



Advisory Committee on  
Veterans Business Affairs  
**ANNUAL REPORT**

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Fiscal Year 2023



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# Letter from the **CHAIRPERSON**

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*Dear Mr. President, Members of Congress, Administrator Guzman:*

I am pleased to present the Advisory Committee on Veterans Business Affairs (ACVBA, or the Committee) FY 2023 Annual Report on behalf of my colleagues. The ACVBA, consisting of veteran small business owners and veteran service organizations, is chartered by Congress to advise the executive and legislative branches of government.

We aim to ensure that the nation's endeavors to help our veteran business owners are well-organized, unified, and fruitful. Veterans and their families in America continue to confront difficulties. We acknowledge that numerous veterans find it challenging to transition back into meaningful employment and have limited chances to establish small businesses or expand existing ones.

In FY 2023, the ACVBA focused on three priority areas: federal procurement policy, utilization and outcomes of the Rule of Two policy, and subcontracting compliance policy. We have provided 14 recommendations to reduce barriers as well as strengthen and grow veteran-owned small businesses.

Throughout FY 2023, the Committee conducted four public meetings where we addressed issues such as federal entrepreneurship programs for veterans, including business development, small business certification, outreach, and marketing activities. We also received briefings from the Department of Veterans Affairs, the Department of Defense, and the U.S. Small Business Administration on their respective small business programs.

On behalf of the entire Committee and in honor of those who have served our nation, we present this report and urge you to consider and adopt our recommendations. This work is critical in supporting our veteran and military spouse business owners and their families.

**Chair Robert Bailey**

# BACKGROUND

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Public Law 106-50, the Veterans Entrepreneurship and Small Business Development Act of 1999, established the Small Business Administration (SBA) Advisory Committee on Veterans Business Affairs (ACVBA) to serve as an independent source of advice and policy recommendations to the SBA Administrator, the Associate Administrator for SBA's Office of Veterans Business Development (OVBD), Congress, the President, and other U.S. policymakers. The SBA Administrator is responsible for appointing members to the board. The board is made up of 15 volunteers composed of service-disabled veteran-owned (SDVOSB) and veteran-owned small business (VOSB) representatives and veteran service organization (VSO) representatives.

## ACVBA MEMBERS

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Committee members as of September 30, 2023:

1. Ms. Rebecca Aguilera-Gardiner, Veterans In Business Network, VSO
2. Mr. Robert Bailey, Bailey Information Technology Consultants, LLC, SDVOSB
3. Mr. Isaac Belden, Veteran Entrepreneur Alliance, VSO
4. Dr. Gregory Bier, CBA Investment Company, VOSB
5. Mr. Dan Clare, DAV (Disabled American Veterans), VSO
6. Ms. Glenett Hannah, Hannah Innovation Solutions, SDVOSB
7. Mr. Gregory Hill, G.B. Hill Medical Supply, SDVOSB
8. Mr. Scott Jensen, National Veterans Small Business Coalition, VSO
9. Mr. Charles McCaffrey, Paralyzed Veterans of America, VSO
10. Mr. Jorge Rodriguez, Steri-Tech Medical Innovations, LLC, SDVOSB
11. Mr. Michael D. Thornton, Sr., Visionary Consulting Partners LLC, SDVOSB
12. Ms. Melissa Washington, Women Veterans Alliance, SDVOSB

A list of current ACVBA members can be found on SBA's website at: <https://www.sba.gov/document/support-advisory-committee-veterans-business-affairs-committee-members>.

# Subcommittee

## RECOMMENDATIONS

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### FEDERAL PROCUREMENT POLICY, SCOTT JENSEN, CHAIRPERSON

#### Federal Procurement Policy: Increasing the SDVOSB Set-aside Goal<sup>1</sup>

The 3 percent SDVOSB government-wide set-aside prime contracting goal was established when the program was initiated in 2008 and has remained unchanged.

Since 2012, federal agencies collectively have met and or exceeded their established contracting goal of 3 percent with SDVOSB firms. In the most recent Government Small Business Set-aside Scorecard (Scorecard) published for FY 2022, government-wide prime contracting procurement with SDVOSB firms reached 4.57 percent, which exceeded the 3 percent goal. The Scorecard also indicates that 18 of the 24 federal agencies exceeded the 3 percent SDVOSB goal.

Because federal agencies are “goal” focused, meaning that once the SDVOSB set-aside goal within an agency is achieved, that agency can reduce or eliminate further designation of acquisitions for SDVOSB set-aside. Thus, as the number of well-qualified procurement ready SDVOSB firms continues to rise, the number of set-aside contracting opportunities available to these firms is restricted at lower percentage rates, and economic opportunities are unintentionally curtailed for veteran entrepreneurs who continue to serve our nation as federal contractors.

Anecdotal evidence and public statements from procurement officials at some federal agencies over the last year and a half indicate that the administration’s drastic increase in the Small Disadvantaged Business (SDB) set-aside goal directed in OMB M-22-03 “Advancing Equity in Federal Procurement” without a corresponding increase in the SDVOSB set-aside goal is leading to reduced contracting opportunities for SDVOSB companies. Because the SDVOSB set-aside goal is set at 3 percent, those agencies that historically exceeded the 3 percent goal admit that they are using their “overage” in SDVOSB set-aside percentages to absorb the requirement to increase their SDB set-asides, not only resulting in lower SDVOSB set-aside opportunities, but also in some cases shifting existing SDVOSB set-aside contracts to SDB set-aside contracts.

**Recommendation:** Increase the federal government-wide small business procurement goal for SDVOSB firms from 3 percent to 5 percent to protect current and increase future economic opportunities for SDVOSBs.

**UPDATE:** Signed by President Biden on December 22, 2023, the National Defense Authorization Act of 2024 increases the SDVOSB government-wide prime contract goal from 3 percent to 5 percent. The ACVBA applauds the decision by Congress and the President to increase this goal.

<sup>1</sup> This recommendation became law. On December 22, 2023, President Biden signed into law the National Defense Authorization Act of 2024, see <https://www.congress.gov/bill/118th-congress/house-bill/2670/text>.

## Federal Procurement Policy: Certification for SDVOSB Subcontractors<sup>2</sup>

Current policy allows federal agencies to continue awarding sub-contracts to potentially ineligible entities “self-certifying” as SDVOSB. Those agencies can appear as though they are meeting required socio-economic set-aside contracting goals while actually working with ineligible companies.

Self-certification allows individuals, knowingly or unknowingly, to represent themselves falsely as service-disabled veterans and take advantage of incredible business opportunities intended for SDVOSB firms. Companies claiming SDVOSB status should be certified to ensure they do in fact meet the requirements for that socio-economic category. Extending the certification requirements for both prime and subcontracting set-aside goals closes a major gap in the SDVOSB set-aside program and levels the playing field by validating that every service-disabled veteran who receives the benefit qualifies for the benefit.

Only small business concerns that have been certified by the SBA as owned and controlled by service-disabled veterans should be counted toward goals for contract awards and for other purposes. Federal agencies should only be allowed to take credit for contract awards made to certified SDVOSBs; federal agencies failing to meet their goals should be required to report on their plans for meeting those goals.

### Recommendations:

1. Require SBA certification for all SDVOSB concerns receiving set aside credit as both prime and subcontractors.
2. Require agencies who fail to meet their set aside goals to report their plan of action to achieve those goals.

**UPDATE:** Signed by President Biden on December 22, 2023, the National Defense Authorization Act of 2024 eliminates self-certification and requires subcontractor certification through the SBA for all contracts counted against the SDVOSB set-aside. The ACVBA applauds the decision by Congress and the President to require certification for all SDVOSB prime and subcontractors.

## Federal Procurement Policy: Effectiveness and Impact of OMB M-22-03<sup>3</sup>

In December 2021, OMB M-22-03 “Advancing Equity in Federal Procurement” was released. Among its many requirements, it directed such things as: applying changes to category management policy intended to increase small business opportunity; tying senior procurement official annual performance rating to their agencies’ set-aside performance goal achievement; and implementing an increase to SDB set-aside goals without corresponding increases in the goals of other socio-economic categories. It did not identify any requirements to evaluate and report on the efficacy of the policies against the intended outcomes.

After one and a half years, there has been no reporting on whether the policy changes have had the intended impact or if changes need to be made.

Recent government reporting indicates that the number of small businesses in federal procurement continues to shrink while the percentage of dollars going to set-aside programs are increasing, indicating that more federal dollars are going to fewer (and larger) companies. Additionally, no data has been provided to understand the growth or decline of the number of specific companies within each of the socio-economic categories and whether this policy is driving increases in some categories at the expense of others.

### Recommendations:

1. OMB should report on the effectiveness and impact of this policy on small business in general and SDVOSB companies compared to other socio-economic categories specifically.
2. Future OMB memos should contain a reporting and accountability section that outlines how the directives and guidance will be measured and at what interval the progress will be reported.

<sup>2</sup> Id.

<sup>3</sup> <https://www.whitehouse.gov/wp-content/uploads/2021/12/M-22-03.pdf>.

## Federal Procurement Policy: Federal Set-aside Goals and Reporting

Current federal agency reporting and assigning credit for set-aside contracts is confusing; it not only provides inadequate information but it also does not adequately represent the successes and failures of the set-aside program.

Current scoring is based on a percentage of contracting dollars going to each category at each agency. Additionally, despite each set-aside contract being identified for one specific socio-economic category, agencies receive credit for multiple categories depending on the business' certifications. This practice leads to scoring that has become almost nonsensical and impossible to interpret or explain. Agencies are not required to report the number of individual companies that have received set-aside dollars. The number of small businesses in federal procurement continues to shrink while the percentage of dollars going to set-aside programs are increasing, indicating that more federal dollars are going to fewer (and larger) companies.

The federal set-aside contract dollars increase year-over-year across most if not all the categories and it is reasonable that the federal agencies take great pride in that. However, the federal government also admits that the number of small businesses supporting the federal government as contractors is shrinking at an alarming pace. Everyone agrees that this shrinking of the small business industrial base puts the nation and its security at risk.

Federal set-aside goals and score cards must reflect a better and more understandable set of data that will allow for oversight of goal achievement and better planning to address the rapidly shrinking small business industrial base.

### Recommendations:

1. Require separate reporting to identify the dollar amount, percentages, and number of companies awarded within the principal socio-economic category identified by each procurement.
2. In addition to reporting percentages of procurement dollars, require each agency to report: the specific number of unique small businesses that received those federal dollars; the number of companies receiving federal dollars for the first time; the number of companies receiving federal contract dollars after a lapse of over one year; and the number of companies that stopped receiving federal dollars in the reporting year compared to the previous year.
3. Establish agency scoring goals for the data outlined above.
4. Based on the new reporting data, require each agency to submit an annual report on their evaluation of their data and their efforts to increase or sustain their scores depending on goal achievement.
5. Require agencies who fail to meet their set-aside goals to report their plan of action to achieve those goals and report progress every six months until the goal is achieved.

## UTILIZATION AND OUTCOMES ON THE RULE OF TWO, GLENETT HANNAH, CHAIRPERSON

In pursuit of ensuring equitable opportunities for SDVOSBs and VOSBs, our committee acknowledges the critical importance of the Rule of Two (38 U.S.C. 8127(d)) within the U.S. Department of Veterans Affairs (VA) contracting framework. This rule provides a vital advantage to these businesses through contract awards. However, the lack of accessible data regarding the Rule of Two's utilization raises concerns about its effectiveness and transparency.

The current absence of comprehensive data on the utilization and outcomes of the Rule of Two has obscured the evaluation of its impact on SDVOSBs and VOSBs. It remains uncertain how effectively the VA is applying this rule, tracking its outcomes, and fostering opportunities for veteran-owned businesses. Key questions arise regarding the tracking mechanisms, the extent of its application, the percentage of contracts awarded, and the accountability framework overseeing the Rule of Two.

The Rule of Two is a cornerstone in the support of veteran-owned businesses, yet its potential is hindered by a lack of accessible data and comprehensive evaluation. Our recommendations aim to enhance transparency, accountability, and the overall efficacy of the Rule of Two. Through the implementation of these measures, we aspire to fortify the commitment to veteran-owned businesses within the VA contracting landscape, promoting equitable opportunities and fostering the growth of this vital sector. By working collaboratively, we can ensure that the Rule of Two fulfills its intended purpose and maximizes its positive impact on the veteran business community.

**Recommendations:**

1. Require the VA to provide quarterly data specifically focused on the usage, monitoring, and effectiveness of the Rule of Two to the ACVBA in order to enhance transparency and ensure accountability. This data should be separate from broader contract spending reports, enabling a focused evaluation of SDVOSB and VOSB participation.
2. Require the VA diligently track and monitor the Rule of Two's impact by measuring the frequency of contract awards to new and existing SDVOSBs. This metric would provide insights into the rule's effectiveness and help identify areas for potential improvement in the award process.
3. Expand the Rule of Two's application further to include micro-purchases, thereby enabling new SDVOSBs to build their past performance records. By extending this advantage to the micro-purchase level, the VA can foster a more dynamic environment for emerging SDVOSBs and contribute to their growth.

## **SUBCONTRACTING COMPLIANCE, DAN CLARE, CHAIRPERSON**

Small business subcontracting opportunities are extremely empowering to SDVOSBs and VOSBs. Prime contractors must detail their plans to utilize disadvantaged businesses as part of their bid to obtain business with the federal government. However, the Committee has identified concerns about accountability.

We recommend a review of this process and that Federal Acquisition Regulation (FAR) Section 19.7 be revised to enhance clarity and directness by requiring greater accountability. The use of passive language can lead to ambiguity and a lack of clarity regarding the expectations, responsibilities, and compliance of contractors. Mandating audits of performance may substantially improve accountability.

There is ambiguity in determining a good faith effort that could be subjective.

The Committee recommends that the FAR be revised to change passive language to direct language:

**FAR 19.703(2)(i):**

“The prime contractor **may** accept a subcontractor’s written representations of its size and socioeconomic status as a small business...”

The Committee recommends “may” be changed to “shall”:

“The prime contractor **shall** accept a subcontractor’s written representations of its size and socioeconomic status as a small business...”

**FAR 19.703(2)(iii):**

“The prime contractor **may not** require the use of SAM for the purposes of representing size or socioeconomic status in connection with a subcontract.”

We recommend “may not” be changed to “shall not”:



“The prime contractor **shall not** require the use of SAM for the purposes of representing size or socioeconomic status in connection with a subcontract.”

**FAR 19.705-1(b)(2)**

“Contracting officers placing orders **may** establish small business subcontracting goals for each order. Establishing goals shall not be in the form of a new subcontracting plan as a contract may not have more than one plan ([19.705-2\(e\)](#)).”

We recommend that “may” be changed to “shall”:

“Contracting officers placing orders **shall** establish small business subcontracting goals for each order. Establishing goals shall not be in the form of a new subcontracting plan as a contract may not have more than one plan ([19.705-2\(e\)](#)).”

**FAR 19.705-7(b)**

“The contracting officer **may** consider any of the following, though not all inclusive, to be indicators of a good faith effort...”

We recommend the FAR be amended to change “may” to “shall” and strike “any of”:

“The contracting officer **shall** consider ~~any of~~ the following to be indicators of a good faith effort...”

These recommended changes directly convey clear requirements and obligations for contractors. This will help ensure that all parties understand their responsibilities under FAR Section 19.7, promote accountability, and enhance compliance. Please note that there are many additional examples throughout the document which can be considered and that we’ve only listed a few in this document for illustrative purposes only.

**Recommendation:** Revise language in FAR Section 19.7 to provide greater clarity and enforceability in subcontracting plan requirements.

# APPENDIX

## ACVBA LIST OF RECOMMENDATIONS FY 2023

**Table: ACVBA FY 2023 List of Recommendations (14)**

Topic	Recommendation(s)
Increasing Service-Disabled Veteran Owned Small Business (SDVOSB) Set-aside Goal	<ol style="list-style-type: none"> <li>1. Increase the federal government-wide small business procurement goal for SDVOSB firms from 3% to 5% to protect current and increase future economic opportunities for SDVOSBs.<sup>4</sup></li> </ol>
Certification for SDVOSB Subcontractors	<ol style="list-style-type: none"> <li>1. Require SBA certification for all SDVOSB concerns receiving set-aside credit as both prime and subcontractors.<sup>5</sup></li> <li>2. Require agencies who fail to meet their set-aside goals to report their plan of action to achieve those goals.</li> </ol>
Effectiveness and Impact of OMB M-22-03	<ol style="list-style-type: none"> <li>1. OMB should report on the effectiveness and impact of this policy on small business in general and SDVOSB companies compared to other socio-economic categories specifically.</li> <li>2. Future OMB memos should contain a reporting and accountability section that outlines how the directives and guidance will be measured and at what interval the progress will be reported.</li> </ol>
Federal Set-aside Goals and Reporting	<ol style="list-style-type: none"> <li>1. Require separate reporting to identify the dollar amount, percentages, and number of companies awarded within the principal socio-economic category identified by each procurement.</li> <li>2. In addition to reporting percentages of procurement dollars, require each agency to report: the specific number of unique small businesses that received those federal dollars; the number of companies receiving federal dollars for the first time; the number of companies receiving federal contract dollars after a lapse of over one year; and the number of companies that stopped receiving federal dollars in the reporting year compared to the previous year.</li> <li>3. Establish agency scoring goals for the data outlined above.</li> <li>4. Based on the new reporting data, require each agency to submit an annual report on their evaluation of their data and their efforts to increase or sustain their scores depending on goal achievement.</li> <li>5. Require agencies who fail to meet their set-aside goals to report their plan of action to achieve those goals and report progress every six months until the goal is achieved.</li> </ol>

<sup>4</sup> This recommendation became law. On December 22, 2023, President Biden signed into law the National Defense Authorization Act of 2024, see <https://www.congress.gov/bill/118th-congress/house-bill/2670/text>.

<sup>5</sup> Id.

Topic	Recommendation(s)
U.S. Department of Veterans Affairs' Utilization and Outcomes on the Rule of Two	<ol style="list-style-type: none"> <li>1. Require the VA to provide quarterly data specifically focused on the usage, monitoring, and effectiveness of the Rule of Two to the ACVBA, in order to enhance transparency and ensure accountability. This data should be separate from broader contract spending reports, enabling a focused evaluation of SDVOSB and VOSB participation.</li> <li>2. Require the VA diligently track and monitor the Rule of Two's impact by measuring the frequency of contract awards to new and existing SDVOSBs. This metric would provide insights into the rule's effectiveness and help identify areas for potential improvement in the award process.</li> <li>3. Expand the Rule of Two's application further to include micro-purchases, thereby enabling new SDVOSBs to build their past performance records. By extending this advantage to the micro-purchase level, the VA can foster a more dynamic environment for emerging SDVOSBs and contribute to their growth.</li> </ol>
Subcontracting Compliance	<ol style="list-style-type: none"> <li>1. Incorporate revisions into FAR Section 19.7 to provide greater clarity and enforceability in subcontracting plan requirements.</li> </ol>



# Federal Agency Veteran-Owned Small Business **PROGRAM RESOURCES**

U.S. federal agencies each offer unique programs and recourse for service members, veterans, and military families to seek employment in the form of business ownership. The agencies collaborate to ensure military-connected personnel are well equipped to thrive as business owners. Below are links to resources from various federal agencies which respond to focus areas of the Advisory Committee on Veterans Business Affairs (ACVBA).

## **Small Business Administration (SBA)**

### **ACCESS TO CAPITAL**

- The SBA helps small businesses get funding they need through SBA-backed loans. [Learn more.](#)
  - <https://www.sba.gov/funding-programs/loans>
- Military Reservist Economic Injury Disaster Loans (MREIDL) help eligible small businesses with operating expenses when an essential employee or business owner is called up to active duty. [Learn more.](#)
  - <https://www.sba.gov/funding-programs/disaster-assistance/military-reservist-loan>
- Lender Match connects business owners to potential lenders funding with competitive rates and fees. [Learn more.](#)
  - <https://www.sba.gov/funding-programs/loans/lender-match-connects-you-lenders>

### **FEDERAL PROCUREMENT**

- The Veteran Institute for Procurement (VIP) trains veteran-owned small businesses to succeed in federal government contracting. [Learn more.](#)
  - <https://nationalvip.org/>
- Veteran-owned small businesses can use SBA's Veteran Small Business Certification (VetCert) platform to compete for federal contracts. [Learn more.](#)
  - <https://veterans.certify.sba.gov/>
- Veteran contracting assistance programs help veteran-owned small businesses access federal contract awards and surplus personal property. [Learn more.](#)
  - [sba.gov/vetcert](https://sba.gov/vetcert)

### **BUSINESS DEVELOPMENT AND OUTREACH**

- SBA's Office of Veterans Business Development provides veterans, service members, National Guard and Reserve members, military spouses, and family members with programs and services to start, grow, and expand their small business. [Learn more.](#)
  - [sba.gov/ovbd](https://sba.gov/ovbd)

- Veterans Business Outreach Centers (VBOC) offer local support and resources to veterans, service members, and military spouses interested in starting or growing a small business. [Learn more.](#)
  - [sba.gov/vboc](https://sba.gov/vboc)
- Boots to Business Reboot is training course offered virtually and in local communities and provides participants with an overview of business fundamentals. [Learn more.](#)
  - <https://sba.my.site.com/s/reboot-course-information>
- SBA support military spouses with training, counseling, and other dedicated resources. [Learn more.](#)
  - [sba.gov/milspouse](https://sba.gov/milspouse)

## Department of Labor (DOL)

- Veterans' Employment and Training Service (VETS) aims to enable all veterans, service members, and military spouses to reach their full potential in the workplace. [Learn more.](#)
  - <https://www.dol.gov/agencies/vets>
- Transition Employment Assistance for Military Spouses and Caregivers (TEAMS) workshops assist military spouses in their career endeavors. [Learn more.](#)
  - <https://www.dol.gov/agencies/vets/veterans/military-spouses/training-support>

## General Services Administration (GSA)

- Veteran-owned small businesses can access federally owned personal property no longer in use through GSA's Federal Surplus Property Donation Program. [Learn more.](#)
  - [sba.gov/vetsurplus](https://sba.gov/vetsurplus)
- Small business is GSA's mission and offers information and resources for service-disabled veteran-owned businesses. [Learn more.](#)
  - <https://www.gsa.gov/small-business#sdvosb>

## Office of Management and Budget (OMB)

- Joining Forces is a White House initiative to support military families, with focus areas on employment and entrepreneurship, military child education, and the health and well-being of military families. [Learn more.](#)
  - <https://www.whitehouse.gov/joiningforces/>

## Department of Treasury (USDT)

- Treasury's Office of Small and Disadvantaged Business Utilization (OSDBU) assists, counsels, and advises veteran small businesses of all types on procedures for contracting with Treasury. [Learn more.](#)
  - <https://home.treasury.gov/policy-issues/small-business-programs/small-and-disadvantaged-business-utilization-0>

## Veterans Affairs (VA)

- VA's Office of Small and Disadvantaged Business Utilization (OSDBU) offers a Veteran Entrepreneur Portal (VEP) which connects veteran entrepreneurs to relevant best practices and information. [Learn more.](#)
  - <https://www.va.gov/osdbu/entrepreneur/>

- Veteran Readiness and Employment (VR&E) services help veterans and service members in starting their own business or independent living services for those who are severely disabled and unable to work in traditional employment. [Learn more.](#)
  - <https://www.benefits.va.gov/vocrehab/index.asp>

## Department of Defense (DOD)

- DOD's Office of Small Business Programs supports veterans by connecting them to various resources. [Learn more.](#)
  - <https://business.defense.gov/Resources/Veterans-Resources/>
- Military Spouse Employment Partnership (MSEP) connects military spouses with hundreds of partner employers who have committed to recruit, hire, promote, and retain military spouses. [Learn more.](#)
  - <https://msejobs.militaryonesource.mil/msep/>
- Boots to Business is an entrepreneurial education and training program offered by SBA as a part of DOD's Transition Assistance Program (TAP). [Learn more.](#)
  - <https://www.sba.gov/sba-learning-platform/boots-business>

## Department of Agriculture (USDA)

- USDA wants to ensure that veterans looking to return home or start a new career on a farm or in a rural community have the tools and opportunities they need to succeed. [Learn more.](#)
  - <https://www.usda.gov/our-agency/initiatives/veterans>

# Office of Veterans Business Development **ANNUAL REPORT**

Fiscal Year 2023



U.S. Small Business  
Administration

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# Letter from the SBA OVBD

## **ASSOCIATE ADMINISTRATOR**

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*Dear Veteran-Owned Small Business Stakeholders:*

The U.S. Small Business Administration supports business owners with the tools and resources they need to start, grow, expand or recover their businesses. In SBA’s Office of Veterans Business Development (OVBD) we work to ensure that veterans receive those same tools and resources, as well as programs and partnerships built specifically for the military community.

It is our mission to empower service members, veterans, National Guard and Reserve members, military spouses, and their families through training, counseling and education, access to capital, contracting opportunities, and disaster assistance. Our extensive network of SBA resource partners, grantees and service organizations make it possible to support veteran and military spouse entrepreneurs “on the ground” by building relationships and advocating for veteran business owner needs.

In Fiscal Year 2023, the SBA supported veterans with various new programs for veterans and military spouses at various stages of their entrepreneurial journey. In January, the SBA launched the Veteran Small Business Certification program, which implemented a streamlined and user-friendly process for veterans and service-disabled veterans to become certified to do business with the federal government.

Our network of partners continued to grow throughout the year, including an expansion of the Veteran Business Outreach Center (VBOC) program. In May, the SBA selected six new organizations to host VBOCs, expanding the program from 22 to 28 centers across the country. The addition of these new centers ensures that more veterans and their families have access to small business resources in their local communities.



In FY 2023, one of OVBD's priority projects was to increase the number of military spouses receiving basic entrepreneurship training. Through a focused effort and support from partners, the SBA launched the Military Spouse Pathway to Business program in July. This new course is an important first step to increasing support for military spouses who are aspiring or current business owners.

OVBD continues to support service members pursuing entrepreneurship before they return to civilian life through Boots to Business (B2B), an introductory course to entrepreneurship hosted on military installations, and veterans and National Guard and Reserve members with B2B Reboot, a similar entrepreneurship course hosted in local communities. In addition, OVBD provides free entrepreneurial training programs for women veterans, service-disabled veterans, and training specifically geared towards those interested in federal procurement.

As you read on to learn more about OVBD's programs, know the impact would not be as strong without the support we receive from passionate people dedicated to making the dream of business ownership a reality for members of the military community. We have a network of individuals who believe veterans have the skills to become successful business owners, impact their communities and continue to serve our nation through their inspirational business pursuits.

*My Very Best,*

**Timothy Green**

**Acting Associate Administrator  
Office of Veterans Business Development  
U.S. Small Business Administration**

# OVBD HIGHLIGHTS

## ACCOMPLISHMENTS AND AWARDS

### SBA's 2023 Federal Employee Viewpoint Survey Results

The SBA's Employee Viewpoint Survey yielded encouraging results for 2023. Around 66 percent (over 3,500) of the SBA's employees participated in the survey. These employees felt that their teams were able to meet customer needs, they are held accountable for results, and their work contributed to the SBA's common goal.

All SBA program offices had very positive scores on this year's survey, but OVBD specifically showed encouraging results. OVBD scored the highest on three of five main indices:

- **Employee engagement (88%):** measures perceptions of leaders, supervisors, and intrinsic work experience
- **DEIA (88%):** measures perceptions of diversity, equity, inclusion and accessibility
- **Employee experience (91%):** measures job and organizational attachment and public service motivation

### Event and Engagement Highlights

Each year, resource partners, veteran service organizations and others host events to improve the veteran entrepreneurial experience. OVBD participates in several virtual and in-person events to share about SBA tools and resources and engage in meaningful conversations about veteran small business ownership.

In FY 2023, OVBD participated in **118 events**.

Of those, **22 events** were geared specifically toward military spouses and included **564 participants**. The SBA's Military Spouse Entrepreneur Summit alone had **149 participants**.

**Eleven events** were related to the SBA's Veteran Small Business Certification program.



**SAVE THE DATE**  
**SBA Military Spouse Entrepreneur Summit**  
May 25 at 1 p.m. ET

**SBA** U.S. Small Business Administration | **Hiring Our Heroes** U.S. Chamber of Commerce Foundation | **#SBAMilSpouseSummit**

Ownership: Authorization 43123-C. SBA's participation in this program activity is not an endorsement of the views, opinions, products or services of any program or other person or entity. All SBA programs and services are extended to the public on a non-discriminatory basis. Reasonable accommodations for persons with disabilities will be made if requested at least two weeks in advance. Contact: 800ASKSBA, 202-691-4802, disability@sba.gov.

In addition to participating in external events, OVBD hosts its own events to share about SBA resources and hear from successful veteran and military spouse business owners.



Join the Office of Veterans Business Development for a webinar on  
**TUESDAY, NOVEMBER 29 | 3-4PM ET**

**Cup of Joe with Veteran and Military Spouse Business Owners**

**SBA** U.S. Small Business Administration

### Federal Advisory Committee Meetings

The SBA's federal advisory committees meet quarterly to discuss efforts to improve business development opportunities for veterans and provide policy recommendations to the SBA Administrator,

Congress and other U.S. policy makers. The Interagency Task Force (IATF) on Veteran Small Business Development and Advisory Committee on Veterans Business Affairs (ACVBA) have dedicated members who discuss the state of the veteran-owned small business sector and how the SBA can continue to support it.



March 2, 2023 | ACVBA committee members gathered for an in-person meeting. Top row (left to right): Scott Jensen, Dan Clare, Fran Perez-Wilhite, Gregory Hill and Jorge Rodriguez. Seated (left to right): Larry Stubblefield, Melissa Washington, Tim Green, Robert Bailey and Glenett Hannah.

In FY 2023, both the IATF and ACVBA each held **four quarterly meetings** in December, March, June and September. Of those, **three** meetings took place in person at SBA or at partner locations in Washington, D.C.

### National Veterans Small Business Week

Each year since 2013, the SBA and OVBD host National Veterans Small Business Week (NVSBW). NVSBW is meant to celebrate the success of veteran-owned businesses around the county and empower service member,

veteran and military spouse small business owners in their local communities. During NVSBW, a variety of events emphasize SBA resources available to small businesses owned by veterans and military spouses.

The FY 2023 theme, Marching Towards #VetBiz Success, reflected the strength and resilience of veteran business owners following the events of the pandemic.

During NVSBW, SBA district offices and local VBOCs teamed up with community stakeholders, resource partners, veteran groups and small business owners to introduce SBA resources to veteran entrepreneurs that can help them start or grow their small business.



In FY 2023, there were **225 NVSBW events** hosted throughout the country with **4,952\* attendees**.

In addition to the events held around the country, FY 2023 saw an increase in the number of elected officials discussing NVSBW on various social media platforms. In FY 2023, NVSBW was mentioned 646 times in news articles and blogs.



### Bavarian Bakery and Deli

Former Army 2nd Lt. Jonathan Urquhart and his wife, Monika, make their bakery goods from scratch at their business, Bavarian Bakery and Deli in Dover, Delaware. Things changed for Jonathan and Monika when their business shut down for two weeks at the beginning of the COVID-19 pandemic. They quickly realized they needed to change their business model, pivoting from serving walk-in customers to online transactions, to keep the bakery open. After contacting their local SBA district office, they developed a new business plan and received guidance in applying for SBA loans, specifically the Paycheck Protection Program and Economic Injury Disaster Loan, to keep the business afloat. With Bavarian Bakery and Deli still thriving today, Jonathan and Monika were named the SBA's State Small Businesspersons of the Year for Delaware for 2023.

\* The Office of Field Operations reporting method on field activities changed from FY 2022 to FY 2023, likely resulting in lower reported numbers. The participant total was likely much higher than reported, due to overall trends and higher event totals than FY 2022.

# Veterans Business OUTREACH CENTERS



The SBA's Veterans Business Outreach Center (VBOC) program provides entrepreneurial development services to transitioning service members, veterans, National Guard and Reserve members, and military spouses in all U.S. states and territories who are interested in starting or growing a small business. In May 2023, the VBOC program expanded from 22 to 28 VBOCs nationwide. The goal of the expansion is to provide additional training opportunities for the military community and ensure that all VBOCs have the necessary resources to perform required counseling and training functions.

Each additional VBOC location will provide training, counseling, technical assistance, financial skills development, business assessments and mentoring services to members of the military community.

The additional locations aim to enhance the experience for the veteran small business owner by:

- reducing appointment wait times
- increasing local presence
- providing additional local training opportunities
- meeting the needs of B2B participants
- ensuring sufficient staff

Additional VBOCs were recommended based on data from the U.S. Census Bureau's Survey of Business Owners related to the veteran population and B2B programs.

VBOCs are instrumental in connecting military and veteran entrepreneurs with a variety of small business programs and resources including:

- tools to transition from "service to startup"
- cutting-edge business training and workshops
- expert business counseling and mentorship
- insight into accessing capital

This report highlights the activities and accomplishments of the VBOC program during FY 2023. For more information about the VBOCs, visit [sba.gov/vboc](https://sba.gov/vboc).

In FY 2023, VBOCs served **53,796 clients** through business training, workshops, counseling and mentorship.



July 24-27, 2023 | VBOC staff attended the annual VBOC Training Conference in Washington, D.C.



The VBOC at Business Impact NW, located in Tukwila, WA, received the 2023 VBOC of the Year award. Administrator Guzman presented the award alongside OVBD's Tim Green (right) to VBOC director Steve Watts-Oelrich (left) at the National Small Business Week awards ceremony.



**KEY:** Veterans Business Outreach Centers Entrepreneurship Training Programs Boots to Business Follow-On Course

## VBOC FOOTPRINT

Twenty-eight VBOC locations serve veteran and military small business owners nationwide as part of a cooperative agreement with the SBA. VBOCs connect with entrepreneurs to share business guidance, participate in outreach events and connect veterans with local resources to help them succeed as small business owners. In-person and virtual events typically include business expos, career fairs, resource information sessions and much more.

As a result of the FY 2023 VBOC expansion, new centers were established in South Carolina, Colorado, Nebraska, Los Angeles, Nevada and Alaska. View the full list of VBOC locations at [sba.gov/vboc](https://sba.gov/vboc).

In FY 2023, VBOC staff attended a total of **1,011 outreach and networking events**.

## LEVERAGING THE SBA ECOSYSTEM

The SBA relies on the great work of an extensive veteran business network. As the lead SBA resource partner for veteran and military spouse entrepreneurs, VBOCs are integral in bridging the gaps across the SBA ecosystem, offering the perfect connection to resource referral sources and other community partners.

**SBA DISTRICT OFFICES:** VBOCs collaborate with local SBA district offices to deliver transition assistance programs, business training, and counseling to veteran and military entrepreneurs. Each district office has a Veteran Business Development Officer whose duties include supporting the SBA’s veteran initiatives.

**WOMEN’S BUSINESS CENTERS:** VBOCs connect entrepreneurs who are women service members, veterans and military spouses with Women’s Business Centers for specialized resources and training to help women succeed in the business world.

**SCORE Business Mentoring:** VBOCs often refer military and veteran small business owners to their local SCORE chapter for additional mentorship, workshops and educational resources.

**SMALL BUSINESS DEVELOPMENT CENTERS:** VBOCs partner with Small Business Development Centers across the country to provide additional face-to-face small business consulting and training services for military and veteran entrepreneurs.

**COMMUNITY ORGANIZATIONS AND FINANCIAL INSTITUTIONS:** VBOCs work with veteran service organizations, financial institutions, and more to provide access to capital and business support to military and veteran entrepreneurs.

In FY 2023, VBOCs facilitated a total of **3,218 resource referrals** to other SBA and community partners.



### COMMUNITY ORGANIZATIONS & FINANCIAL INSTITUTIONS

VBOCs work with veteran service organizations, financial institutions, and more to provide access to capital and business support to military and veteran entrepreneurs.



### SBA DISTRICT OFFICES

VBOCs collaborate with local SBA District Offices to deliver transition assistance programs, business training, and counseling to veteran and military entrepreneurs.



### WOMEN'S BUSINESS CENTERS

VBOCs connect women veteran and military spouse entrepreneurs with WBCs for specialized resources and training to help women succeed in the business world.



### SMALL BUSINESS DEVELOPMENT CENTERS

VBOCs partner with SBDCs across the country to provide additional face-to-face small business consulting and training services for military and veteran entrepreneurs.



### SCORE

VBOCs often refer military and veteran small business owners to their local SCORE chapter for additional business mentorship, workshops, and educational resources.



## Bold Mariner Brewing Company

Ten years ago, Navy veteran Michael Stacks transitioned out of military life and enrolled in B2B to make sure that entrepreneurship was the right move for him. After deciding that it was, he and his wife, Kerrie, contacted the VBOC at Old Dominion University for mentorship and training. Their business, Bold Mariner Brewing Company, quickly gained a following and achieved success. Michael and Kerrie remained in contact with the VBOC and continued to consult with them as the business grew and faced new challenges. The VBOC helped them to quickly apply for an Economic Injury Disaster Loan and weather the COVID-19 pandemic. Michael and Kerrie have reported about 30 percent growth each year and recommend using SBA resources to other veteran small business owners looking to take their business or idea to the next level.

## TRAINING, COUNSELING AND MENTORING

In collaboration with SBA resource partners, grantees and community partners, VBOCs conduct a variety of workshops, webinars and in-person sessions to support veteran and military entrepreneurs at every stage of business ownership.

In FY 2023, VBOCs conducted a total of **1,792 training events** with **37,544 attendees**.

B2B and B2B Reboot represented about **59 percent** of total training events (**46** and **13 percent**, respectively).

VBOCs provide tailored entrepreneurial counseling and mentorship designed to meet the specific needs of veteran and military spouse entrepreneurs. Local VBOC representatives may be available to conduct on-site visits with clients.

VBOC staff can help business owners evaluate adherence to business plans and review monthly financial statements to measure desired results.

In FY 2023, VBOC staff members conducted a total of **16,252 counseling sessions** for veteran and military small business owners.

In FY 2023, active VBOC clients started **352 businesses**.

# FINANCIAL EXAMINATIONS AND GRAND OPENING EVENTS

OVBD conducted several financial examinations in FY 2023 to ensure that VBOCs across the country were in compliance with the cooperative agreement.

OVBD conducted **five** financial examinations in FY 2023 for VBOCs located in **Wisconsin, Rhode Island, Arizona, Washington and Georgia.**

OVBD attended and supported **four VBOC grand opening events** in FY 2023 and **two additional ceremonies** in FY 2024 to officially recognize, celebrate and launch the six new VBOCs that opened on May 1, 2023.



August 24, 2023 | Administrator Guzman joined the Alaska VBOC team in cutting the ribbon at Business Impact NW's grand opening event.



June 5, 2023 | Administrator Guzman spoke during the South Carolina VBOC grand opening at the Citadel.



November 2, 2023 | Administrator Guzman spoke at the grand opening of the Los Angeles Regional VBOC, hosted by Long Beach City College, held aboard the USS Iowa.



July 7, 2023 | Nebraska VBOC hosted a grand opening at the Nebraska Enterprise Fund.



November 15, 2023 | The Nevada VBOC's satellite office, located in Reno, hosted a grand opening at the University of Nevada, Reno in the College of Business.



July 20, 2023 | Ray Milano, OVBD, joined the Colorado VBOC for the ribbon cutting at Mt. Carmel Veterans Center.



November 20, 2023 | Nevada VBOC hosted Administrator Guzman and other U.S. officials for its grand opening ceremony in Las Vegas, Nevada.



# Boots to **BUSINESS**



## BOOTS TO BUSINESS AND BOOTS TO BUSINESS REBOOT

B2B is an entrepreneurial education and training program offered on military installations and hosted by the SBA as part of the Department of Defense's Transition Assistance Program (TAP). B2B Reboot is an extension of B2B that delivers the same concepts and resources for veterans and military spouses that are unable to attend B2B aboard a military installation. B2B provides aspiring military-connected entrepreneurs with an introduction to business fundamentals to help them successfully make the jump from service to startup.

FY 2023 total B2B classes:  
**1,005 classes**  
(871 CONUS/134 OCONUS)

FY 2023 total B2B Reboot classes:  
**200 classes**

In FY 2023, B2B and B2B Reboot represented about **59 percent** of VBOC training events.



March 31, 2023 | SBA Administrator Isabel Guzman and Rep. Roger Williams attended a Boots to Business class at Fort Hood.

## CURRICULUM UPDATES

B2B content is regularly reviewed to ensure it still aligns with current policies and business practices. The B2B curriculum was updated in FY 2023 and changes included:

- major updates to Legal, Business Planning and Finance modules
- new Business Plan and Business Model Canvas exercises for participants to develop additional skills
- creation of the Military Spouse Pathway to Business course

**18,078 participants** (15,913 CONUS/2,165 OCONUS) attended synchronous B2B classes in FY2023, while an additional **2,475 participants** attended the course via Department of Defense's Transition Assistance Program (TAP) online self-paced course. **3,104 participants** attended B2B Reboot.



## Lickee's & Chewy's Candies & Creamery

Chris Guerrett, Air Force veteran and owner of Lickee's & Chewy's Candies & Creamery, turned his post-service dream into a reality by opening his Dover, New Hampshire, candy shop in 2014. As products and treats were flying off the shelf, he quickly realized the company's growth potential, and the SBA became an important factor in expanding the business. He reviewed his notes from the SBA's B2B training program and applied the concepts he learned in the course, such as marketing and finance, to take his business to the next level. Chris also worked with an advisor from his local Small Business Development Center to expand his business by building an entirely new candy, ice cream, and chocolate destination business. As he plans for Lickee's future, Chris continues to work with the SBA on larger expansion plans, which will bring the business's total space to over 10,000 square feet — a massive increase from the original 500-square-foot shop.

During FY 2023, **8 percent** of B2B attendees took advantage of follow-on SBA resources.

- **3 percent** connected with a VBOC
- **5 percent** enrolled in a Boots to Business Revenue Readiness course

For more information on B2B, visit [sba.gov/b2b](https://sba.gov/b2b).

## B2B REVENUE READINESS

**B2B Revenue Readiness** is a six-week interactive virtual course hosted by Mississippi State University where participants develop and refine their business models into business plans. Completing a B2B or B2B Reboot course is a prerequisite for the B2B Revenue Readiness course.

**664 participants** completed the B2B Revenue Readiness in FY 2023.



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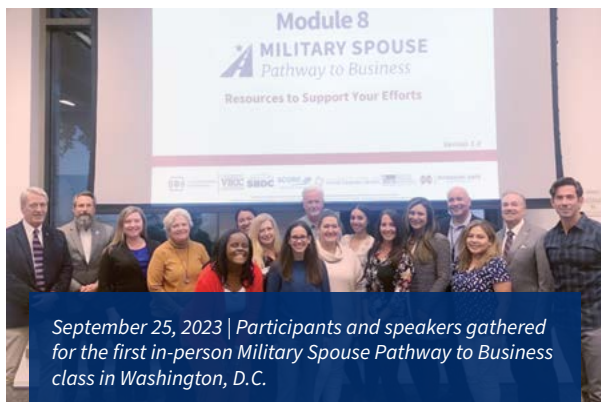
# Military Spouse PATHWAY TO BUSINESS



In July 2023, the SBA launched a new Military Spouse Pathway to Business program supporting White House Executive Order [14100](#), which strengthens economic opportunity for military and veteran spouses, caregivers, and survivors.

The Pathway to Business program, hosted by SBA district offices and SBA resource partners, empowers military spouses to take control of their career path and develop skills to become their own boss and run a successful business. Having an easily transportable business helps military spouses secure employment that can travel with them as their active-duty spouse relocates.

During the course, military spouses study key business concepts essential for developing a business plan, learn how to raise capital, receive technical assistance and find mentors. The class is available in person and online to meet the needs of military spouses. While military spouses are still encouraged to attend B2B and B2B Reboot, Pathway to Business gives military spouses a dedicated curriculum, peer group and schedule best suited for them.



September 25, 2023 | Participants and speakers gathered for the first in-person Military Spouse Pathway to Business class in Washington, D.C.

FY 2023 Total Pathway to Business Classes:  
**4 classes**

## PROGRAM HIGHLIGHTS

The new Pathway to Business curriculum helps military spouses gain the knowledge and confidence to start a small business. Curriculum highlights include:

- How to successfully conduct market research
- The economics of financing your business
- Legal considerations
- Startup details

From July 17, 2023, through the end of FY 2023, **94 participants** attended a Pathway to Business class.

For more information on military spouse programs, visit [sba.gov/milspouse](https://sba.gov/milspouse).

# Veteran Entrepreneurship TRAINING PROGRAMS

## SERVICE-DISABLED VETERAN ENTREPRENEURSHIP TRAINING PROGRAM (SDVETP)

The SBA supports programs for service-disabled veterans planning to start a business or expand existing small businesses. FY 2023 grantees are described below.

### Oklahoma State University (Sweetwater, Oklahoma)



The Veteran Entrepreneurship Program provides a hands-on, rigorous entrepreneurial learning experience. The program offers personalized opportunities for service-disabled veterans to develop their ideas and start a business as a means to financial independence or for veterans who have an existing business they would like to grow with leading-edge strategies.

- FY 2023: **115 participants**

### Saint Joseph's University (Philadelphia, Pennsylvania)



Saint Joseph's University's Entrepreneurship Bootcamp for Veterans (EBV) offers a three-phase cohort to post-9/11 disabled veterans looking for education and mentorship to start or grow a business. EBV has a breadth of experienced instructors who ignite confidence in veterans by teaching valuable skills and assist with refining business plans.

- FY 2023: **36 participants**



*St. Joseph's EBV conducted its 12th cohort with veteran participants.*

### Veteran Entrepreneurial Training and Resource Network (VETRN) (Norton, Massachusetts)



VETRN is a six-month program based on a strategic business planning and financial management for veteran small business owners and family members. From day one, participants are paired with a mentor to work with them during the program and remain a resource for the business owner after the program has been completed.

- FY 2023: **52 participants**



September 20, 2023 | Warrior Rising hosted its 5th D.C. Business Shower event.

## Warrior Rising (South Jordan, Utah)



Warrior Rising dedicates its 40-lesson education curriculum to veteran entrepreneurs searching for business education, training and support. By enrolling in Warrior Academy, participants become “vetpreneurs” with access to monthly coaching and mentoring sessions. Warrior Rising’s ultimate goal is to ensure veterans are not walking the path to business ownership alone.

- FY 2023: **5,847 participants**

### SDVETP Participants Totals

In total, the four SDVETP grantees had **6,050 participants** during FY 2023.

## WOMEN VETERAN ENTREPRENEURSHIP TRAINING PROGRAM (WVETP)

WVETP provides entrepreneurial training to women veterans, women service members, and women spouses of service members and veterans as they start or grow a business. The SBA funded these entrepreneurship training programs in FY 2023 through the following grantees.

### LiftFund (San Antonio, Texas)



LiftFund’s Women Veterans Entrepreneurship Training (WVET) flexible programming provides training opportunities, financial literacy education and one-on-one advising for women veterans, transitioning service members and military spouses. WVET resources are available for both aspiring and active small business owners in the state of Texas.

- FY 2023: **6,340 participants**

LiftFund deploys microloans to veterans who have participated in WVETP-funded training.

In FY 2023, LiftFund deployed **30 loans** totaling **\$2.39M**.\*

\* Microloans are not exclusively SBA funds. Loan details are verifiable through the grantee.

## Oregon Native American Business and Entrepreneurial Network (Tulsa, Oklahoma)



### Oregon Native American Business and Entrepreneurial Network (ONABEN)

is empowering women veterans of Native American and Indigenous communities with tools to meet their entrepreneurial goals across 30 states. ONABEN's mission is to support members of these communities who successfully compete in the U.S. and global economy.

- FY 2023: **2,484 participants**

## Veteran Women Igniting the Spirit of Entrepreneurship - Institute for Veterans and Military Families (Syracuse, New York)



### The Veteran Women Igniting the Spirit of Entrepreneurship (V-WISE)

helps women veterans and spouses find their passion and train them with the skills to turn their ideas into successful businesses. The V-WISE program consists of three phases: 15-day online intensive, 3-day in-person residency, and 12-month ongoing support.

- FY 2023: **719 participants**

### WVETP Participant Totals

In total, the three WVETP grantees had **9,543 participants** during FY 2023.

## VETERAN FEDERAL PROCUREMENT ENTREPRENEUR TRAINING PROGRAM (VFPETP)

VFPETP delivers entrepreneurship training to veteran-owned and service-disabled veteran-owned businesses interested in pursuing or engaged in federal procurement.

### Veteran Institute for Procurement (Rockville, Maryland)



### The Veteran Institute for Procurement

(VIP) offers programs to teach veteran-owned small businesses how to increase their ability to both win and manage government contracts. VIP hosts three-day in-residence programs tailored to the veteran entrepreneur's specific needs: getting started, growing a business, competing in the aerospace industry and more.

- FY 2023: **285 participants**



April 5, 2023 | OVBD's Jerry Godwin, second from right, attended the VIP INTERNATIONAL graduation ceremony.

# Looking Ahead: **OVBD PATH FORWARD**

OVBD is dedicated to helping the veteran small business community thrive in the years ahead alongside the SBA's extensive resource partner network, including Small Business Development Centers, SCORE, Women's Business Centers and 28 VBOCs located across the nation.

## **GROWING THE VBOC PROGRAM**

After adding six new centers in FY 2023, OVBD and many of its supporters hope to continue working toward adding VBOCs in more states in FY 2024 and beyond.

## **MILITARY SPOUSE PARTICIPATION**

Through a focused outreach effort and amplification of the SBA's Military Spouse Pathway to Business program, OVBD continues to set goals and focus on reaching more military spouses interested in business ownership in FY 2024.

## **FINANCIAL LITERACY AND CONTRACTING EDUCATION**

As more veterans seek to grow their business and do business with the federal government, OVBD hears from many veterans and advocates for more education around contracting and financial literacy, including loans, budgeting and banking relationships.

## **SBA AND OTHER FEDERAL AGENCIES**

Looking ahead to FY 2024, the SBA's program offices are looking to increase intra-agency collaboration to better support underserved groups, like veterans and military spouses. In addition, the SBA and OVBD are always looking for new opportunities to connect with other federal agencies to support the military-connected community on a larger scale.



## OVBD FY 2024 STRATEGIC OBJECTIVES

The following strategic objectives capture OVBD’s priorities and goals for FY 2024. These objectives inform both the day-to-day operations of the office as well as the overarching goals for OVBD to continue to serve members of the veteran small business community on their path to entrepreneurship.

1. Administer programs, formulate and recommend policies, and provide customer service to effectively empower entrepreneurship across the veteran and military spouse community.
2. Ensure OVBD programs are managed effectively, intra-office procedures and workflow are improved continuously, and outcomes are measured regularly.
3. Continue to serve OVBD audiences in underserved communities through VBOCs, B2B, entrepreneur training programs and resource partners, with an emphasis on targeted outreach to veteran and military entrepreneurs in rural communities.
4. Enhance overall communication and collaboration with existing interagency partners, beneficiaries, resource partners and stakeholders and continue to build new veteran business partnerships.
5. Utilize the Federal Advisory Committees and the National Veteran Institute for Procurement to assist in meeting the FY 2024 5% prime contracting goals for service-disabled veteran-owned small businesses (SDVOSBs).
6. Continue to support the “Whole of SBA” response to disasters by sharing information and leveraging our partnership with resource partners and stakeholders to help veteran- and military spouse-owned small businesses recover.
7. Further the priorities set forth by First Lady Jill Biden’s Joining Forces initiative, specifically supporting efforts to promote employment and entrepreneurship opportunities for military families, caregivers and survivors.

For more information on OVBD, visit [sba.gov/ovbd](https://sba.gov/ovbd).







U.S. Small Business  
Administration