



# FIRST CALL

OCTOBER 2025

PRESENTED BY

DuraBante™



## What Keeps You Going?



Can I ask you something?

How are you holding up? How's business? How's life? What gets you out of bed each morning, even on the hard days?

Maybe you've been asked these questions recently. Maybe you've answered. Maybe you haven't. Or maybe you've laid it all out... raw, honest, no sugarcoating.

Since 2019, I've been writing and publishing books. It's my small business. No SBA certifications, no federal contracts. But like many of you, I keep going because I believe in what I offer. That belief that someone out there needs what I create is my motivation.

Now think about your own business or the one you work for. What do you do? How do you do it? Why does it matter?

Your product or service helps

someone. It supports their business. It helps them serve their customers. What you offer is a vital piece of someone else's success.

And even if you're no longer in business, or things have changed, you still carry something powerful: wisdom earned over years, a strong work ethic, strategies that worked, and the mindset to pivot or rest when needed.

You have something to contribute. What you share can make a difference in someone's life or business.

If you're part of our GovCon Communities, join us at the next NVSBC engagement event where you'll connect with likeminded business owners, employees, and advocates of Veteran Owned small businesses. Register today for our [Veteran Advocate Small Business Awards Gala](#) on 6 November to honor, celebrate, and recognize the achievements of people like YOU in government contracting.

Show up. Share. Learn. You never know what insight you'll gain, or what wisdom you'll offer, that could change everything.

*Janelle Askew is the Director of Engagement at NVSBC*

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# Around the NVSBC

## Welcome New & Renewed Member Organizations

### New Members

ACJ LUXURY MAINTENANCE LLC	OGMI Solutions LLC
Brave Heart Cleaning and Restoration	ohms.energy llc
Capture 411, LLC	OLD FASHIONED LLC
Deaf Intervention Services	ONECONNECTIONIT LLC
DigiFlight, Inc.	Pocket Litter, LLC
DUALITY SYSTEMS LLC	PROFITABLE WEATHER, LLC
Evotek, LLC / dba EVTKS	Progsit LLC
FIREWATCH SOLUTIONS, INC.	SciCast International Incorporated
Gentry Locke Attorneys	Steltz Pharmacy, Inc. / dba
HEALTH INFORMATION TECHNOLOGY	Consolidated Medical Supply
SOLUTIONS, LLC dba HITS	Swift Break Group, LLC
IntellecTechs	TechTrueUp, LLC
Iron Cloud Government Services LLC	THE CALDWELL GROUP, LLC
JBD Works Inc.	The Dodd Rodgers Team at Morgan
JDAH CORPORATION	Stanley Private Wealth Management
Keep Moving Forward Logistics, LLC	Timely Transportation & Logistics Inc
Koly Technology LLC	TRU2YOU COACHING, LLC
LANDWORKS INC.	Uncharted Territory Solutions
Lumeva LLC	
Maceo Carter Investments, LLC / dba	
Sterling Staffing Solutions	

### Renewed Members

Academy Medical	Nelson Enterprise Tech Service (NETS)
AmeriTech Contracting	Newport News Shipbuilding
ASJ IT Services, LLC	Planate Management Group
Averroes Management Consultancy	Strategic Medical Equipment
AWJ USA	Solutions, LLC
Bridge R Solutions LLC	Tangent Technologies, LLC
Bridges Home Health Care/Landmark	The Grey
Integrated Health Services	The Joachim Group CPAs & Consultants,
Cal Vet Integrated Consulting Services	LLC
Equipment Oahu LLC	Torus Group
Flood Law LLC	Veterans Construction Services LLC
Leidos	Viewpoint LLC
Moonswitch	W2 Consulting Corporation
Myles Consulting Group (MCG) LLC	



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 contact [members@nvsbc.org](mailto:members@nvsbc.org). Click on the “Join NVSBC Today” button below and begin receiving access to the benefits of NVSBC membership.



# Around the NVSBC (cont.)

## Engagement Meetings

*NVSBC hosted the Philadelphia Engagement Dinner on 3 September, sponsored by AEONRG, LLC. Our guest speaker was Chris White, Attorney at Clark Hill. Our success spotlight was Bill Belknap, President/CEO, AEONRG.*



*NVSBC hosted the Tampa Engagement Event on 17 September, sponsored by Ferguson. Our guest speaker was Heidi Gerding, Founder of HeiTech Services and CEO of Hedico, Inc. Our APEX Accelerator Spotlight was Karen Krymski, MPH, CVE, Government Contracting Consultant, Florida APEX Accelerator*





# Around the NVSBC (cont.)

## Engagement Meetings

NVSBC hosted the DC Metro Engagement Dinner + Training Academy on 10 September. Sponsored by AEONRG, LLC and DuraBante LLC. Our distinguished Panelists included Scott Jensen, CEO of NVSBC; Matt Tait, CEO & President of MANTECH; Joe Martore, Chairman and Former President/CEO of CALIBRE Systems; and Jim Edwards, Chief Growth Officer at SOSi. They shared perspectives on emerging trends, policy shifts, and strategic priorities. The Training Academy session was led by David Canada, Director of Strategic Sourcing & Partnerships at Boeing Defense, Space & Security.



# Around the NVSBC (cont.)

## Calls to Action

**October 2025**

### HUNTSVILLE ENGAGEMENT LUNCH

WED | OCT 8 | 11:00 AM – 2:00 PM CT

### DC METRO ENGAGEMENT DINNER & TRAINING ACADEMY

WED | OCT 8 | 4:00 PM – 8:30 PM ET

### DAYTON ENGAGEMENT BREAKFAST

WED | OCT 15 | 8:00 AM – 10:30 AM ET

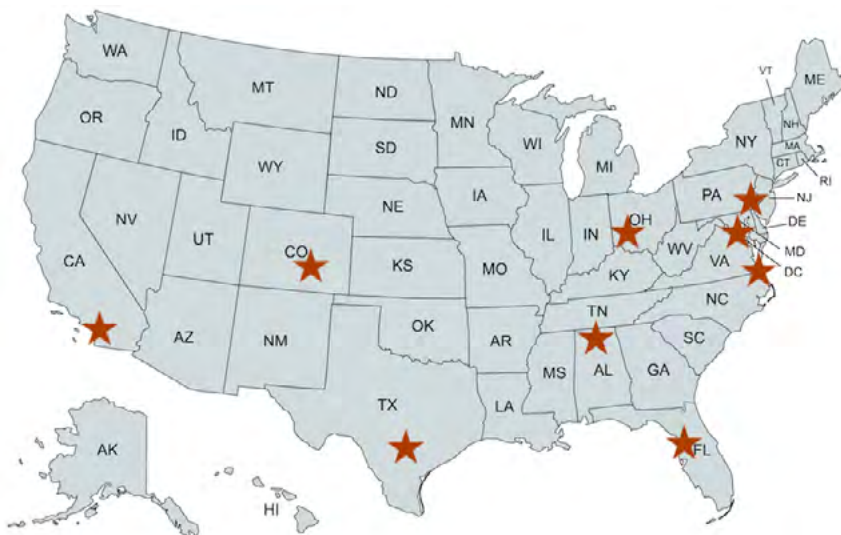
**November 2025**

### VETERAN SMALL BUSINESS ADVOCATE AWARDS GALA 2025

THUR | Nov 6 | 5:30 PM – 8:30 PM ET

### HAMPTON ROADS ENGAGEMENT LUNCH

THUR | Nov 13 | 11:00 AM – 2:00 PM ET



**Communities of Interest**

# Around the NVSBC (cont.)

## October/November Events Calendar

### OCTOBER 2025

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: Oct 8 has two engagement meetings						

### NOVEMBER 2025

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.*



## Veteran-Owned Businesses: What You Need to Know in Today's Market

Veteran entrepreneurs are uniquely positioned to lead in today's evolving business landscape—but staying competitive means staying informed. Whether you're pursuing federal contracts, scaling a commercial venture, or exploring hybrid models like NVSBC's FedFusion™, here are five key insights to guide your next move.

### 1. Federal Contracting Is Expanding



Federal contracting is expanding in scope, speed, and strategic focus. For veteran-owned and small businesses, **this is a prime time to engage**, especially if you're positioned for innovation, agility, and mission alignment. Veteran-owned firms with dual-use capabilities (commercial + federal) are in demand.

Call-Out: While contracting is expanding in select sectors, uncertainty around continuing resolutions and potential shutdowns can disrupt funding flows.

### 2. Your Certification Still Matters



The Service-Disabled Veteran-Owned Small Business (SDVOSB) designation remains a powerful tool. It opens doors to set-aside contracts, sole-source awards, and strategic teaming opportunities. But **certification alone isn't enough—positioning, relationships, and readiness are key.**

### 3. Commercial Buyers Expect Agility



Private-sector clients value speed, scalability, and clear messaging. Your military leadership is a strength—but **your brand must speak to both commercial and federal audiences.** Consider building a dual-market strategy that leverages federal stability and commercial flexibility.

### 4. Capital & Support Are Growing



From SBA's Veteran Business Outreach Centers (VBOCs) to APEX Accelerators to NVSBC's FedFusion™ model, resources are expanding. Regional accelerators, pitch competitions, and innovation hubs are increasingly veteran-inclusive. **Don't overlook state and local procurement**, which often moves faster and favors veteran-owned firms.

### 5. Relationships Drive Results



**Success in both markets depends on visibility, mentorship, and strategic networking.** Build connections with contracting officers, primes, innovation trailblazers, and fellow veteran business owners. Join coalitions like NVSBC, and local APEX Accelerators and SAME posts to stay plugged in.

Bottom line: **You're not just a business owner, you're a mission-driven leader.** Whether you're scaling a startup or expanding into federal or commercial markets, your experience and insight are needed now more than ever.



*Marie Myszkier  
is the Director of  
Training at NVSBC*

# NVSBC Training Corner (cont)

## FAR Part 19 Reimagined: A New Era for Small Business Contracting

Big changes just landed in the world of federal contracting, and if you're a small business, ministry-led enterprise, or outreach-driven vendor, this update is for you.

On **September 26, 2025**, the FAR Council released a **historic rewrite of FAR Part 19**, the section governing small business participation in federal acquisitions. This is part of the broader **Revolutionary FAR Overhaul (RFO)** initiative, aimed at simplifying, streamlining, and modernizing the federal acquisition process.

### What's New in FAR Part 19?

#### 1. New Structure, New Name

- Renamed from "Small Business Programs" to simply "Small Business"
- Reorganized into three lifecycle phases:
  - **Presolicitation (19.1)**
  - **Evaluation & Award (19.2)**
  - **Postaward (19.3)**

#### 2. Plain Language Rewrite

- Regulations now read more clearly, with non-essential and non-statutory content removed.
- Easier for small businesses and agencies to understand and apply.

#### 3. Rule of Two Still Stands

- Agencies must set aside contracts between the **Micro-Purchase Threshold (MPT)** and **Simplified Acquisition Threshold (SAT)** if two or more small businesses can perform the work.

#### 4. Set-Asides Under Multiple-Award Contracts

- Now **discretionary and non-protestable**—a shift that may reduce delays but could raise interpretation questions.

#### 5. Order-Level Representation Removed

- Small business status is now locked at **contract award**, with updates only for specific contract-level events.

#### 6. 8(a) Program Adjustments

- Competitive 8(a) awards are now prioritized over sole-source.
- Agencies must use **SBA-approved vehicles** before considering sole-source options.

### What You Can Do Now

- **Review the new FAR 19 text** and align your proposals and outreach strategies accordingly.
- **Use model deviation language** if you're an agency or prime contractor adapting early.
- **Submit informal feedback** to the FAR Council by **November 3, 2025**.

### Why This Matters

Whether you're running a business, provide services, or community-based federal contracting, this update affects how you position your business. It's about clarity, access, and strategic alignment.

**Stay bold, stay compliant, and stay connected.**

—John Cochran

*John Cochran is the  
Consulting Manager at  
NVSBC*





## As the Federal Fiscal Year Draws to a Close, Strategic Sponsorships Can Maximize Your Impact! !

With the end of the federal government's fiscal year, many organizations are finalizing their budgets and seeking meaningful ways to invest remaining funds and plan ahead for 2026. This presents a timely window of opportunity: by sponsoring marquee events now, your organization can align with mission-driven programs while securing visibility, influence, and goodwill as the new cycle begins!

Two flagship opportunities are now open for sponsorship: our **2025 Advocate Awards Gala** and the **VETS26 Conference**. Each offers unique platforms to engage with federal representatives, industry leaders, service providers, and your next contracting partner.

The upcoming Awards Gala celebrates the agencies, primes, and veteran entrepreneurs who exemplify partnership and impact. [Sponsorships](#) are selling fast, so don't miss your opportunity to showcase your organization and rub shoulders with today's top industry leaders!

VETS26 sponsorship sales are also now [LIVE!](#) Need I say more?! Recognizing that this is one of the GovCon industry's must-attend events, we worked to enhance opportunities for increased brand visibility and engagement, offering some fresh and new ways to be recognized and highlighted. Sponsors will be front and

center in a conference that attracts decision-makers, contracting professionals, and veteran entrepreneurs. Tiered sponsorships as well as a la cart opportunities abound, with benefits such as program advertising, complimentary registrations, social media exposure, session branding, and much much more.

If you're interested in discussing which sponsorship level best fits your goals or how to tie your branding to our mission, I would be happy to [walk you through](#) what options are available! The clock is ticking though, let's turn your budget into meaningful, lasting impact.



*Adelaide Kahn is the Development Director at NVSBC*

## NVSBC CEO Selected as 2026 Engage Defense Innovation 150 Honoree



The NVSBC congratulates our Chief Executive Officer, **Scott Jensen**, for being recognized as one of Orange Slices' 2026 Engage Defense Innovation 150 honorees!

As government and industry prioritize efficiency, AI innovation, and product-focused delivery, collaboration matters more than ever as does intentional, mission-driven leadership. **The 2026 Engage Defense Innovation 150 honorees** exemplify this—nominated by peers for how they lead, listen, and build trust. They're shaping how the Department of War delivers for the public and are the leaders others turn to for guidance and momentum.

Our CEO extends heartfelt thanks to everyone who submitted nominations and to the dedicated volunteers who reviewed them—helping us continue to spotlight those who are truly #doingitright.

The NVSBC also congratulates the following honorees who are also NVSBC Member organizations:

- Rich Green – Ghostwerks and NVSBC Fellow
- Michael Sheedy – Andrew Morgan
- Darry Green – Green Technology Group (never heard this name before but there a member)
- Eric Strauss – Connected Logistics
- Jeremy Toton, Chief Executive Officer, ReefPoint Group
- Erica Dobbs, CEO, Dobbs Defense Solutions & NVSBC Board Member
- Aaron Moak, CEO/Founder, PingWind
- Shawn James, President & CEO, Transformation Systems
- Jim O'Farrell, CEO, Advanced Management Strategies Group (AMSG)
- Sean Curry, Chief Operating Officer, Aalis Management Consulting
- Andrea Inserra, President, Global Defense Sector, Booz Allen Hamilton
- Tarik Reyes, President, Defense Mission and Health Solutions Sector, Peraton

To learn more and to view all 2026 Engage Defense Innovation 150 honorees, visit the link [here](#).

# Other Events

## October 2025 Partnership Deals

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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](mailto: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](mailto: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

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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](mailto:members@nvsbc.org) with respective details.



# Other Events (cont)

## GAUGE Report



Budget season is here.

Make sure your ERP system sets you up to win proposals and stay compliant.

We don't just do ERP implementations. We specialize in GovCon compliance, helping you meet strict government regulations and succeed long-term.

Contact us today



Download the  
GAUGE Report



# Other Events (cont)

## 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!*

# Other Events (cont)

## Prime Member Spotlight: Lockheed Martin



Lockheed Martin has a strong commitment to identifying and engaging with Veteran-Owned (VOSB) and Service-Disabled Veteran-Owned (SDVOSB) small businesses through a range of community outreach efforts and working with organizations whose primary supplier base, are veteran owned. These initiatives aim to connect potential small businesses with interested programs, fostering partnerships and opportunities for growth. To further support the development of VOSBs and SDVOSBs, Lockheed Martin has established an internal Tiger Team whose primary objective is to increase awareness of these small businesses across the corporation, promoting their capabilities and facilitating connections with relevant programs.

## Meet the Tiger Team



**Pasquale Desanto**  
Small Business  
Professional  
Enterprise  
Operations



**Lavenia Kitchen**  
Small Business  
Professional  
Rotary &  
Mission Systems



**Stacey Washington**  
Small Business  
Professional  
Missiles & Fire  
Control



**Maxwell Fox**  
Small Business  
Professional  
Aeronautics



**Leigh Covert**  
Small Business  
Professional  
Space Systems



**Cindy Xiong**  
Small Business  
Professional  
DERCO

## Where To Find the Tiger Team in 2025

10/7/2025 **National Veterans Small Business Engagement (NVSBE)**, Cleveland, OH  
10/13/2025 **AUSA 2025 Annual Meeting and Exposition**, Washington, DC  
10/15/2025 **I2A Expo Day at LA Tech Week**, El Segundo, CA  
10/20/2025 **DoD Mentor Protege Program Summit**, Arlington, VA  
10/21/2025 **MDA SB Conference**, Huntsville, AL  
10/27/2025 **U.S. Coast Guard Contracting Summit**, Reston, VA  
10/29/2025 **National Veteran Business Matchmaking Conference and Veteran Marketplace 2025**, Spartanburg, SC  
10/30/2025 **Aerospace Alley**, Hartford, CT  
11/4/2025 **Aerospace and Defense Conference**, Hartford, CT  
11/6/2025 **NVSBC 2025 Awards Gala**, Falls Church, VA  
11/13/2025 **RI APEX Accelerator Matchmaking Event**, Warwick, RI  
11/18/2025 **Defense Tech Connect**, National Harbor, MD  
12/2/2025 **Tri-State APEX Accelerator Mega-Matchmaker**, Virtual  
12/3/2025 **2025 Connecticut Business Matchmaker & Business Expo**, Hartford, CT  
12/3/2025 **2025 Connecticut Business Matchmaker**, Hartford, CT  
12/16/2025 **New Hampshire APEX Small Business Matchmaker**, Nashua, NH

## How To Do Business

Follow the steps outlined **HERE**.

Feel there may be an opportunity for you to add value? Get in touch via the Podio chat or send an email to [supplier.communicaitons@lmco.com](mailto:supplier.communicaitons@lmco.com)



# Other Events (cont)

## 35 DAYS until the 2025 Veteran Small Business Advocate Awards!!



The NVSBC is thrilled to announce that [Kevin FitzPatrick](#) will serve as the Master of Ceremonies for the 2025 Veteran Small Business Advocate Awards, taking place on November 6, 2025, at the Fairview Park Marriott in Falls Church, VA.

Join us as we recognize and honor the Federal Agencies and GovCon Primes that are fueling Veteran Small Businesses across America through their commitment to meeting and exceeding contracting goals. We'll also shine a spotlight on the individual Veterans, Veteran-Owned Small Businesses, and the dedicated employees behind them who make it all happen.

Registration is filling up, and Sponsorships are available! To Register + Sponsor for the Veteran Small Business Advocate Awards, visit the [link here](#).

We look forward to celebrating with you all next month!

A vertical promotional graphic with a dark blue background and golden circular patterns. On the right is a portrait of Kevin FitzPatrick, a man in a dark suit and light blue tie, smiling with his arms crossed. To the left of the portrait, the text "Veteran Small Business Advocate Awards" is in white, followed by "MASTER OF CEREMONIES" in large, bold, golden letters, and "Kevin FitzPatrick" in large white letters. Below this, a block of white text reads: "Kevin is a Partner at the Baldwin Group and leads their GovCon Center of Excellence at The Baldwin Group and is the CEO of the Government Technology Insurance Company (GovTech). GovTech is the only insurance company in the country that specializes in liability coverage for Federal and State Contractors specializing in technology and professional services." At the bottom, another block of white text reads: "The Baldwin Group, is a longstanding member organization of NVSBC and proud sponsor of NVSBC events including the 2025 Veteran Small Business Advocate Awards!" The NVSBC logo is in the bottom right corner.

# Around the NVSBC (cont.)

## Welcome Alfonso & Lauren!

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Please join us in welcoming our two newest staff members to the NVSBC Team. Lauren Masters serves as our Special Events Director and Alfonso Alfaro serves as our Engagement Associate.

Get to know both of them and the value they both bring to NVSBC at the link [here](#).



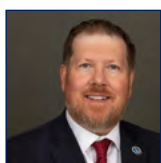
# NVSBC Board of Directors

## 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**



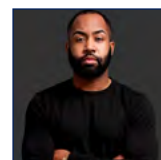
**Akinwande Oshodi**



**Brad Reaves**



**Jason Windsor**



**Kamar Perkins**



# NVSBC Board of Directors (cont)

## Board of Director Spotlight: Norris Middleton

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### **Q: As a business owner, please tell us about your business**

A: Management Support Technology, (MSTI) has 35 years of excellence, providing multiple aspects of program management and information technology support. MSTI has earned the respect and confidence of our multiple defense and civilian customers. Our Professional and IT Services support our clients' missions and objectives in modernizing and transforming operations.

MSTI's primary NAICS code is 541611. We are Primes on VETS2, OASIS+, SeaPort-NxG, VECTOR and POLARIS. Additionally, we are subcontractors on several other popular procurement vehicles. Our Quality Management System is ISO 9001:2015-certified. MSTI will become CMMC Level 2-certified on October 5, 2025.

### **Q: Why did you join the NVSBC Board of Directors?**

A: MSTI has the distinction of being the very first company to join NVSBC. As NVSBC began to grow,

many of the members recognized the potential positive impact that NVSBC could have on the entire Veteran community. The evolution has been remarkable. Many of the goals set by previous boards have been surpassed by the current NVSBC Leadership. I am honored to have played a small role as a Board Member in this remarkable evolution.

### **Q: What do you see as the biggest opportunities and challenges facing veteran-owned businesses in today's federal contracting landscape**

A: Veteran-Owned Businesses are facing several challenges with multiple changes to the FAR, funding priorities, reduction in experienced acquisition officials and agency acquisition strategies. **"Change"** is constant and as Military Veterans, we are trained to modify our implementation plans to **"win"** in "changing environments." The following two points are constant even in the current environment.

Requirements are formalized in Phase Zero of the Acquisition Cycle. Our Veteran companies must interact with customers as close to Phase Zero as possible.

Customers require **Solutions** not "analytical" support for **SUCCESSFUL MISSION EXECUTION. THESE FACTS HAVE NOT CHANGED!!**

*Norris Middleton*

*President/CEO*

*Management Support Technology, Inc. (MSTI)*

# Around the NVSBC (cont.)

## A Note from the CEO

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As we step into FY2026, we find ourselves navigating a landscape marked by uncertainty and rapid change. From the release of FAR Subpart 19 updates to a federal government shutdown, and a swirl of uncoordinated policy shifts, legislative amendments and proposals, and regulatory adjustments—this is a season of flux.

Now more than ever, patience and strategic thinking are essential. The pace of change demands that we stay informed and engaged. I urge you to follow and read industry newsletters, follow industry updates, and participate in community discussions. Staying connected is not just helpful—it's vital.

Do not lose faith. Those who endure this period of disruption will be the ones who lean into sound business practices, remain committed to the veteran business community, and lead with innovation and clarity. The federal



government remains one of the world's largest buyers of goods and services and continues to prioritize veteran-owned businesses.

Opportunity favors the agile. Those who deliver excellence at a fair price, build strong partnerships, and adapt with purpose will emerge stronger. Let's move forward together—with resilience, vision, and unity.