefits of NVSBC membership.



Around the NVSBC (cont.)

Welcome to Our New & Renewed Member Organizations

Renewed Members

Advisors & Consultants with Military Experience
(ACME) Group LLC

Aetos LLC

Alico Cyber Solutions LLC

Beskar, Inc.

BLÉN, Inc.

Blue Summit Consulting Group, LLC

Blue Water Thinking

Bulwark Consulting, LLC

CHARLES ATWATER GROUP, LLC

CLASS zero3

Cyber Strategy Consultants, LLC

Data Integrators, Inc

Delta Lima LLC

DEVOE Tech

echelon distribution llc

Fulton Bank

Fusion Advanced Technology, LLC

Ghost Rx Inc

Goldschmitt and Associates LLC

Hired Guns Inc

Intuitial LLC

KARMAI Consulting LLC

Latitude IT Solutions

LEAD Training

Leaderly AI

Leaning Forward Consulting

LeggioX LLC

LIT TECHNOLOGIES LLC

MBL Technologies

MediQuant

Melling Medical

MMI Utility Construction

Nashville Analytics, LLC

NeoSystems

Nighthawk Cyber LLC

NIGHTHAWK CYBER, LLC

Office Design & Furnishings LLC

One Phoenix Solutions

Overarching Tech Solutions

Oxley Enterprises, Inc.

Panakeia, LLC

Parabellum Strategic Group LLC

Porter Brothers Logistics LLC

Powell Consulting Group (PCG)

ProVets Consulting Group, LLC

RaLytics LLC

Recon Inc.

ReefPoint Group

RP Professional Services, LLC

Ryzhka International LLC

Saint-Hilaire Software Labs

Shellback Construction, LLC

Snowbird Agility, Inc.

Struction Solutions

TCG-DRT JV, LLC

TEAM of Care

The Green Technology Group LLC

The SIEGE Group LLC; Dominant Care LLC

Tichenor & Associate, LLP

Tribility LLC

Tulkas Security Group

Unique Cleaning Service, Inc.

United Support Services LLC

VCH Partners, LLC

VETERAN ENTERPRISE TECHNOLOGY SERVICES,
LLC

Veterans Alliance Partners

Victory Contracting, LLC

Wendroff & Associates, CPA

Withum

Around the NVSBC (cont.)

Engagement Meetings

NVSBC hosted its Philadelphia Engagement Dinner on 15 April 2026. We thank you our guest speaker **Brad Reaves**, Government Contracts Attorney, Reaves GovCon Group and our Exhibit Sponsor, [AEONRG, LLC](#).



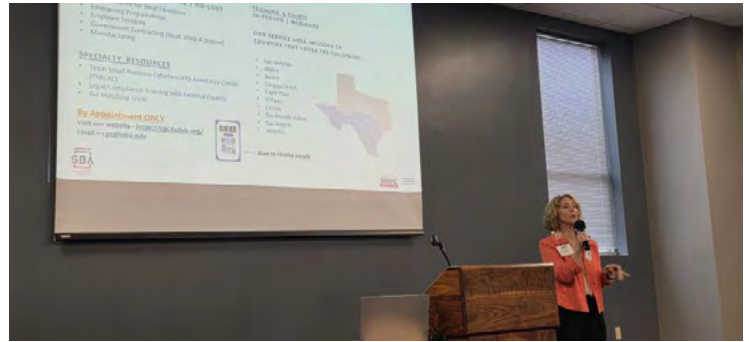
NVSBC hosted its Hampton Roads Engagement Lunch on 29 April 2026. We thank our guest speaker **Kristy Pittman**, Strategic Life and Business Coach, Founder of Peak Performance Strategies and our Spotlight, **Sultan Camp**, Director, Hampton Roads Veterans Employment Centers.



Around the NVSBC (cont.)

Engagement Meetings

NVSBC hosted its San Antonio Engagement Dinner on 29 April 2026. We thank you our guest speaker **Edward Tuorinsky**, CEO/Founder, [DTS](#) and our Spotlight was **Sue Munro**, Director, [UTSA, SBDC, Center for Government Contracting](#).



Clark Hill is proud to sponsor the NVSBC VETS26 Conference.

The Clark Hill Government Contracts team will be at VETS26, sharing insights on today's most pressing government contracting issues. Stop by **Booth 811** to connect with our team, and don't miss their conference sessions:

Work Stopped, Contract Changed: Stop-Work, T4C, REAs, & Claims
Ron Sullivan & Chris White | June 3, 2026

**Preparing for CMMC Without Over-Engineering:
Right Size Your Security Program**
Chris White | June 3, 2026

LEARN MORE



Around the NVSBC (cont.)

Introducing Angela Lee



Welcome

ANGELA
LEE

.....
The National Veteran Small
Business Coalition welcomes you
to our team as our new Program
Manager!



NATIONAL VETERAN
SMALL BUSINESS
COALITION



GOVCON FUNDING. SIMPLIFIED.

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- ➔ Mobilization Advances
- ➔ Payroll Funding



Matthew Gillman
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|---|--|---|---|
|  |  |  |  |
| <p>Web and Cloud-based Applications</p> | <p>Enterprise Systems Integration & Enterprise Solutions</p> | <p>Support Services – IT, Legal, Financial and Administrative</p> | <p>Cybersecurity and Training/Education</p> |
| <p>Design and develop secure, scalable, and mobile-responsive digital ecosystems that improve engagement and streamline content operations.</p> | <p>Connect disparate systems into cohesive architectures that improve data flow, operational efficiency, and leverages analytics for better decision-making.</p> | <p>Experts ranging from DBAs, architects, program managers, DevSecOps and systems administrators to GIS developers and help desk support, Financial/Budget Analysis and more.</p> | <p>IA Management, RMF C&A, STIG Compliance and Authority to Operate (ATO), Distance Learning Application Development, instructor-led classroom & simulator training and more.</p> |

Why Us

- Providing services to the Federal Government since 1999
- SBA Certified SDVOSB
- CMMC Level 2 (C3PAO) Certified**
- ISO 9001: 2015 Certified
- CMMI Level 3 SVC/DEV Appraised
- DCAA Approved Accounting System
- President and CEO received the Gordon H. Mansfield Small Business Award 2022
- CGO awarded NVSBC Small Business Employee of the Year Award 2023

Contact

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 Chief Executive Officer
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rsantmyer@penbaytechgroup.com

Clients Include

- | | |
|-------------------------|---------------------------------|
| Department of War | Department of Veterans Affairs |
| United States Army | Department of Transportation |
| Joint Chiefs of Staff | Federal Aviation Administration |
| United States Air Force | National Science Foundation |



Around the NVSBC (cont.)

Calls to Action

May 2026

HUNTSVILLE ENGAGEMENT BREAKFAST

WED | MAY 6 | 8:30 AM - 11:30 AM CT

DC METRO ENGAGEMENT DINNER & TRAINING ACADEMY

WED | MAY 13 | 4:00 PM - 8:30 PM ET

DAYTON ENGAGEMENT DINNER

WED | MAY 13 | 5:30 PM - 8:30 PM ET

June 2026

VETS26 CONFERENCE

MON-THU | JUNE 1-4 | NEW ORLEANS, LA

DC METRO ENGAGEMENT DINNER & TRAINING ACADEMY

TUE | JUN 16 | 4:00 PM - 8:30 PM ET

COLORADO SPRINGS ENGAGEMENT BREAKFAST

WED | JUN 24 | 8:30 AM - 11:30 AM MT

Communities of Interest



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Around the NVSBC (cont.)

May/June Events Calendar

MAY 2026

| M | T | W | R | F | S | S |
|--|----|----|----|----|----|----|
| | | | | 1 | 2 | 3 |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| Please note: May 13th has two engagement meetings | | | | | | |

JUNE 2026

| M | T | W | R | F | S | S |
|----|----|----|----|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | | | | | |
| | | | | | | |

Engagement Events
 Virtual Training
 Conferences
 Special Events
 Federal Holidays

Click on Event Dates to Link to Online Information.

Around the NVSBC (cont.)

2026–2027 Fellowship Program Applications Open!

FELLOWSHIP PROGRAM



[NVSBC.ORG](https://www.nvsbc.org)

NVSBC is excited to launch the **2026–2027 Fellowship program**, introducing a **refreshed structure built around five industry cohorts**: Aerospace, Construction, Manufacturing, Information Technology, and Professional Services. Each cohort is guided by subject matter experts, and a curriculum proven to strengthen federal contracting readiness.

Over nine months, the **nationally focused** Fellowship provides VOSB and SDVOSB leaders with targeted training, mentorship, and industry-specific insights that support long-term growth and competitiveness.

The program reflects NVSBC's commitment to empowering Veteran-Owned Small Businesses and strengthening their role in the federal industrial base. We extend our appreciation to Boeing and our supporting sponsors for their generous investment in this work.

🎉 Applications for Fellows and Senior Fellows are open from **May 1 – June 30, 2026**.

🔗 Visit the link for program details and to complete application: [Fellowship Program | NVSBC](#)

What 200 CDC Laboratories Taught Me About Winning in the Federal Market



By **Akinwande Oshodi**, Founder and CEO, [The Avery Group](#)

When my team walked into CDC’s laboratory environments, we expected an IT problem. What we found was different: scientists reporting issues unresolved for years, in some cases nearly two decades. They were not asking for better technology. They were asking for someone to show up, pay attention, and stay present.

You cannot diagnose a federal environment from a conference room. We traced a performance problem in one lab to network bandwidth consumed by security cameras on a shared line. Researchers assumed modernization had caused it. The problem had been there for years. Getting inside the environment is the only way to understand it.

Responsiveness builds trust faster than credentials. We embedded support liaisons with direct relationships to the teams they served. Permissions that used to take months moved in weeks. That speed did not come from our technology stack. It came from a consistent presence.

“Responsiveness builds trust faster than technical credentials ever will.”

Communication is the real differentiator. Scientists speak a different language than IT teams. When our people stopped forcing issues into ticket categories and started listening for what researchers were actually trying to accomplish, problems that had bounced around for weeks were resolved in a single conversation.

These principles helped us earn back to back CDC Excellence in Laboratory Quality and Research Awards and grow as a Service-Disabled Veteran-Owned Small Business in the federal market.

The opportunity in federal contracting is not only in the technology. It is in the relationship you build around it. If you are a govcon professional ready to compete and win, I want to connect.

Akinwande Oshodi is the Founder and CEO of *The Avery Group (TAG)*, a Service-Disabled Veteran-Owned Small Business providing IT modernization, program management, financial management, and workforce development to federal agencies including the CDC, VA, and U.S. Army. Akinwande currently serves on the Board of Directors for the NVSBC.



VETS26: Arrive Ready to Win

Every year, thousands of veteran owned businesses attend the VETS Conference with the same hope:

“If I network enough, something good will happen.”

And every year, far too many leave with full calendars, sore feet, a stack of business cards, and very little pipeline.

VETS26 in New Orleans will be no different... unless you prepare differently.

VETS Rewards Preparation, Not Presence

The VETS Conference is one of the most opportunity dense GovCon environments in the country. Federal agencies, large primes, and procurement ready SDVOSBs and VOSBs are all in one place for four days.

But here’s the truth most people learn too late:

VETS is not just a networking event.

It’s a compressed pipeline acceleration event.

The contractors who win at VETS don’t leave things to chance. They arrive knowing:

- Who they need to meet
- Why those conversations matter
- How they are positioned
- What a “successful” VETS outcome looks like for their business

Introducing the Pre Event Webinar: “Winning VETS: From Attendance to Pipeline”

A VETS26 Readiness Webinar for SDVOSBs & VOSBs

This live webinar is designed specifically for **veteran-owned business leaders** planning to attend **VETS26 in New Orleans** and who want **results, not just activity**.

What You’ll Learn

- In this session, we’ll walk you through how to:

- Stop “working the room” and start engineering outcomes
- Identify the **right people** to focus on, primes, agencies, and decision makers
- Clarify your role (subcontractor, partner, or growth path)
- Turn conversations into **scheduled follow ups and real engagements**
- Define what ROI from VETS actually looks like for your business
- Avoid overwhelm and use VETS as a focused business development tool

This is not a general GovCon overview. It’s a **practical execution framework** built around how VETS actually works.

Who Should Attend This Webinar

This session is ideal for:

- SDVOSBs and VOSBs attending VETS26
- Owners tired of leaving conferences with “good conversations” but no deals
- Companies unsure how to position themselves with primes
- Businesses ready to move from exposure to execution

Article continued next page.

NVSBC Training Corner (cont)

VETS26: Arrive Ready to Win

Why Attend Before VETS26

By the time you arrive in New Orleans, the most successful attendees already have:

- A VETS target list
- Clear positioning
- Defined engagement goals
- A post conference pipeline plan

This webinar helps you do that work before you arrive, when it matters most.

Webinar Details

Title: Winning VETS: From Attendance to Pipeline

Audience: SDVOSBs & VOSBs attending VETS26

Format: Live, interactive webinar

Cost: "Free"

Date: May 14, 21, 28, 2026 @ 12 pm

[Register Now – Limited Seats]

Don't attend VETS26 hoping something happens.

Arrive prepared to make something happen.

We'll see you at the webinar, and we'll see you ready in New Orleans.

[Vets26 Webinar](#)



*John Cochran is a NVSBC
Program Manager*

The Support That Makes VETS Possible

Fueling every aspect of the VETS Conference is the extraordinary generosity of our sponsors – companies and organizations that share our commitment to empowering the Veteran small business community and advancing meaningful connections between small businesses and the contracting opportunities they deserve.

We want to begin with a very special acknowledgment of **J.P. Morgan**, our Presenting Sponsor, whose exceptional support serves as the cornerstone of everything we do at the VETS Conference. Their commitment to the Veteran business community goes above and beyond, and we are deeply grateful for their continued partnership in helping bring our vision to life.

DuraBante, our Leadership Sponsor, also plays a transformative role in shaping the conference experience. Their investment allows us to deliver world-class programming, bring together top-tier speakers, and create the kind of environment where real relationships and partnerships are forged. Our Titanium Sponsors – **Amazon Business** and **Staffility** – along with our Showcase Theater Sponsor, **Wells Fargo**, and our Platinum Sponsors – **Andrew Morgan**, **Appian**, **Bank of America**, **CohnReznick**, **GillmanBagley**, **GovDash**, **PenBay Technology Group**, and **RBCI** – further elevate the experience, ensuring that every aspect of the conference reflects the professionalism and excellence our attendees deserve.

The enthusiasm from the business community has been remarkable, and the numbers speak for themselves. Numerous sponsorship tiers, including Platinum, Silver, and Bronze, are already sold out, as are all of our à la carte opportunities. This overwhelming response is a testament to the shared belief in VETS' mission and the value it delivers.

Sponsorships at every level directly fund the programming, networking events, and resources that make VETS an unparalleled experience for Veteran entrepreneurs and their allies. From our CEO VIP Reception to our Matched Networking sessions, none of it happens without the partners who stand behind us.

To our sponsors: THANK YOU! Your support doesn't just make VETS possible; it makes it exceptional.



Featured Partner Deals

May 2026 Partnership Deals

NVSBC member organizations can take advantage of benefits where NVSBC has created partnerships that bring value to your business. If you would like NVSBC to consider a partnership with your business, please contact members@nvsbc.org with respective details.

Featured Partner Deal

EXCLUSIVE NVSBC PARTNER DEALS – JUST FOR MEMBERS!

Access special discounts and offerings with our NVSBC Partner Deals, available only to NVSBC member organizations and their teams. These Partner Deals feature essential products and services tailored specifically to support your business growth and success.

Are you a NVSBC Member organization wanting to offer special discounts or offerings on your products or services to fellow members? If so, contact: Janelle Askew at janelle.askew@nvsbc.org

NVSBC Members: Log into VetFedConnect now to see the exclusive offerings available to you.

Your NVSBC membership is your key to these exclusive benefits and offerings.

Federal Procurement Events

Grow your business through events provided by agencies within the Federal government including outreach, matchmaking, networking, training, and additional activities. If you have a Federal Procurement Event you'd like NVSBC to consider adding to this page, please contact members@nvsbc.org with respective details.

Member Spotlight

NVSBC Members, share your recent govcon successes with us! We want to celebrate your achievements from the past 6 months, such as awards, public recognition, new contracts, mentor-protégé relationships, new hires (especially veterans), or acquisitions.

**Complete this form to let us know about your triumphs at the [link here](#).
Your successes inspire our community, and we're excited to highlight them!**

CONGRATULATIONS!!!



The NVSBC would like to recognize and celebrate your GovCon success!

Upcoming Events

Next Month: VETS26 Begins!



The banner features a dark blue background with a cityscape of New Orleans. On the left, the text 'VETS 26' is in large white letters with a star in the zero, and 'CONFERENCE' is below it in white. To the right, 'New Orleans' is written in a gold cursive font, and 'June 1-4, 2026' is in white. In the top right, 'HOSTED BY' is in gold above the NVSBC logo, and 'PRESENTED BY J.P.Morgan' is in white below it.

This is the single best and most affordable conference (as both an attendee and exhibitor) in the industry for connecting Veteran-Owned businesses with other firms and agencies wanting to do business with them. **“The ROI is off the Charts!”** – *VETS25 Attendee*

In less than 30 days, the NVSBC will host its VETS26 Conference, NVSBC’s premier Federal small business event focused exclusively on GROWING YOUR BUSINESS. The Conference brings together Federal Procurement Decision Makers + Large Prime Contractors + Procurement Ready Small Business Leaders for 3 days of non-stop Networking, Training, and Teaming!

This year, our theme is **Veterans Command Tomorrow**. This is a call to lead: to take action, seize opportunity, and shape what’s next. Whether your growth plan is federal, commercial, or both, this year is about commanding the future.

Here’s what’s waiting for you at VETS26:

- ✦ 4 Preconference Workshops
- ✦ 36 Business Opportunity Sessions
- ✦ Matched Networking
- ✦ Showcase Theater Presentations
- ✦ 6 Master Class Half Day Workshops to close out the week
- ✦ Annual Members Meeting with special guest speaker, [Jenn Donahue, PhD, PE](#)
- ★ BIG opportunities to expand and accelerate your business growth while growing your network/ pipeline and net worth!

Register today and join us next month in New Orleans, LA!

Show up, Connect, Learn, Grow and SUCCEED!

Upcoming Events (cont)

Secure Your Golf Sponsorship Today



Sponsorships are now open for the NVSBC Education Foundation Charity Golf Tournament, happening Monday, August 17, at the prestigious Army-Navy Country Club in Arlington, VA.

If you want to lock in your spot on the course, sponsorship is the most reliable way to do it. Options include the Tasting Sponsor, Lunch Sponsor, Golf Ball Sponsor, and more; each offering one foursome, a superticket, and additional benefits. Beyond securing your place, sponsorship provides meaningful visibility and directly fuels NVSBC's educational mission.

Every year, this tournament brings together industry leaders for a full day of networking, friendly competition, and camaraderie, and it sells out fast. Players may register individually or as a foursome, but early registration is strongly encouraged as team slots are limited.

Only 10 teams remain. Secure your foursome through sponsorship or register yourself or your team today. Act quickly so you don't miss your chance to be on the course this August.



NVSBC Board of Directors

Meet Your Board of Directors

The NVSBC Board of Directors upholds their duties of care, loyalty, and obedience, leveraging their collective knowledge, expertise, and wisdom to actively support the organization's mission and values with dedicated commitment and principled leadership.

When attending NVSBC events, don't miss the opportunity to connect with our board members. They are not only leaders in the field but also incredible resources for insight and inspiration. Be sure to introduce yourself, ask questions, and tap into their wealth of experience. The wisdom they share could spark new ideas and open doors for both your personal growth and your organization's success.

To learn more about our Board of Directors & Honorary Committee Members, visit the link [here](#).



Robert Betters
President



Phillip (Phil) Panzarella
Vice President



Robert Santmyer
Treasurer



Neeraja Lingam
Secretary



William J. Belknap, Sr.



Norris Middleton



Nancy A. Langer



Erica Dobbs



Irene Vaishvila Glaeser



Tim Ross



Scott Thompson



Dr. Robin Desmore, PhD



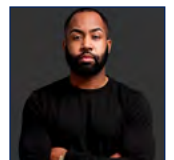
Akinwande Oshodi



Brad Reaves



Jason Windsor



Kamar Perkins

NVSBC Board of Director's Spotlight

Erica Dobbs: President/CEO, Dobbs Defense Solutions

Q: Can you describe a specific “make or break” moment in your business journey and how you navigated through it?

A: One of the most defining moments as a CEO was realizing that not everyone who supports your vision is meant to help you scale it.

Early on, I had to make difficult decisions about leadership and structure. Alignment and capability matter more than familiarity. Surrounding yourself with the wrong people, even with the best intentions, can slow progress and put the mission at risk.

I made the decision to reset the structure, bring in the right talent, and move toward a more disciplined, modern approach, including AI-driven capabilities. Those decisions were not easy, but they were necessary.

As a CEO, your responsibility is not to maintain comfort, it is to protect the mission.

Q: If you could only give a new business owner one resource, what would it be?

A: Responsibility.

Not the title, the weight of it. When the outcome sits with you, that is where you learn the business.

Responsibility forces clarity and requires you to make decisions and keep moving. You can study strategy, but until you carry the weight of execution, you have not really started.

If you can carry that level of responsibility, you will not need much else.

Q: Share a favorite quote that has impacted your life or business

A: One quote that has stayed with me is, “You cannot control the wind, but you can adjust your sails.”

That lesson has stayed with me from my time in the Navy through building this company. Conditions are always changing, and what matters is how you adjust and keep moving forward.

Leadership is not about waiting for calm waters, it is about knowing how to navigate when they are not.



VETS26: A Must for Small Businesses

As June approaches, I want to personally encourage everyone to take part in VETS26—an event that represents more than a conference. It is an opportunity for veteran-owned and small businesses to strengthen their position, expand their networks, and create momentum that can influence long-term success.

For many small businesses, growth is not limited by capability or commitment, but by access—access to timely information, meaningful connections, and the right conversations. VETS26 brings those elements together. It provides a forum where business owners can step back from daily operations and focus on building relationships, sharpening their perspective, and positioning their companies for what comes next.

Participation matters. Showing up matters. Events like VETS26 create space for businesses to be seen, heard, and understood. They are where introductions turn into relationships and insights turn into action. For small businesses, particularly those navigating competitive or complex markets, these connections can open doors that would otherwise remain closed.

Equally important, VETS26 reinforces a fundamental truth: success is rarely achieved alone. Strong businesses are built within strong networks. When veteran-owned and small businesses come together to share experiences, challenges, and lessons learned, the entire community becomes more resilient and more competitive.

As you consider your plans for June, I encourage you to view VETS26 as an investment—an investment in your business, your visibility, and your future growth. The value of participation is not always immediate, but it is often lasting.

I look forward to the conversations, connections, and opportunities that VETS26 will help create.

VETERANS COMMAND TOMORROW



A handwritten signature in black ink, appearing to read 'Scott J. ...'.

CEO

NATIONAL VETERAN SMALL
BUSINESS COALITION