# In the Matter of:

# Interagency Task Force on Veterans Small Business Development

*December 7, 2016*
*Public Meeting*

**Condensed Transcript with Word Index**

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U.S. SMALL BUSINESS ADMINISTRATION


INTERAGENCY TASK FORCE ON
VETERANS SMALL BUSINESS DEVELOPMENT

PUBLIC MEETING


WEDNESDAY, DECEMBER 7, 2016
1:00 P.M.


Recorded by: Jen Metcalf-Razzino, CER

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C O N T E N T S

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P R O C E E D I N G S
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(Meeting called to order, 1:03 p.m.)
MS. CARSON: We're preparing now to take roll
call on the line in just one moment.
Thanks for joining the Small Business
Administration who is chairing the Interagency Task
Force for Veterans Small Business Development. I look
forward to a great meeting and I'm thrilled that we
have our leadership here today who have been doing so
much for veteran entrepreneurs since day one.
We will take roll call after we have a few
remarks from SBA Administrator Maria Contreras-Sweet.
Thank you, ma'am, for joining us. Her first day, as
you may know, was spent with veteran entrepreneurs,
hearing about the challenges that they face and the
opportunities that were there if only we could make a
difference in the federal agencies. This body has done
a lot of that work and we are grateful to your
leadership in showing us what you will support and what
we can get done, which is quite a lot.
So, I'll turn it over to you for remarks.
MS. CONTRERAS-SWEET: Thank you.
I don't have any formal remarks. I just
wanted to drop in and say hello and mostly to say thank

**4**

you. We have so many reasons for which to be grateful.
First of all, let me just at the onset, acknowledge the
unbelievable -- really, and I mean this so sincerely,
the spectacular leadership of Barb Carson. She has
been such a stalwart at every turn.
I always have a problem with my throat, so I'm
sorry if I sound a little raspy. But let me just say
that it's true that as soon as I came on board, I
turned to Barbara to help us through some really
difficult challenges. And even now I want you to know
that in addition to all of this that she's working --
we call on her in so many instances -- she is now
leading our transition effort. So, that's because we
know that when somebody's been through the tough rigors
of military life, they have a sense of process and
systems and time line and know how to get to and over
difficult obstacles and are going to be persevering and
persistent and every other adjective that goes along
with it. So, thank you, Barb, and completely for your
leadership at every turn.
She stepped up and she became the first woman
to direct that department for us. So, I'm particularly
proud of that appointment and the incredible leadership
and the energy that she's exhibited.
Also, you know that they put me on the road

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1    quite a bit.  Sometimes when you're not on the road
2    enough, the White House calls and says, you skipped a
3    state, and so, I am on the road and I have to rely on
4    people who have the capacity and the passion for the
5    work that we do here every day.  So, I'm just so
6    delighted that you have a chance to interact more with
7    our chief of staff, Nick.  I know that you'll find him
8    just, you know, so approachable and yet so competent.
9    But there's no guile about him.  He's so
10   straightforward and it's just been a pleasure to be a
11   part of his team and have him be a part of SBA.
12        So, now, to all of you, I am so grateful that
13   we have a cross-agency engagement on this topic of
14   entrepreneurship and small businesses.  It is true, I
15   have a particular passion -- I think maybe because of
16   growing up very, very young, I remember my uncle going
17   off in the Air Force and, you know, all of the
18   sacrifices that he made with his family and not seeing
19   them and putting himself in harm's way.  And, so, I
20   remember that.  And, certainly, I remember when my
21   brother went off to serve in the Army and I remember
22   vividly when he received his Dear John letter and he
23   ended up coming back to a divorced, broken-up household
24   as a result of being away for so long.
25        So, I know the sacrifices that people make and

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1    that's why I take this work so seriously and that's why
2    I think it's important that we owe our nation's
3    entrepreneurs, our American military unit, a sense of
4    dignity when they return, the respect that they deserve
5    because they have stood in harm's way and served as our
6    heroes.
7        So, I do take great pride that the SBA has
8    launched this program of Boots to Business, that we are
9    in the military installations, and that we're able to
10   give people in uniform an option.  It may not be an
11   option for everybody, but we give them that
12   opportunity.  You know, John F. Kennedy said, in
13   America, we don't all have equal talent, but in
14   America, we should be given an equal opportunity to
15   pursue our talent.  And that's what you do here today.
16   So, thank you again for that work.
17        The next thing I wanted to share is that it is
18   -- has been one of my greatest joys to actually sit in
19   and observe some of the programs that you've all helped
20   erect.  I remember just coming on board very early on
21   and going to visit my very first V-WISE in New York and
22   seeing women take great pleasure in meeting each other
23   and connecting with one another and talking about the
24   businesses that they might spawn individually or
25   collecting.  And that was just a -- you know, just a

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1    real highlight to see the level of enthusiasm that I
2    experienced there.
3        I was particularly proud that after you all --
4    Barb and your team -- helped to launch the -- what we
5    call, of course, our wonderful Boots to Business
6    program.  I don't know why I'm forgetting that, that's
7    such an incredible project.  But the Boots to Business
8    program, I was able to oversee the first class and then
9    sit in on the Reboot version of it, acknowledging that
10   we, of course, have people transferring out of uniform,
11   but then there's so many heretofore that didn't get the
12   attention that maybe languished for different reasons
13   and, so, that we're able to come in and say, even
14   though you've been out of uniform, we want to make sure
15   that you still have an option towards entrepreneurship
16   and that we're able to do that at Reboot.  And that was
17   really spectacular.
18        But the crux of what we do as a bank at SBA is
19   that we're lenders.  That we are lenders.  And, so, I'm
20   proud that we're able to zero out fees on loans under
21   $350,000 and that I think we've halved them up to how
22   much?
23        MS. CARSON:  $500,000.
24        MS. CONTRERAS-SWEET:  $500,000.  And then
25   didn't we also put that into statute?  Yeah.  And, so,

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1    while it was a nice pilot program, we're now able to
2    ensconce that in law, and I think that was an important
3    point that we're able to achieve here.
4        So, you can see there's been a lot of
5    programming.  The counseling through the expanded VBOCS
6    that we've set up is another wonderful achievement.
7    The Jobs Act, I can't take credit for it, but I'm so
8    proud that in the first term under the first
9    administrator of the first term, we're able to put out
10   the Jobs Act and make sure that there were really
11   incremental gains for our veterans, things that said
12   maybe, you know, could or may that we now say shall in
13   some of those efforts.  And, so, I think that was
14   really important.
15        I think we used to say you had to first
16   consider a HUBZone and now we say that you don't
17   necessarily have to consider a HUBZone in certain
18   components of the law.  There were just a lot of
19   remarkable changes and, so, a real reflection of the
20   way that we value our men and women in uniform.
21        So, again, I am so proud of the progress.  I
22   understand that you've been really enjoying great
23   momentum and, so, as a result, I understand that we're
24   going to be hearing about new recommendations and, so,
25   I'm looking forward to learning and hearing about

2 (Pages 5 to 8)

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1     those.  Coincidentally, I am meeting with the landing
2     team of the transition and, so, I'll be able to take a
3     lot of the findings and work here and make sure that,
4     you know, from our standpoint that we are sharing the
5     progress that you're making and the pride that we have
6     in all of your work.
7          So, generally, just that's why I wanted to
8     come in, is just to thank you, to acknowledge your
9     efforts, the incredible progress that we have made
10    together in these few short years that I have been
11    here, two and a half years.  I think the momentum has
12    been spectacular.  And then just the personal pleasure
13    of attending some of the best events that we've put up
14    as the administration and visiting small businesses
15    around the country.  I bring up just about at every
16    chance that I get, the point that one in ten
17    entrepreneurs is a veteran.  That is remarkable, the
18    job creation taking place in our country by our vets.
19    People talk about the millennials and I'm, you know,
20    quick to do that.  But I remind people our veterans
21    come together with a great skill, as I said earlier,
22    with a sense of dedication, focus, resiliency, and the
23    qualities that it takes to be a successful
24    entrepreneur.
25         So, thank you for doing this work and I know

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1     that you'll have a great day and I'm looking forward to
2     hearing your recommendations.  Thank you very much.
3     Thank you.
4          MS. CARSON:  Thank you, Administrator, very
5     much.  I appreciate it.
6          (Applause.)
7          MS. CONTRERAS-SWEET:  Do you do roll call now?
8          MS. CARSON:  Yes, we will.
9          I'm going to begin with our roll call so we
10    can find the agencies who are present today.  And I'm
11    going to start with GSA.  Please go ahead.  And to get
12    your microphone to work, you touch the face.
13         MR. GAVINO:  Good morning.  Amando Gavino,
14    GSA, and also I believe -- Christy, are you online as
15    well?
16         MS. JACKIEWICZ:  Yes, I am.  Christy
17    Jackiewicz.
18         MR. GAVINO:  Right.  I've been at GSA for two
19    years and -- about.
20         MS. CARSON:  A brand new member.  Thank you so
21    much for volunteering.  I know this goes beyond your
22    normal portfolio, but with your background and Air
23    Force career, your special dedication to this
24    personally and professionally, I look forward to
25    working with you.  Thank you.

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1          I believe Matthew Blum -- many of us have
2     transition team meetings today.  Are you on the line,
3     Matthew?
4          (No response.)
5          MS. CARSON:  Okay, he may join us afterward.
6          Go ahead.
7          MR. METHENY:  And I'm Bill Metheny with the
8     Department of Labor in the Veterans Employment and
9     Training Service.  And, so, I've been with that
10    organization for about three years and with this task
11    force for about a year.
12         MS. CARSON:  Bill has done incredibly
13    meaningful work at aligning the work of Department of
14    Labor and SBA in ways that we have never seen before
15    for great impact.  So, we look forward to the reporting
16    on that actually this year coming up.  Thanks, Bill.
17         Tom Leney from Veteran Affairs, are you on the
18    phone?
19         (No response.)
20         MS. CARSON:  He did RSVP that he would be here
21    in person, so perhaps he will join us shortly.
22         Is anyone from Treasury on the line?
23         (No response.)
24         MS. CARSON:  Okay.  Moving over to Dr. Galvin.
25         DR. GALVIN:  Hello, everyone.  This is Jim

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1     Galvin with the Department of Defense Office of Small
2     Business Programs.
3          MS. CARSON:  And our two military and veteran
4     service organizations.
5          MS. BAINTON:  Hello, I'm Amanda Bainton with
6     the Military Officers Association of America with the
7     Transition Program.
8          MR. KLINGELHOFER:  I'm Victor Klingelhofer
9     with Vietnam Veterans of America.
10         MR. HELLMAN:  Hi, I'm Craig Hellman, Deputy
11    Associate Administrator for the Office of Veterans
12    Business Development at SBA.
13         MR. MADUROS:  Nick Maduros, Chief of Staff
14    here at the SBA.
15         MS. CARSON:  And for those of you who are on
16    the line and attending this public meeting, we welcome
17    you, and we would be grateful to know that you're here,
18    if you can email us at veteransbusiness -- and that's
19    veterans plural -- @sba.gov.  We'll also send you the
20    presentations that are being shown today after the
21    meeting has concluded.
22         MS. TORRES:  Actually, this is Beth Torres
23    from VA.  Also, Tom Leney, Deputy Director for
24    Executive Action.
25         MS. CARSON:  Thank you, Beth, I appreciate it.

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 1          MS. TORRES:  Sure.
 2          (Off mic.)
 3          MS. CARSON:  That was Michael Jackson of the
 4    EXIM Bank.
 5          (Off mic.)
 6          MS. CARSON:  Derrick Brown, SBA employee from
 7    the new All Small Mentor-Protégé Program, who we'll be
 8    hearing from briefly later today.
 9          For those of you who are in the room, you are
10    welcome to ask questions and we will make time for
11    that.  If you will just come, please, to this position
12    where Craig is and push the button and we will take
13    those questions when we have time.
14          I'm going to turn it over to -- our chief of
15    staff has got some news for us and some guidance,
16    perhaps, on what's ahead.
17          MR. MADUROS:  All right.  Thank you, Barb, and
18    thank you, everybody, for being here today either in
19    person or on the phone.  We really appreciate it.
20    There's been a lot of progress made over the past year
21    by the task force, most particularly on the annual
22    reports.  I know we were, I think, about three years in
23    arrears and we are, I'm proud to say, all caught up now
24    that the fiscal year '14-'15 report is online.  So,
25    thank you to everybody for all of your work in getting
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 1    those done.  You accomplished three years of annual
 2    reports in just one year.  I feel like I've aged three
 3    years in the past year, too.  So, it seems to be a
 4    theme.  So, thank you, everybody, for all of your work
 5    on that.
 6          The 2016 report, as most of you know, the
 7    framework was put out and we were hoping for initial
 8    input from all participants today.  So, if you have
 9    input that you've brought with you, please give that to
10    Barb or Craig of the team here.  If you have not yet
11    put together your input and you plan to have some,
12    please get that to us as quickly as possible.  The OVBD
13    team here at SBA is also willing to go wherever you are
14    or talk to you on the phone and help you, you know,
15    sort of take your thoughts and help make them into an
16    actionable form for presence in the FY-16 report.
17    We're really trying our hardest to get back on a
18    regular schedule with these reports.  So, your
19    cooperation and participation in getting the FY-16
20    report done as quickly as possible would be truly
21    appreciated.
22          Lastly, just one other housekeeping note, we
23    do have some vacancies on the task force.  We have
24    people in sort of the final stages of vetting and hope
25    to have those vacancies filled in very short order, so
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 1    we will have a full complement on the task force.
 2          Other than that, I just want to echo the
 3    Administrator's comments welcoming all of you to the
 4    SBA and thanking you for your service and especially
 5    thanking all the SBA team for their work on veterans
 6    small business employment.  Thank you.
 7          MS. CARSON:  Thanks so much for your support.
 8    He's been a great chief of staff in ensuring that we
 9    get this work done.  Three years of work in one year is
10    an aggressive schedule, and without your support, we
11    couldn't have gotten there.  So, thank you.
12          We have -- as you heard last time if you were
13    in this meeting, we did a lot of work on the
14    recommendations that were established with the very
15    creation of this body and we took the time to look at
16    what have we done, what have we accomplished, what
17    still needs to be done.  So, later on today, that's
18    what you're going to hear.  We finalized the language
19    on those and had lots of interactive meetings with the
20    members of this body since that public meeting.  So,
21    we're excited about what's ahead for '17.
22          And we had Department of Defense step up,
23    before the meeting was even over last time, and said,
24    yes, for the work that we need to get done in '17, why
25    don't we start with DoD.  And that's what -- I'll turn
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 1    it over to you, Dr. Galvin, to introduce the
 2    demonstration that we're going to have today.
 3          DR. GALVIN:  Thank you, Barb.  So, this is a
 4    followup from the September meeting.  We'll see a
 5    demonstration.  I apologize to the folks on the phone.
 6    This is an online system that's not accessible.  It's
 7    only internal government accessible now to a group of
 8    folks who work in this area.  So, unfortunately, we
 9    have -- we are able to look at it inside the room here,
10    but we can't really show you slides or anything.
11    Although I think in the slide deck, there were some
12    examples.
13          MS. CARSON:  Yes.  For those of you who write
14    to veteransbusiness@sba.gov, we will send the screen
15    shots of this presentation.
16          DR. GALVIN:  Okay.  So, with that, Danielle
17    Shaw will be walking us through the demonstration and
18    Jonathan Metz is in the back actually bringing it up.
19          So, the purpose of this is threefold.  What
20    we've found is that to help serve the small business
21    community in general, it's important that our internal
22    government small business professionals have access to
23    market research to find out who's out there, who might
24    serve their needs, and also to be able to assess how
25    they're doing in terms of their performance across the
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4 (Pages 13 to 16)

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1    various metrics that we measure, like service-disabled
2    veteran-owned small business procurement, and then also
3    to be able to go out and look across the Federal
4    Government and see who may be doing well in a certain
5    category of like a -- the NAICS code, the North
6    American Industry Classification System, where if we
7    find that, say, Department of Labor is doing really
8    well in an area, maybe DoD could do better if we
9    figured out how they're going about doing what they're
10   doing.  So, there's that aspect of comparing yourself
11   to somebody else to try to improve.
12         So, those are the three essential areas.  And
13   Danielle was the mastermind behind putting this
14   together.  She has contracting experience in the
15   Federal Government and DoD and also has worked in the
16   Small Business Office.  So, we're real fortunate that
17   she's been a part of this, and then on the IT side,
18   Jonathan.  And I have a third colleague, Shannon
19   Jackson, sitting behind me here and Shannon's been an
20   orchestrator of a lot of this.  So, this is definitely
21   a team effort and it reflects something that we see as
22   potential to be used across the Government, as well.
23         So, with that, Danielle, if you could jump in
24   and take it from there.
25         MS. SHAW:  Sure.

18

1         DR. GALVIN:  Thank you.
2         MS. SHAW:  Good afternoon, everybody.  My name
3    is Danielle Shaw and I've been -- it's a great honor to
4    be here today and I'm really excited because I get to
5    show you something that's just been a part of my life
6    for the last, I don't know, several years that we've
7    been kind of culminating on this.  It's really exciting
8    to see how this is going to take us to the next level
9    as far as being able to really monitor and manage and
10   just target improvement areas and focus in on ways that
11   we can bring businesses in, find veteran-owned
12   businesses and make them targets to bring in new unique
13   vendors to the Department that we've never seen before.
14         So, without further ado, we're going to go
15   into this.  Just quickly, there was a background on
16   kind of how we got started on this and, you know,
17   looking at improving acquisition as a whole has been a
18   focus for the Department for a while.  And, so, as you
19   all know, part of that is better buying power
20   initiatives and really focusing on how can we make
21   improvements, right?
22         And, so, as a part of that, we were charged
23   with how do I increase competition, right?  How do I
24   improve looking at small businesses and focus on market
25   research and bring those things in?

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1         As we started examining this problem, right,
2    we realized that it's much broader than just fixing the
3    market research process, right?  Of course, market
4    research is a really big challenge and it's something
5    that we all entertain in every single acquisition and
6    it's very, very important and it's critical.  But as we
7    looked at that, it's broader than that.  It's looking
8    at how do I know where I'm at as far as performance
9    goes, like understanding from a consistent viewpoint
10   across enterprise, right, what we're doing and where
11   can I take this vast amount of information and boil it
12   down to something that people can take a hold of,
13   right.  So, not only can I show them what's available
14   to them, but I can show them a targeted area where they
15   can make a difference, right.
16         And that's sometimes a little bit easier to
17   take a -- you know, take a bite of the elephant, right.
18   When I've got this massive amount of data that I'm
19   trying to look at, how do I understand this?  And, so,
20   those were all challenges that we tried to solve with
21   this effort.
22         And just focusing on every level, not only
23   leadership and being able to report and present it, but
24   taking it to the program managers and the contracting
25   officers and the small business professionals and the

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1    people that are making those day-to-day decisions, but
2    to put a tool in their hands, something that they can
3    tangibly take action on and use every day in their
4    world.  So, that was kind of the focus here.
5         So, as we took a look at this -- you can go to
6    the next slide.  Market Research Center of Excellence,
7    which is MRCOE, which is what you'll hear, it actually
8    comprises of three different applications, okay.
9    There's a performance management application which
10   focuses on how we view data consistently across the
11   board from the metrics we present and being able to
12   analyze that and dive into it very easily.
13         The second application is MaxPrac, which is
14   really how do I find maximum practical opportunities,
15   right.  How do I -- I call it more targeted
16   improvement, right.  How do I find businesses, and like
17   Dr. Galvin was saying, make a comparison to say, hey,
18   maybe they're doing something that I'm not realizing
19   here, can I use the things that they're doing, the
20   businesses that they're going after to improve my
21   performance, right, in different markets?
22         And then market research as a whole is how do
23   I make it really easy to do market research, almost
24   like everything's at your fingertips, right.  Guided
25   research.  Here's where you go; here's the resources

5 (Pages 17 to 20)

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1    available for you to do it; here's a place where you
2    can document; here's a place where you can engage;
3    here's a place where you can collaborate, all about
4    market research. So that now, as a whole, we can move
5    ourselves to the left and start to engage early and
6    often on market research and so that we can target
7    people and bring in those businesses that we couldn't
8    find before.
9        So, we're going to go ahead and move into the
10   demo and show you the actual site. What I'm going to
11   bring up first is actually -- I want to show you kind
12   of the landing page, and this is a mockup right now
13   because this is -- this just got started as a
14   development of it, but I want to start here.
15       As a whole, the Department is working on
16   multiple tools, right. Like I said, all three of these
17   applications, but there's also some other things that
18   are really important from a collaboration perspective
19   and an industrial base analysis perspective and
20   handbooks and just things that people can access,
21   right. So, this is going to be the portal for
22   Department of Defense to access all these tools,
23   right.
24       So, we would start here and then, as a whole,
25   our users can go in and explore these options, find

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1    market research, go to vendor searches, go to the tools
2    you're going to see today. And, so, this is kind of
3    the jumping point for that and, so, we'll start here.
4        This is what it will look like. And then
5    we're going to go into the tool as it's developed right
6    now. Okay?
7        So, this is specifically the performance
8    management application, right. And as I said before,
9    this is a place where we can consistently view data.
10   And I know that this is a challenge for many of you out
11   there, and if you haven't had this challenge, you're
12   lucky. But FPDS is a very challenging system
13   sometimes, right. It's very hard to pull data out of.
14   You have to do a lot of reports. It requires a
15   significant understanding of the elements of data that
16   are in there to make an accurate pool. And not
17   everybody has that expertise, right. Some of the
18   larger agencies do, but just not everybody does. And,
19   so, we wanted to bring this to everybody where we could
20   really make it easy to see all the information you need
21   to for small business performance as it relates to
22   Department of Defense consistently across the board.
23   And, so, that's what this does.
24       I'm going to say a couple caveats. This is a
25   public site right now and, so, Department of Defense

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1    has a 90-day lag of data for FPDS and, so, this right
2    now is still being pushed to the firewall. So, when it
3    gets behind the firewall, it will be live data with 90
4    days. Now, it's live data, but it has the 90-day
5    delay. So, that's why we're going to take a look at --
6    we're going to take a look at -- bless you.
7        MS. CARSON: Excuse me, someone on the phone,
8    can you please all check and make sure that you've
9    muted your lines. Thanks.
10       MS. SHAW: Okay. But we're going to take a
11   look at 2015 just so that we can get a full year's view
12   of performance data for the purposes of this demo,
13   okay.
14       So, we're going to go on -- as you can see,
15   you can see any component, right. What you're looking
16   at initially is Department of Defense as a whole. But
17   we're going to go in and just say we're going to click
18   on the Army and it will filter all the charts and
19   performance charts for the Army, right.
20       Here to this side -- and I apologize to you
21   guys on the phone that you can't see this -- but there
22   is a chart that has basically a breakdown of all the
23   major commands underneath the Army, right. I could
24   click on one of those and it would then filter the
25   chart to show data specifically for that MAJCOM. This

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1    system goes from agency level all the way down to the
2    office level. So, if I click on this farther, I can
3    actually see what we call a DoDAAC, but it's a specific
4    office of contracting, right. So, I can understand the
5    performance from a small business perspective in that
6    specific office.
7        One of the features that this will happen,
8    I'll eventually be able to click on one of these
9    DoDAACs and the whole chart will flow just for that
10   DoDAAC, that office, right. Also, I will be, as a
11   user, able to select multiple DoDAACs. So, say I
12   manage five that aren't necessarily related to a major
13   command, though, right, I could choose the five that
14   are related to me and see what I need to do for my
15   management purposes, okay. So, those are future
16   additions that are coming on. But for now, you can see
17   the performance at the top level.
18       The benefit of this view -- we're going to go
19   back up to the major command of just having all the
20   MAJCOMs of the Army. But this is how the Department
21   views data, right, for small business. So, over here
22   to the side, you see a pie chart that basically breaks
23   down our small business eligible dollars and I can see
24   how much of that went to other than small business and
25   how much went to small business.

6 (Pages 21 to 24)

25

1      If I click on one of those, it will actually
2  pop up the top vendors in that area, so I could
3  actually see a drop-down of the vendors that have been
4  in that area.  So, now I don't have to go to FPDS and
5  pull the report to see this; it's available for me
6  right here in my system.  I can see, at that point,
7  anything that I want to as far as the top 100 vendors
8  and the top contracts in that data set, both other than
9  small business and small.
10      One of the other really beneficial things here
11  is I get to actually see my socioeconomic factors,
12  right.  So, I have my goals here and all of my
13  divisions, but if I click on service-disabled,
14  veteran-owned small businesses, it will actually filter
15  with the entire chart just to show me data focused on
16  that.  So, if I'm really trying to target it and
17  understand my performance at every level of my
18  organization as it relates to that socioeconomic
19  category, I can do so.  So, this is my opportunity,
20  right.
21      So, we're going to filter back up to just the
22  small business goals.  And as you can see over here to
23  the -- this side on the left, if you're facing the
24  screen, there is all your goals, your performance,
25  where you're at.  Now, I will say this is a previous

26

1  year, 2015.  It focuses on a goal, right.  What your
2  goal was.  One of the really neat factors that we have
3  for the current year is that it has a target, right.
4      You know how we spend money and it's like in
5  the last quarter, okay, everybody spends, right.  So,
6  you get like 40 percent of your small business spend
7  right at the end of the year, and it's been a really
8  big challenge to monitor performance because if I look
9  at it across the board, how do I know where I need to
10  be at any one point in the year to know that I'm doing
11  good or know that I'm not, right.  How do I manage to
12  that if I'm waiting until the end of the year to see if
13  I'm even good?
14      This allows me to target and see day by day
15  where I need to be to be able to make sure I'm on track
16  to meet new goals.  So, it helps us that if I know if
17  I'm in a certain socioeconomic factor, you know,
18  service-disabled, veteran-owned business, I can then
19  look at that and see, hmm, I'm not on target to meet my
20  goal or I am and I need to bump up in this area and
21  adjust things here to improve my performance.
22      Yes?  Yes?
23      MR. LENEY:  Is that the DoD goal?
24      MS. SHAW:  A simplified acquisition threshold.
25  So, DoD doesn't have like an overarching legal or --

27

1  like our subdivisions here.  So, we don't have a goal
2  there.
3      MR. LENEY:  So, this chart is a -- well, is
4  this the Army?
5      MS. SHAW:  Yes.
6      MR. LENEY:  So, that's the Army's -- the
7  Army's -- just -- the Army's goal is 81 percent, is
8  that --
9      MS. SHAW:  I'll talk a little bit more about
10  SAT in -- so you can understand how that works for us
11  here in just a minute, okay?  Before we get into this
12  -- those other factors, I'm going to go back to this
13  main chart and scroll down here a little bit so that we
14  can see these.  This is a really -- when you see the
15  main current year, you would see a target line here and
16  this is for your performance, right, so that you would
17  be able to monitor against that target like I was
18  talking about.  But in this instance, we're going to
19  say, hmm, I'm looking at my performance and I see that
20  there's a significant drop here, right.  And I get this
21  question a lot, right.  Well, what happened?  What was
22  the reason behind that?
23      So, I can click on this and I can actually see
24  what was awarded at that point in time right there and
25  I can see that there was a large $1.4 billion award.

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1  And if I click on that contract, it's actually going to
2  take me to the FPDS easy search and I can actually see
3  all the details about that contract so that I know
4  exactly what happened, who ordered it, who did it go to
5  and why.  And, so, it allows me to be able to have that
6  data right at my fingertips without having to go
7  anywhere else for it, okay?
8      Going back to the performance data, this is
9  the actual performance metrics.  And then on this side,
10  I actually get a chance to see my spinning patterns,
11  right.  And, so, I can click the years, I can toggle
12  them on and off.  So, I can change to see multiple
13  years and see if I'm -- you know, my spin pattern is
14  going up or down and I can see it over time.  So, it's
15  a very helpful tool when I'm starting to monitor.
16      I also have a drop-down on this, as well.  I
17  can change this to monthly.  And if I look at it -- and
18  this chart is going to change a little bit so that you
19  can see month by month where am I spending, right?  So,
20  it shouldn't be a line graph.  It will be changing.
21  But, for now, there is these points in time and I can
22  see from a different perspective how much I'm spending
23  each month and why and over the different years, you
24  know, when that changes.
25      Okay.  Going down to the bottom charts, this

7 (Pages 25 to 28)

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1    is actually one of my favorites and I love to look at
2    this, right. I know everybody thinks I'm crazy, but I
3    do love this. So, if I look over time at historical
4    performance, I can see, you know, from year to year how
5    my performance has changed and how that compares to my
6    overall spending.
7        And, so, if you look, the top line is total
8    DoD obligations, right. The second line is small
9    business eligible dollars. So, that's with exclusions.
10   So, it's really neat here because I can click on this
11   and sometimes we get this question, right. Well,
12   what's -- what's the excluded, right. I can actually
13   break this apart and I can see what was excluded from
14   the top level number so that I can get a good
15   understanding of which levels and what has happened,
16   and I can see it right there. And that does change
17   based on the changes for the exclusions of the year.
18       One of the other good things about this chart
19   is that I can see my spending patterns as it relates to
20   my performance increases, right. Is my performance
21   increasing just because my dollars are dropping or are
22   my dollars dropping and my performance is maintaining
23   steady, you know? I can get a really good pictures
24   here, so it allows me to be able to do some analysis
25   within this chart.

30

1        So, below this -- this is kind of where you
2    get to this visual management. And for right now,
3    everything in this chart -- I'm going to caveat this --
4    reflects the agency-level goals because we don't have
5    the goals in the system for every single DoDAAC right
6    now. But if I break this apart, I can see every
7    organization, right, in the Army, and then I can open
8    up one of those and I can see the chart that tells me
9    the DoDAACs and I can see red, yellow, green. Are they
10   performing against their target or their goal? So, say
11   there's a specific office, right, that isn't performing
12   the way that I need them to in a specific area, then,
13   you know, I can actually target that and say, hey, what
14   can I do to help you improve.
15       So, it's a really beneficial management tool
16   from -- at least from a visual management perspective.
17   And these will actually reflect this year the goals for
18   those organizations, all the way down to the DoDAAC
19   level. And I'll talk a little bit more about that when
20   I get into the goaling section.
21       So, that's the main chart. And as I said
22   before, the really neat thing is that I can break this
23   down to any level, right? I can see it -- and for --
24   you know, when I'm looking at veteran-owned businesses,
25   I can really target this. And, so, I can see all of

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1    this level of detail for that specific socioeconomic
2    category that makes a difference in where I should
3    target and where I should improve.
4        So, the other things that we measure at
5    Department of Defense is SAT, simplified acquisition
6    threshold. So, we're going to open that chart. And
7    this goes into kind of what you are talking about a
8    second ago. This is specifically for the Army. But I
9    can look at my SAT obligations as a whole and I can see
10   how much of my SAT obligations is going to other than
11   small business versus small, right.
12       And, you know, as we start to look at this,
13   one of the important factors here -- and, so, I'm going
14   to focus mainly down here. These drill down as well,
15   but I'm not going to go there. You know, it's really
16   interesting to see, well, how much does SAT actually
17   make up of my small business eligible dollars, right.
18   And, so, understanding that -- because in some
19   organizations, it's very large, right. In some
20   organizations, it's a big impact and that's an area
21   where I really need to focus. In some others, it's
22   not, you know. It's a very tiny portion. And, so,
23   it's just having that knowledge is really helpful when
24   you're trying to manage this.
25       But then not only that, it's a breakout of

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1    that section. So, here you can see the -- what's the
2    part of small business eligible that's SAT for the
3    Army. But as I look at that, this is my breakdown from
4    a competition perspective of that data, right. So,
5    now, I'm looking at it. You know, of this -- this
6    green portion right here, let's say focus on that,
7    right, I would say is our opportunity.
8        It's the other than small business competed
9    items. It's the things that were competed that were
10   awarded to other than small business. So, then my
11   question would be I would open up that drop-down and I
12   would say, well, why, you know. Why was this awarded
13   to other than a small business? Did I compete it and
14   nobody -- nobody came in? What can I do to change
15   that? How can I target that? How can I bring vendors
16   on to develop them for specific markets for those
17   areas? You know, those are my challenges. Those are
18   things that I can make a difference.
19       This other thing here, this other small --
20   this portion here is other than small business sole
21   source, right. And, so, I'm making an assumption in
22   this case that those have been sole source and there's
23   a justification for that associated with it. And, so,
24   it wouldn't necessarily be my targeted focus
25   opportunity, but it is something that I can look at to

8 (Pages 29 to 32)

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1  change that. How can I make that different, right?
2  How can I go in there and make those not sole source
3  anymore so that we can compete those and I can increase
4  competition and it's a way that we can start to build
5  up businesses and bring on new vendors to focus in
6  those areas, okay?
7         So, that's -- I don't know if that kind of
8  helps answer your question, but that's why when we go
9  to goals, we're always trying to get to that 100
10 percent, right, because that's where we need to be
11 here. But when we realistically look at this -- and
12 this is about smart, attainable goals, right? This is
13 about how can I really, really make an improvement here
14 and this is where I can focus.
15        Okay. So, we're going to go into Portfolio
16 really quickly. And this is where -- you're just
17 looking at it so the Department of Defense looks at
18 Portfolio groups and, so, we have these -- the product
19 service codes aligned into these portfolios, right.
20 And, so, we look at it this way and we've had a focus
21 area on service portfolios, so this is a place where we
22 feel like small business can really focus in on and
23 we've been focusing there. But these can adjust
24 depending on whatever the focus area is for those
25 portfolios.

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1         These also drill-down. So, if I go into
2  facility-related services, I can see the portfolios
3  that are underneath that and then I can also drill-down
4  to the specific POCs and look at it by markets and
5  understand from a socioeconomic category perspective
6  what's happening in each of these markets, right.
7         I'm going to show you how to do that. So,
8  this is small business as a whole, but as we move
9  together into the next application, you're going to see
10 how this really is interesting and how you can do some
11 analytics to make these things work together, okay?
12        So, that's the top level. We have the ability
13 to do reports and other things. I'm not going to go
14 into that. Is there any questions on specifically the
15 performance management application right now?
16        MR. HEILMAN: So, we've talked a lot about
17 here at the task force around that overall denominator
18 of what's eligible for small business and you touched
19 on it a couple of places here. Does it aggregate that
20 entire denominator so that you can truly see, you know,
21 essentially the scorecard within the performance app?
22 Did that question make sense?
23        MS. SHAW: Sort of. So, yes, this is based on
24 small business eligible dollars as they relate to the
25 exclusions that SBA has applied -- has given us. Now,

35

1  I will talk a little bit more about that. If you want
2  to hold on that question just until we get to MaxPrac,
3  because there's a really interesting way we're looking
4  at that and it might really go to that question.
5         MR. HEILMAN: Okay. Let me try it one -- a
6  different way. So, in aggregate, I can see across all
7  departments and it's out of the Army, the numbers --
8  the small business dollar eligibility in this part of
9  the app.
10        MS. SHAW: Right.
11        MR. HEILMAN: And this is the top line budget
12 information there as well so we can --
13        MS. SHAW: Yes.
14        MR. HEILMAN: -- see how much is not being --
15 is not included in what's eligible for small
16 businesses.
17        MS. SHAW: Yes. So, scroll down. So, on this
18 line -- on this chart here, on the historical spending
19 chart, yes. So, this orange line is DoD spend as a
20 whole or Army spend as a whole for this instance,
21 right? So, that's what that is.
22        And if I go to the next line down, this is the
23 small business eligible dollars. So, the difference
24 between those is what's being excluded for that year.
25 And if I click on that, that was where I had the

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1  drop-down that showed me the details of that exclusion.
2  So, yes, mm-hmm. And I'll talk a little bit more about
3  some interesting ways we're taking a look at that in
4  the next application.
5         Is there any other questions really quickly on
6  this?
7         MR. HEILMAN; One more. You're talking about
8  searching by a product service code, as well as NAICS.
9  Is there any kind of natural language capability in
10 there where you can just kind of type in product names?
11 You know, if I typed in body armor, would that come up
12 or do you have to do it just by PSC?
13        MS. SHAW: So, for this instance -- when we
14 get to MaxPrac, you'll -- I think that will help answer
15 your question. So, there is going to be a search
16 capability built in right now. You can -- you can look
17 for -- you can type it in and it will pop up the NAICS
18 codes that are associated with it, but there's a NAICS
19 search that will allow you to do that by text later on.
20        Okay. So, we're going to -- I'm going to show
21 you a little bit about goals management here and this
22 is quickly just a functional piece, right. Not
23 necessarily -- it's focused more around the functional
24 goal administration thing that we have to do, right.
25 And, so, we've built a workflow within the system to

9 (Pages 33 to 36)

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1    really help us do this process, right. So, I'm going
2    to quicky just say the system will create, based on the
3    methodology, a suggested goal, right. And we can
4    include whatever factors we want to. And I'm going to
5    say -- caveat this by saying these have not been vetted
6    yet. These are not the official numbers or anything
7    like that. This is just a development of the process
8    that happens behind it, right.
9         And, so, the system uses a methodology to
10   create a suggested goal. Once it does that, it goes to
11   the executive who has a chance to review it, making
12   these suggestions or changes or anything that they need
13   to make. And then that will be pushed to the agencies
14   for their review. Okay?
15        So, if I open -- let's say I open the Air
16   Force one. It actually tells me detailed information
17   about all the methodology that was used to create this
18   goal, what the goals are, and why, and I can put any
19   information I want to associated with it. And once I'm
20   ready, it will send it out to the agency director who
21   can then either modify it -- so, say they don't agree
22   with what we've done and they want to make a
23   suggestion, they can do so and they can type in
24   whatever goals they want to and -- the view is a little
25   funky on this, but it will actually -- you can put your

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1    justification and your attachments associated with your
2    justification and submit it back to us. Okay?
3         So, this is all just workflow managing this
4    process. It's the same thing we've done by email, but
5    now we actually have it tracked. And I can track a
6    history. So, I can see what happened and why and what
7    the decisions were and what impact did it have and so
8    on and so forth. And, so, all that stuff happens in
9    the system. And eventually all these things, once
10   they're finally accepted, it will then translate into
11   the official goal that is in the system, okay.
12        Now, this happens all the way down to the
13   MAJCOM level, so the agency directors can then do this
14   same process to their agency MAJCOMs. But then the
15   DoDAAC levels will be manually input. So, if they want
16   to put it in for the office level, the system will
17   provide a suggestion. If they want to change it, they
18   have to go in and then manually update it, okay?
19        But like I said before, those targets, those
20   things that we talked about, the things that we relate
21   to will all be driven based on the goals that are
22   inlaid in the system, right. Okay.
23        Okay. So, the next thing we're going to talk
24   about is MaxPrac and I love this application. I think
25   it's really targeted improvement, right. It's focused

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1    areas. It's like here's all the great things that
2    you're doing and why, right, but no kidding, here's a
3    place where you can actually make a difference, right?
4    Here's a place where you can take action and I can move
5    myself to the left, right.
6         Okay. So, we're going to move forward and I'm
7    just going to show a little bit about this and go into
8    accessible markets, right. The basic factor behind
9    this is understanding that here's where I spend money
10   and as a part of that, you're only going to see markets
11   we are considering accessible, right. Accessible
12   markets are things where the Department of Defense, as
13   a whole, is doing more than 1 percent small business.
14   If you're doing less than -- if the Department of
15   Defense, as a whole, is doing less than 1 percent small
16   business default, it's not going to show.
17        Now, I can change that, right. I can go into
18   the advance filters and I can make any adjustments I
19   want to. So, say I don't think that's a realistic
20   number and I want to increase it to 10 percent or I
21   want to make it less than that, I can. So, I can make
22   any adjustments to those factors that I want to, but
23   it's just a way so we can kind of narrow that scope a
24   little bit.
25        The other thing that this houses on is just

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1    the performance multiplier, right. Where are people --
2    they call them hotspots, right. Where are other people
3    doing better than us, right? So, where is -- the
4    Department of Defense as a whole aggregate doing better
5    than me in a specific market so that I can target that,
6    right. I can maybe go ask them a question. I could
7    collaborate with them. Maybe I can find out what
8    businesses are they going after that I obviously
9    haven't found, you know what I mean? I can start to do
10   that. And I can do that from a federal perspective,
11   right. So, I can see all agencies federal-wide here,
12   okay.
13        For this instance, we're going to cancel out
14   of this and I'm just going to show you, we're going to
15   just do Department of Defense, the Army let's say, to
16   the Department as a whole, right. And here's the NAICS
17   codes. If I click on one of those NAICS codes and drop
18   down into one of them, I actually get a detailed view.
19   So, see I want to go after this market. This is one
20   I've decided based on, you know, it's a place I spend
21   money and somebody's doing better than me.
22        One of the cool things that actually isn't
23   showing here because we have it hidden because it's
24   behind the fire -- it's not behind the firewall, is we
25   have a forecasting system for the Department of Defense

10 (Pages 37 to 40)

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1 called SAFIRE. And, so, the agencies go in and put in
2 all their forecasts for the next three fiscal years.
3 It actually pulls in data from that, so I can see in
4 this market, no kidding, here's a place where you can
5 improve. Oh, and by the way, here is 15 requirements
6 that you guys have forecasted, right, in that NAICS
7 code.
8 So, if I'm a small business director or
9 something else, I can go in and I can actually take
10 action on those things, right, and I can see all the
11 details related to it. It also pulls contracts, so
12 things that we think are near completion. It also
13 opens up things that we have been awarded. So, you can
14 actually see things that have been awarded, just so you
15 know.
16 And the other thing it shows you is vendors
17 for each of the organizations that you're comparing to
18 so you can see where are some other vendors that you're
19 using, other than small and small, so that I can
20 actually go in and look at that. And if I click on any
21 of those, it actually opens up the vendor details from
22 SAM and actually shows me the details about that
23 vendor, okay. So, it's very important from a business
24 perspective. We are using data from SAM. That's what
25 we're using right now, right, to populate this in FPDS.

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1 So, if the information in SAM isn't accurate, there's
2 nothing I can do. But it hopefully is all accurate and
3 wonderful in there, right. So, that's what we're using
4 to populate this.
5 The other thing that you would see here is
6 historical performance and spending, specifically in
7 your organization for that market, right. And that
8 kind of lends itself to how do I analyze what's
9 happening in a specific market, right, moving forward.
10 And I -- because of time, I don't want to push
11 too far in this, but one of the things I want to go
12 back to is to make this a little bit easier and target
13 improve it more, we've added these quick filters at the
14 top, right. And what this does is actually allows you
15 to be able to look at it. So, default, it shows me the
16 places I'm spending the most money in and, so, maybe I
17 want to change that a little bit, right.
18 So, say, for instance, I want to go look at
19 PSCs instead of NAICS codes, right. I care about
20 Portfolio group and I can drive into this a little bit
21 more, right. It will allow me to filter down to the
22 PSC markets versus the NAICS with the same type of
23 ideas behind it.
24 But I can also apply some filters. So, say I
25 want to go look at service-disabled, veteran-owned

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1 small businesses here. I can see markets there that
2 may be improvement opportunities for me in that area.
3 I can also then filter it down to a specific portfolio,
4 so I can go in and say, hmm, let's look at
5 facilities-related services and then maybe, you know,
6 associated with that, I care about a specific area.
7 So, I just want to look at it, but, you know,
8 I can look at this facilities-related service and go
9 into a specific area here, right. And what's cool
10 about this is I can compare it. So, if I go back up to
11 my filters here and I change that back to small
12 business, I can make a comparison between the two and I
13 can say, well, hey, here's some markets in that same
14 area that are targeted for small business versus
15 service-disabled, veteran-owned small businesses and I
16 can say, hmm, this is where I need to go because this
17 is a place where I can really make a difference for
18 that socioeconomic category.
19 Okay. So, that's MaxPrac at the top level.
20 Some of the -- this is where we're actually going to
21 add in the search capability that you were talking
22 about. So, this is something that's coming on. There
23 will be a search button here where I can type in a
24 specific NAICS or text for a drop-down to NAICS to see
25 a specific NAICS code that I may care about here, as

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1 well. And that's being added this year.
2 The other thing that we're trying to do is add
3 in like organizations. So, who's buying very similar
4 stuff to me and how do I know that, right. So, that's
5 something that's being worked for this year, as well.
6 Okay. So, in the last few minutes that we
7 have, and then I'll take some questions overall, I want
8 to go back and talk about the market research
9 application, okay. And I'm not going to hit on all the
10 details here because it's a lot, okay. But I am going
11 to hit the major functionalities of the system and show
12 you how this is really going to make a difference for
13 acquisition as a whole in the Department, okay.
14 What this does is basically allows you to --
15 you can either interject in between separate pieces of
16 this process, but from the project as a whole, I can
17 create a market research report at any level, right.
18 So, I start and I say, hey, I have a project, I have a
19 contract, an acquisition that's coming up, I need to do
20 market research. So, I go in and I start to put in my
21 information. And this guides you through all the
22 details associated with that requirement, right. And
23 I'm not going to walk you through every single piece of
24 this process, but for this instance, we're just going
25 to go to the summary.

11 (Pages 41 to 44)

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1    But it allows you to be able to put in
2  multiple requirements, all the details, product
3  numbers, service, you know, information, teams
4  associated with it, so I can identify who it is that's
5  been a part of this. One of the things we see in the
6  future as a really neat thing that we could do is
7  possibly when we have external users, maybe we can have
8  SBA come in and be a member of this team, right.
9    So, now, they can participate as a part of our
10 market research report and part of this collaboration
11 team. Because one of the big things here is that by
12 creating a team, I could assign my approval strategy
13 up-front, my workflows for that, and I can also define
14 collaboration environment, right. So, now, I can start
15 talking to each other and we can engage and I know
16 what's coming up, right. So, all that stuff is
17 associated with it.
18    Once I get all this information put in, it's
19 going to guide me through the process. If we scroll up
20 to the top and just click through the research portion,
21 and this is where you kind of get in that guided
22 research, right. It goes through strategic and
23 tactical market research and focuses in on like
24 historical analysis. Then I want to move into -- and
25 this is automatically pulled by the way based on

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1  follow-on action. So, if you've put in contract
2  numbers that may be associated with it, it's going to
3  pull that detail directly from FPDS for you.
4    I go to my market analysis and this is more
5  strategic-focused, right. So, this is looking at, hey,
6  what's going on in my environment? What's happening
7  from a perspective -- you know, IT perspective? Are
8  there terms and conditions that I need to understand?
9  From a commercial perspective, what's happening here?
10 How do I know this, right? Allow the ability to be
11 able to engage in the future would be RFIs that are
12 driven towards specific pieces in this and, so, working
13 directly with FedBizOpps to push questions related to
14 specific pieces of these factors, right.
15    But all this stuff allows people to do it in
16 more of like a SWAT analysis, right. So, I want to
17 understand what's a strength, what's a weakness, what
18 are my opportunities, threats. And all that stuff gets
19 defined here and I can identify that and populate it.
20    Finally, it goes through my primary
21 considerations. This will be like competition,
22 commerciality, mandatory sources. Am I looking at all
23 my mandatory sources? Have I engaged with all of them?
24 Here's the resources associated with that, right. How
25 do I actually access that stuff in guiding people

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1  through that process, telling them where to go?
2    And then, ultimately, all this stuff populates
3  out. But once I fill all that stuff in and I've got my
4  basic information, this is the really cool part, I can
5  go to a vendor analysis, right. And, so, this is
6  basically a vendor search based on all of the stuff
7  that I've put in and it populates -- here's my vendors.
8  And these are pulled randomly, right. So, it's just a
9  random sorting of vendors out of this list. And it
10 allows them to be able to populate here. I can get
11 their information, contact information, details. And
12 the next add-on to this -- right now, we were going to
13 be able to do mass emails to people, but the big piece
14 here that's adding on this year is the engagement
15 portal, right.
16    I want to be able to select vendors and engage
17 with them. I want to talk to them. I want to have
18 industry days and push that out through FedBizOpps and
19 get information back. I want to have discussion blogs
20 and forums and things around my project, right. How do
21 I bring this to the next level so I can make engagement
22 more accessible to people, right? How do I make it
23 easy? How do I share information across the
24 enterprise?
25    And that's one of the biggest points of this

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1  whole application is knowledge sharing, right. If I'm
2  in the Army, I want to understand what's happening in
3  the Air Force. I want to know if they're doing
4  something that's similar to me. I want to understand
5  that so that I can share that knowledge. And, so, now,
6  as a business, guess what. If you go to the Army and
7  you talk to them and you give them a business card and
8  a capability statement and they've loaded it associated
9  with your profile here, now we can share that across
10 the enterprise.
11    And, so, that's going to be a huge benefit
12 that we haven't ever been able to do before. And, so,
13 that's one of the biggest things here.
14    I'll be able to also not only add vendors --
15 these are pulled directly from SAM. But I will be able
16 to add vendors that I met, say, at a trade show that
17 aren't necessarily in SAM right now. I can add that
18 stuff. And, so, I would have all that related
19 information.
20    So, once I've made my selection, I'm going to
21 have my selected sources and I would move on. But the
22 big issues here is that I finally finalized my report,
23 I've done all my analysis, I've gotten my factors and
24 everything down, I've talked to everybody, I've done my
25 engagement, and now I'm going to have a report. And

12 (Pages 45 to 48)

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1 I'm just going to show what a generated report looks
2 like. But this allows me to walk through conclusions,
3 objective, my techniques, document everything that I
4 needed to document, and then I ultimately have a
5 finalized report.
6 Did you generate? Yeah, okay.
7 So, I would have a finalized report that
8 prints out of the system, okay. And what will happen
9 eventually is this is going to be automatically routed
10 through a workflow for approval and everything. But
11 right now it prints out and you have all your stuff.
12 You can make edits to it. You can do whatever you want
13 to it. And then, ultimately, what we want is for that
14 to be loaded back into the system.
15 And, so, now, I have a repository that's
16 enterprise-wide that shares market research reports,
17 right. And, so, I can see this and I can pull it and I
18 can search it as a library and I understand what's
19 happening and I can utilize this for my forecasts and I
20 can utilize it for other things.
21 And, so, that's kind of an overview of all
22 three applications here underneath this. Some of the
23 major features like I said that are being added are the
24 market research, engagement portals, some of the other
25 just enhancements that I've talked through through this

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1 piece. But if you guys have any questions on these
2 three applications, I'd be happy to take them now.
3 Go ahead.
4 MS. CARSON: Let me just start real quick.
5 This is Barb Carson. We have just under ten minutes
6 for questions and I want to make sure we make time for
7 people on the line. So, I'll give people in the room
8 the first five minutes, and then we're going to
9 transition.
10 We've got Mr. Mike Phipps, the past chair of
11 the Advisory Committee on Veteran Business Affairs.
12 MR. PHIPPS: Excellent, excellent tool. Is
13 this tool available publicly right now?
14 MS. SHAW: No, it's only available to
15 government users. And, so, right now, what we've done
16 is we have about 80 users in a test environment that
17 are testing the application, as well as working through
18 the process of security and standing it up behind the
19 firewall and the environment, the DoD environment. It
20 will be CAC-enabled, so this is only intended to be a
21 government-use system for now. But it will feed
22 information, right, to a public system later.
23 MR. PHIPPS: Have you guys thought about
24 making some portion of this available to small
25 businesses so they can...

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1 (Off mic)
2 MS. CARSON: We haven't really talked about
3 making any of this publicly available yet. But it's
4 definitely something that we can talk about and it's
5 something that, you know, is available. And if we feel
6 like that that would be the way to go, then, you know,
7 there's definitely the opportunity to do that.
8 MR. PHIPPS: I'm going to speak for the new
9 chairman, Jim, because we were just talking about
10 inviting you to the Advisory Committee on Veteran
11 Business Affairs that we have. Usually we meet -- we
12 meet at the same time that this committee meets and
13 we'd love to have you guys brief, as well, because it
14 would be a lot of insight for the veteran-owned small
15 business community.
16 MS. SHAW: Okay, thank you.
17 MR. LENEY: You made -- earlier I saw a note.
18 Are you having your solicitations in your database?
19 MS. SHAW: In this -- in the market research
20 database?
21 MR. LENEY: Yeah.
22 MS. SHAW: No. Now, we've talked about
23 pushing to FedBizOpps employee information back, so the
24 data from FedBizOpps is something we're going to pull
25 into the system later on. And what that will do is

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1 feed -- make it easier for users, right. So, if I have
2 solicitations for very similar requirements or things
3 that are NSN-related -- similar to that or, you know,
4 have a common explanation of what they are, it will
5 pre-populate and make less information for people to
6 have to do.
7 So, FedBizOpps hasn't been incorporated into
8 this as a data source yet, but, yes, it is on the
9 horizon to do. We definitely want to push and pull.
10 MR. LENEY: You've got a common DoD data layer
11 underlying this, right?
12 MS. SHAW: Yes.
13 MS. CARSON: That question was from Tom Leney
14 of Veterans Affairs.
15 Is there anyone else in the room who has a
16 question? If you do, then please come up to the
17 microphone here.
18 MS. SENFT: Hi, thanks, Barb. I'm Patty Senft
19 with the Veteran Business Outreach Center. And great
20 presentation, great tool. So, my question is, I'm a
21 little disappointed right now, to be honest, that it's
22 only available to government and not publicly because I
23 work in the government contracting space with
24 entrepreneurs. So, hopefully, down the road, this will
25 be something accessible to those small business

13 (Pages 49 to 52)

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1    entrepreneurs.
2         Is this pulling from USASpending.gov?
3         MS. SHAW:  No, it pulls from FPDS.  It does
4    not pull from USASpending.  And I -- some of the things
5    that we will look at in the future is the
6    subcontracting data, right, and incorporation of
7    subcontracting data, which some people in the
8    Government right now do use USASpending for, but we try
9    to focus on ESRS and what our improvements are there,
10   and as we move forward with improvements in the
11   reporting systems, then we'll try to focus there.  But
12   FPDS is our system of record and, so, we use that.
13        MS. SENFT:  Thanks.
14        MS. CARSON:  We are going to turn it over to
15   questions on the phone.  Is there a question for
16   Danielle?
17        And, again, if you're on the phone and you
18   wanted to see the screen shots of the presentation that
19   we gave today, that plus the transcript, you can
20   probably get most of it and write to veterans
21   business@sba.gov.
22        So, one more call for questions.
23        (No response.)
24        MS. CARSON:  Thank you, Danielle.
25        MS. SHAW:  No problem.  Thank you guys so much

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1    for letting me come and present.
2         MS. CARSON:  We look forward to following up.
3         There are -- there's at least one member who
4    needs to leave a little early today, and that's Bill
5    Metheny at Department of Labor.  Would you like to say
6    anything about Department of Labor reports now?
7         MR. METHENY:  Sure, thank you.  So, this is
8    Bill Metheny.  A couple highlights just since we last
9    met.  Many of you have already seen the employment
10   numbers that came out for the month of November,
11   specifically for veterans.  Veteran employment is --
12   unemployment is 4.8 percent for the month of November,
13   slightly higher than for nonveterans, which is the
14   first -- which is only the second month out of the last
15   two years that that's been the case.  So, the general
16   trend is that veterans are doing better in the
17   employment space than their nonveteran counterparts.
18   So, that's great news.
19        Veterans ages 18 to 24 is a special group that
20   we've been watching.  Their unemployment rate for
21   November was 11.7 percent, which is better than last
22   month, which was 13.5.  So, a good trend in that
23   direction.
24        I highlight those in the broader context of
25   this is -- you know, many of us have recognized this

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1    year is the five-year anniversary for the VOW Act.
2    And, so, the VOW Act was sort of a watershed event for
3    much of our work in the space of preparing veterans for
4    the transition and life after their military service.
5    So, we have been recognizing that in a variety of
6    ways.
7         In this context, it's very important to
8    recognize what happens during those TAP classes.  And,
9    so, in our work here with this committee, we've talked
10   about a number of aspects and we continue to want to
11   improve the TAP sessions and how we interface and
12   integrate all the different pieces of it.
13        As I briefed in previous meetings with this
14   committee, the Department of Labor has published the
15   employment workshop participant guide, not only online,
16   but as an ebook that's available through Amazon's
17   website for free.  So, now, that ebook can be
18   downloaded and taken with a service member wherever he
19   or she is, on a sub, under the surface, wherever.  It
20   no longer needs to be connected to the internet to be
21   able to have that resource and, again, it's free.  So,
22   that's out there and we're getting good activity there.
23        And then one other piece that I would
24   highlight from the -- through the Department of Labor,
25   but actually broader than that.  A big effort that

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1    we've been trying to do is how do we make it easier for
2    veterans who transition out of the service to get the
3    licensing and credentialing that is needed to be able
4    to do a lot of the work that's across the country.
5         So, many of you might recognize that the
6    National Governors Association did a pilot program and
7    they just published, about a month and a half ago,
8    their final report.  It's the NGA, National Governors
9    Association, Veterans Licensing and Certification
10   Demonstration Final Report.  It's online.  If you would
11   like a copy of it and you can't find it, certainly get
12   in touch with me and we'll send you the link to that.
13        And then, lastly, as we are trying to make it
14   as easy as possible for veterans and employers and
15   people who want to start their own businesses to be
16   able to link up and find the information they need,
17   what we've done over the last month and a half is make
18   sure that we're linked up with the Veterans
19   Administration so that there's no wrong door to get to
20   the information that an employer, a self-employer, or a
21   veteran transitioning needs to be able to get into this
22   space.
23        So, Veterans.gov is the site that the
24   Department of Labor created to do this.  Vets.gov is
25   the site that the Department of Veterans Affairs

14 (Pages 53 to 56)

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1  created to do this and more.  And, now, whichever one
2  you click on will take you to the same set of
3  information so that there's no more guessing and
4  confusion.  And, so, that's a recent change that we've
5  worked on collaboratively with the U.S. Digital
6  Service, the White House, the Veterans Administration
7  and Department of Labor.
8         So, that's just some of what's been happening
9  just in the last couple months since we've met.  So,
10  thank you very much for letting me share that early.
11         Thanks, Barb.
12         MS. CARSON:  Thank you, Bill.  Are there any
13  questions for Department of Labor?
14         (No response.)
15         MS. CARSON:  I also want to thank you for
16  taking a jump on the 2017 things that we promised to do
17  by hosting a call with us, SBA, and the Bureau of Labor
18  Statistics.
19         Right now, there's also a member of our team
20  who is new to the team, John Lira, who is doing a data
21  inventory of all the things that we could learn about
22  veteran entrepreneurship that would help inform the
23  gaps that remain, who we're serving and what would best
24  serve them.  So, that was really meaningful and we look
25  forward to reporting to this body in the coming months

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1  on what we learn.
2         We're going to move now into the SBA updates
3  and -- because Ken Dodds from Government Contracting
4  Business Development is already here with us, I'm going
5  to just jump forward on our slides for the OVBD updates
6  and go straight to you, Ken, if you're up for that.
7  Just one moment.
8         Okay, we're ready to go.  Thanks.
9         MR. DODDS:  Okay, good afternoon, everyone.
10  I'm Ken Dodds, Director of Policy here at SBA,
11  procurement policy.  And, so, I'm going to kind of go
12  over some slides you may have seen before, but just
13  kind of a summary of what you guys have been working on
14  for the last few years and some of the updates I've
15  been giving.
16         First of all, this is the most available data
17  that we have for -- it's FY-2015.  We don't use get the
18  final numbers for FY-16 until like February.  So,
19  there's always kind of a lag as agencies correct their
20  data and make sure that -- and go over their data.
21  They have to certify their data to us that we use when
22  we do our scorecard.
23         So, as you can see, though, for '15, we had
24  the third consecutive year of small business meeting
25  the goal, the overall 23 percent goal, and it was at

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1  25.7 percent.  Highest ever SDB percentage at 10
2  percent, over 10 percent.  We met the goal in FY-15 for
3  the first time for the woman-owned program at over 5
4  percent, and then the highest ever participation for
5  SDVO in terms of percentages at 3.9 percent.
6         And, of course, we did not meet the HUBZone
7  goal, unfortunately, and that's one area we've tried to
8  address performance through rules.
9         All right, let's go to the next slide.
10         So, one of the major changes we made this
11  summer revolved around the limitations on
12  subcontracting that apply to set-aside contracts.  It
13  allows -- basically, this is from the NDAA of 2013.  It
14  allows prime contractors to rely on subcontractors to
15  help meet their performance requirements on set-aside
16  contracts.  It also changes the way we calculate it
17  from cost incurred for personnel to an amount paid.
18         And, so, we issued a final rule effective in
19  June.  There is a FAR case open to hopefully do an
20  interim final rule to get these actually into the FAR
21  and then that's how it will start getting into
22  solicitations and then get into contracts.  So, we have
23  completed what we had to do at SBA, but there's still
24  some work to be done in terms of getting this into the
25  FAR.

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1         So, the next one.
2         So, Mentor-Protégé was also something that we
3  finalized this summer.  SBA created the Mentor-Protégé
4  Program for the 8(a) Program back in the '90s, late --
5  1998.  2010, Congress gave us authority to create one
6  for HUBZone, women-owned and SDVO.  Before we could
7  actually implement that in the NDAA of 2013, they
8  basically gave us authority to create one for all small
9  businesses.
10         We issued a final rule in July.  It was
11  effective in August, and starting October 1, we began
12  to accept applications to the All Small Mentor-Protégé
13  Program.
14         This basically, once you're approved, will
15  allow you, as a protégé, to not only receive benefits
16  from your mentor in terms of what you -- things that
17  you lack, but also authorizes you to joint venture as a
18  small business for any contract that the protégé
19  qualifies for.  So, if you happen to be a service-
20  disabled, veteran-owned small business and you get
21  approval, you and your mentor will be able to joint
22  venture for small business set-asides and service-
23  disabled, veteran-owned set-asides as a small business.
24         And then we also will review the mentor-
25  protégé programs of other agencies.  Again, based on

15 (Pages 57 to 60)

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1    the statute, within one year of August 24, 2016, the
2    agencies have to submit information to us in terms of
3    whether they want their mentor-protégé programs to
4    continue.  So, this does not apply to DoD, but any
5    other agency that had one when this law was passed, it
6    continues, and then they're going to come to us with
7    information that's in our rules and then, at some point
8    after August 24, 2017, we will make a decision about
9    whether the program -- the other program of mentor-
10   protégé programs will continue.
11           Let's go to the next slide.
12           The NDAA of 2014, there was a legislation that
13   basically applies to large businesses and tries to
14   create a way for their goals and their performance to
15   be measured not just at the first tier, but at lower
16   tiers in terms of small business subcontracting.  Right
17   now, large businesses report on their subcontracting
18   plans only at the first tier.  And, so, this
19   legislation and these rules will somehow create a
20   system where if you have a -- you're a large business
21   with a subcontracting plan, you'll have goals at the
22   first tier and lower tier and you'll have -- there will
23   be reporting on your performance at lower tiers, as
24   well.
25           We issued a proposed rule in 2015.  The

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1    comment period is closed.  And we're working on a final
2    rule.  The final rule is at OMB.  And, so, that may be
3    published maybe in January.  But that is an SBA final
4    rule.  So, the next step will be that it still has to
5    get into the FAR and there will probably be some system
6    changes in terms of ESRS before it can be fully
7    implemented.
8            Next slide.
9            Around the women-owned small business program,
10   there were several provisions in the NDAA of 2015.  One
11   had to do with sole source authority and it's very
12   similar to the authority that you have for HUBZone and
13   SDVO where if you do market research and you expect to
14   receive offers for two or more women-owned small
15   businesses, you have to do a set-aside.  But if you do
16   market research and you only find one women-owned small
17   business that can do the work, you can do a sole source
18   award if it's below the amounts and it's a fair and
19   reasonable price and it's in these designated
20   industries.  You're only allowed to do sole source and
21   set-asides for women-owned businesses in certain
22   industries.
23           That was done effective in 2015 and the FAR
24   interim rule was effective in December of 2015.  So,
25   that is in the FAR right now.

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1            Next slide.
2            The second thing that the NDAA of 2015
3    directed us to do in terms of women-owned small
4    business was to do a new study of the NAICS codes that
5    I mentioned before.  So, we did that, published that,
6    and it's effective March 2016 on our website.  So,
7    there are approximately 445 six-digit NAICS codes where
8    you can do a women-owned small business set-aside or an
9    economically-disadvantage, women-owned small business
10   set-aside.
11           MR. LENEY:  Ken, Tom Leney from the VA.  I
12   just want to clarify, on the rule of two with women-
13   owned small business, that's a shall?  Two or more,
14   they shall set it aside?
15           MR. DODDS:  No, it's discretionary.
16           MR. LENEY:  May set it aside.
17           MR. DODDS:  It's like all the other ones.
18           MR. LENEY:  Got it.
19           MR. DODDS:  The rule of two is kind of -- it's
20   shall for small business, but the first thing we want
21   you to consider is HUBZone, SDVO, women-owned, and
22   8(a).  We want you to consider it.  You can make your
23   decision on whether you're going to go that way.  If
24   two or more small businesses can do it, it's going to
25   be a set-aside one way or the other.  Small business

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1    set-aside, 8(a), HUBZone, that's kind of how we
2    interpret that.
3            (Off mic)
4            MR. DODDS:  It is.  I mean, if you look at the
5    FAR both below 150 and above 150, it says shall.  So,
6    if two or more can do it at a fair and reasonable
7    price, it's going to go small business in our view.  By
8    looking at the other groups up-front, you take into
9    consideration your goals, your market research, you
10   know, those kind of things.
11           Go to the next slide.
12           And then the third thing in the NDAA of 2015
13   was that we have to create a women-owned small business
14   certification program.  We have -- we issued an
15   advanced notice of proposed rule-making, got comments
16   that closed in February.  We're working on a proposed
17   rule to implement this.  Until we have a final rule in
18   place, the existing procedures remain, which basically
19   allow you to load documents to a repository and
20   basically self -- you're kind of self-certifying, but
21   also with documentation to back it up is how the system
22   was set up.  And, so, that will continue until we come
23   out with a final rule around certification.
24           Go to the next slide.
25           There have been some FAR proposed rules

16 (Pages 61 to 64)

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1     implement -- trying to implement some of the things
2     from the Jobs Act of 2010 that we've done in rules,
3     having to do with paying subcontractors late and
4     evaluating their performance and taking that into
5     account. When you evaluate how a large business did on
6     a contract, these rules will require you to consider
7     not just how they did on their subcontracting plan, but
8     how they're doing in terms of paying their
9     subcontractors.
10         Go to the next slide.
11         Then they also did a final rule around
12    utilization of small businesses, again, from the Jobs
13    Act of 2010 and our final rule. If you use a small
14    business to help prepare a proposal, but don't use them
15    in performance, they want the contracting officer to
16    take that into account in terms of evaluating your
17    performance as a prime contractor.
18         Go to the next slide.
19         We did -- recently, we did a HUBZone direct
20    final rule based on changes of the NDAA of 2016,
21    basically expanding the areas that can qualify around
22    base closures, around disaster areas and allowing
23    native Hawaiian organizations to own HUBZone small
24    businesses. And this rule was effective October of
25    2016.

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1         All right, let's go to the next slide.
2         These are some of the older rules that we've
3     talked about. Multiple award contracting, we did a
4     final rule in 2013. The FAR just issued a proposed
5     rule, I think, this week to implement our rule. We
6     completed a five-year comprehensive review of all the
7     size standards and we're drafting a new white paper and
8     we will start that five-year review process over again
9     next year, 2017.
10         Then in 2017, the scorecard changes and that's
11    the way we evaluate or give agencies a grade on how
12    they're doing with their small business and prime
13    contracting and subcontracting goals. For this fiscal
14    year, the grade for an agency will be 80 percent prime,
15    10 percent subcontracting, and 10 percent a peer review
16    process of OSDBUs and how their organization is
17    functioning.
18         Starting in 2017, it will be 50 percent for
19    prime, so prime is going down in importance in terms of
20    the overall grade. Subcontracting is going from 10
21    percent to 20 percent. We do have a more expanded
22    OSDBU kind of peer review in terms of how they're
23    operating under their statutory mandate.
24         And then there's this new idea that we have to
25    evaluate the number of contracts awarded by an agency

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1     in one fiscal year to a prior year based on the way the
2     statute was written.
3         Go to the next slide.
4         All right. I have provided my contact
5     information. I will mention briefly I guess the 2017
6     NDAA is -- the conference report is out and it's pretty
7     clear what's going to be in there. It seems like there
8     will be an appeal from VA to OHA of decisions. It
9     looks like the comprehensive subcontracting plan will
10    be extended ten years until 2027. There will be a way
11    -- a pilot program to allow subcontractors to get past
12    performance evaluations that they can use in prime
13    performance.
14         It also looks like, for DoD, all of the
15    overseas spending -- or most of the overseas contracts
16    that they do will be excluded from their goals based on
17    the NDAA of 2017, which looks to be -- even though it
18    hasn't totally passed, my understanding is it's pretty
19    much done the way it is right now.
20         Are there any questions? I know I went over
21    that pretty quickly.
22         MR. KLINGELHOFER: Ken, this is Victor
23    Klingelhofer from Vietnam Veterans of America. A
24    couple of questions on the Mentor-Protégé Program.
25    First off, how is it going?

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1         MR. DODDS: Someone was going to come and give
2     an update. I know we've -- oh, good. How is the
3     Mentor-Protégé Program going?
4         MR. BROWN: This is -- my name is Derrick
5     Brown. To answer your question, it's going rather
6     well. We have about 40 approved mentor-protégé
7     agreements. I'm trying to remember now. We have about
8     seven that's pending right now for approval and we have
9     some just coming in daily through certify.sba.gov.
10         Just to give you just some highlights on it as
11    far as eligibility is concerned, the protégés must have
12    -- must identify prior to applying. A lot of protégés
13    -- well, when you apply to the program -- you need to
14    have a mentor when you apply to the program. What's
15    happening for some of them, they're coming into the
16    program thinking that we are a matchmaking program and
17    we're not a matchmaking program.
18         But as far as the success of the program, the
19    response, it's very, very good.
20         MR. KLINGELHOFER: I actually had a question
21    recently from a potential mentor-protégé combination
22    and they asked how long does it take.
23         MR. BROWN: Right now -- that's a good -- a
24    real good question because we did the numbers
25    yesterday, and it's taking us about -- provided that we

17 (Pages 65 to 68)

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1　don't have to go back for additional information or
2　something to try to clarify, it's taking us anywhere
3　between 2.8 to 3 days to do.
4　　　　MR. DODDS:  Yeah, I think they're doing it a
5　lot quicker.  They streamlined the process, so it's a
6　lot quicker than the -- what you're used to from the
7　8(a) program in terms of the waiting.
8　　　　Do you have any idea how many -- if any of
9　them are service-disabled, veteran-owned protégés have
10　been approved?
11　　　　MR. BROWN:  Oh, that's a good number.  We
12　looked at that.  I think at the last count -- and don't
13　quote me on this, but you can get back with me and I
14　will share that number with you, but I think it was
15　more or less out of the 40, I think it was roughly
16　about 8 to 10.  But if I can, if you have any
17　questions, I would like for you all to email us at
18　allsmallmpp@sba.gov.  That's A-L-L small -- S-M-A-L-L-
19　M-P-P @sba.gov.
20　　　　MS. CARSON:  A piece of trivia for you.  The
21　first All Small Mentor-Protégé that was approved was by
22　a service-disabled, veteran-owned small business.  So,
23　we're very happy about that.
24　　　　MR. BROWN:  Yes, ma'am.
25　　　　MS. CARSON:  Thank you, Derrick, for all that

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1　you and Holly Schick have done to get this program off
2　and running.  Remember, it's only been since October
3　1st of 2016.  So, we're looking forward to great things
4　from this.  Thanks.
5　　　　Are there any questions on the line for either
6　Ken Dodds or Derrick Brown?
7　　　　MR. DODDS:  And one thing I'll mention is
8　that, you know, there's a lot of nuances and there's a
9　lot of frequently asked questions on their website
10　about All Small Mentor-Protégé.  But I think the
11　general rule is that you're only going to get two in
12　your existence, so you have to be very careful.  This
13　is not something you just meet someone one day and
14　decide to do it.  You should have a relationship.
15　There needs to be due diligence and vetting before you
16　enter into this because it's like getting into a
17　marriage.
18　　　　MS. CARSON:  Thank you, Ken.  And I will also
19　say that you and I and the group here may have more to
20　say on the NDAA that's being finalized now.  There are
21　some interesting things that could definitely affect
22　service-disabled, veteran small business.  Tom Leney
23　and I will definitely be having conversations on some
24　of the provisions there.  So, I encourage those who are
25　attending and interested that you should take a look at

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1　that before March, as we certainly will be.
2　　　　Thanks, Ken.
3　　　　I'm going to pop to the back -- to the front
4　of our updates from SBA and share a few things that
5　have been going on in the Office of Veterans Business
6　Development.
7　　　　Our team continues to grow and do great work.
8　I do want to give a special commendation to Amy Garcia
9　who has been making the work of this group come to life
10　really.  We haven't had so much activity between
11　meetings until this year when Amy started to drive all
12　of this work.  So, a lot of discussions, we used to
13　call them subcommittee meetings, we don't do that
14　anymore.  We're all in it together.
15　　　　I also thank the members for your engagement
16　on the phone, in person, in writing.  You really have
17　taken meaningful action this year on making a positive
18　difference for veteran small businesses.  And I hope
19　that what I say today reflects some of that.  We're
20　starting to see the outcomes in that your reports also
21　will do the same.
22　　　　The last meeting we did talked about the
23　Veteran Business Outreach Center's expansion and that
24　was a huge success.  Great leadership by Ray Milano,
25　the Director of the Veteran Business Outreach Center

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1　Program.  He's now tying it to what more can we do if
2　we synchronized our activities with other grantees that
3　we have and the agencies that we work with.  So, we're
4　seeing a lot more of that.
5　　　　And one particular example that I will share
6　with you and then share dates later with you as they --
7　the events come to life, is the Veteran Institute for
8　Procurement that you've heard brief here before,
9　working with them, the National Veteran Small Business
10　Coalition, which we have a strategic alliance
11　memorandum with, and our Veteran Business Outreach
12　Centers to do more matchmaking, more education
13　specifically for companies engaged in federal
14　procurement.
15　　　　The role of the Veteran Institute for
16　Procurement is graduates at that program -- we now have
17　800 service-disabled, vet small businesses and veteran-
18　owned small businesses that have graduated, they're
19　offering to mentor and they have come from almost every
20　state in the United States.  So, if we put them in with
21　our events, they can give some best practices on what
22　their personal experiences were as business owners.  It
23　really has made some meaningful events.  We look
24　forward to seeing outcomes from that.
25　　　　So, we are test driving five of those in the

18 (Pages 69 to 72)

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1 coming year to see what model works best, what can we
2 replicate and grow, and we look forward to other
3 agencies joining in. If you have opportunities that --
4 in different regions, for example, we're seeing a lot
5 of activity in Huntsville, Tampa, Southern California,
6 where we also have the nexus where there are a lot of
7 veterans, I bet we could do better for our federal
8 procurement if we were working together. So, more to
9 follow on that.
10 For Boots to Business, we have crossed a new
11 milestone, a threshold. 50,000 service members and
12 military spouses have taken part in the course now
13 since it was launched in January of 2013. We did --
14 we're coming to the end of the first cooperative
15 agreements that were associated with this program.
16 Those are being recompeted. Though they're right now
17 on the street -- the street being grants.gov -- as a
18 statement of interest opportunity for those who think
19 that they may be eligible to compete for these
20 cooperative agreements, have a chance to see what we're
21 looking for, and we want to know what the market has to
22 offer.
23 So, that opportunity to put in -- it concludes
24 on the 16th of December. It's not mandatory at all for
25 someone or an organization to enter an SOI, a statement

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1 of interest, to compete for those agreements. But it
2 may be helpful to both us and the offeror. So, take a
3 look if you're interested at grants.gov.
4 For Boots to Business Reboot, as the
5 administrator mentioned, that's the same curriculum
6 from Boots to Business but brought out into communities
7 for veterans of all eras, as well as Reserve and Guard
8 who may miss the opportunity as they demob. We have
9 closed out the cosponsorship that was being provided
10 with the Institute for Vets and Military Families,
11 First Data, and the Marcus Foundation, but we are
12 continuing it under our cooperative agreement for Boots
13 to Business. Those programs are going to stay aligned,
14 so you will continue to see that in communities, just a
15 slightly different delivery right now that is
16 transparent to the participants.
17 We are learning some lessons, though, that
18 veterans of all eras who have been out and been in the
19 world may have different needs than a transitioning
20 service member who is mostly likely going to be a
21 startup. So, we're looking at what would the library
22 be of types of courses that we would offer. Would we
23 do one that's specific to federal procurement, one for
24 agriculture, another for franchising? Trying to see
25 where we're getting the most interest and need and

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1 we'll be refining those program requirements, as well,
2 in the coming year and look forward to feedback.
3 The Service-Disabled Veteran Entrepreneurship
4 Training Program, we gave four grants since we last met
5 here, and I'm thrilled because it expands what we can
6 provide as far as entrepreneurial development training
7 specifically for service-disabled vets to a wider swath
8 of the country. All of these are open to any service-
9 disabled vet no matter where they're from. So, just
10 because it happens to be in Pennsylvania or D.C., that
11 doesn't mean that it's a regional eligibility. These
12 are national programs.
13 So, I congratulate and welcome St. Joseph's
14 University, Dog Tag, Incorporated, Syracuse
15 University's Entrepreneurship Bootcamp for Veterans
16 Program, and Oklahoma State University has a program at
17 their Riata Center.
18 So, look forward to sharing also with you --
19 they are hyperlinked if you have a presentation from us
20 so that you can go to the programs and see when they're
21 being offered and where. Please take a look.
22 For women veteran entrepreneurs, we are
23 currently recompeting the grant for that. Application
24 period is open through December 12th. We will make
25 between one and six awards for that.

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1 A final program that we have under the
2 current cooperative agreement for women veterans is V-
3 WISE, which is happening in Phoenix at the end of
4 January.
5 Also for women veterans and for military
6 spouses, SBA has partnered with Department of Defense,
7 the Military Spouse Employment Partnership and SECO,
8 also. Forgive me, I can't get the acronym, Jim. But
9 we will be providing quarterly webinars which we had --
10 we've been doing them once a month this past year.
11 This time, we're going to do it once a quarter, special
12 topics, and then pair it with mentoring from SBA's
13 resource partners. So, entrepreneurs can get one-on-
14 one assistance after they participate. It's been a
15 huge success with DoD, really they've had great
16 engagement, and I look forward to launching that in
17 January.
18 For contracting, we already heard about the
19 All Small Mentor-Protégé. Thank you, Derrick, for
20 sharing that update. We look forward to keeping in
21 touch and hearing what's new. That's a great
22 opportunity for SDVOSB.
23 For capital -- Access to Capital, we will have
24 a briefer, hopefully, in just a couple minutes. If
25 not, I'll do his brief. So, I will save my comments

19 (Pages 73 to 76)

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1    for that.
2         National Veterans Small Business Week happened
3    the first week of November as it has -- this was our
4    third, I believe. We will do it again next year. This
5    year's theme was success across generations and it took
6    a look at what was working for veterans from Vietnam --
7    we even had Korean vets. I spent time with one at his
8    business on Small Business Saturday.
9         Between the Gulf Wars, each Gulf War, we are
10   seeing a whole bunch of different needs and interests.
11   The diversity of veteran small business is amazing.
12   So, we focused this year not just on generations, but
13   also access to capital. Field offices were encouraged
14   to work on lending. I look forward to reporting to you
15   what the outcome is. You know, did it make a
16   difference? We hope to know that soon.
17       We also realized that the millennial
18   generation of veterans are reached a different way and
19   I think membership-based organizations like VVA,
20   American Legion, you understand that we have to be
21   agile in how we reach them. So, we did have a large
22   social media pitch. We also tried beyond face-to-face
23   events. We did Facebook Live. We did webinars. It
24   was a really fun thing for me, who does not use social
25   media very much. So, I will tell you some of these

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1    outputs and I'm hoping to see outcomes, meaning that we
2    connect people with resources.
3        But we reached over 23 million people via
4    impressions, anyway, on Twitter, using the hashtag
5    myvetbiz, which we're going to carry on throughout the
6    year to keep the conversation going about what's
7    happening in veteran small business.
8        GovDelivery, we had 100,000 folks that opened
9    this communication from us to just learn more about it,
10   and I'm really grateful to folks around the table here.
11   The other federal agencies and the outreach that you
12   did to draw attention to what you are doing for
13   veteran-owned small businesses was outstanding. Great
14   reach through you.
15       And Facebook Live, I'm glad I couldn't see
16   myself on it, but it was really fun and it was -- we
17   reached -- over 22,000 people participated in those
18   events and it was 5,000 veterans who were actual in-
19   person events. So, in a one-week stretch, that's a
20   huge impact. And I'm really hopeful that they got to
21   know SBA and our interagency partners and what we're
22   doing and that we'll see continued engagement on our
23   sites and in our programs. That's really what it's
24   about is keeping up the engagement through the whole
25   year.

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1        Next slide.
2        Boots to Business Program, if you would like
3    some numbers, we're doing well. Our target has been --
4    we've been trying to reach an increasing number each
5    year as we grow stronger, grow best practices in our --
6    the word is getting out. We still are the top program
7    in TAP for the feedback that we get. Eighty-five
8    percent say that it made a big difference in the way
9    that we measure their success. They're more likely to
10   be entrepreneurial. They know more than they did when
11   they walked in. We have other learning objectives that
12   I can share with you, but I'm thrilled with that
13   success.
14       And the drop-offs at the end are only because
15   we still don't have all the data. It takes a little
16   while. There's a lag. But we are seeing sustainable
17   growth, we believe. And next year, our goal is to
18   reach 20,000 service members and military spouses.
19       We have a great member of our team who is
20   working hard back here, Jerry Godwin, who is leading
21   our procurement initiatives. Service-disabled,
22   veteran-owned small business is touched several places
23   across SBA and oftentimes we feel like we don't have
24   authority, our particular office, to do things. But
25   we're accountable to you to get things done. So, I'm

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1    grateful for my partners, both here around the table
2    and also in SBA. We've really been working hard.
3        So, VBOC and the VIP partnership I mentioned
4    earlier is one initiative. Doing more outreach with
5    National Veteran Small Business Coalition.
6        We did attend the VA Small Business
7    Engagement. Thanks very much, Tom, for including us.
8    You also had other participants that we hopefully drove
9    your way and got some success out of that. Look
10   forward to hearing about it.
11       Jerry's engaging with OSDBUs, along with our
12   colleagues from government contracting, business
13   development, to do exactly what Danielle was talking
14   about, to look at where our agency is doing well, and
15   we could share those learnings with other agencies who
16   aren't performing as well. We're still doing it the
17   human way. I like the machine way, too. So, we'll see
18   what we can get across agencies shortly. But thank
19   you, Jerry, for the work you're doing in that realm.
20       The goal behind all these efforts is to
21   increase the competitiveness of our SDVOSBs and to see
22   some proof in the awards that they get. So, that's
23   really what we're working toward.
24       Next slide.
25       Got your contracting update already, so we're

20 (Pages 77 to 80)

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1    going to launch forward into lending and then I'll
2    pause for questions.
3        Just one moment.  My colleague from Office of
4    Capital Excess is going to introduce himself and take
5    over this brief.
6        MR. CARPENTER:  All right, good afternoon.  My
7    name is Bob Carpenter.  I'm filling in for John Miller,
8    who was called away.  So, last minute he threw the
9    slides at me and said get down there and do what you
10   can.  So, I'm doing what I can.
11       I apologize for the small type.  I couldn't
12   even read this, so I had to have blown-up slides to
13   look at it.  But if you look at the numbers, it just
14   gives you a breakout of the Fiscal Year '16, loan
15   approvals by size to veterans.  And the important thing
16   to understand here is the declaration of status as a
17   veteran is voluntary and we do not have everybody who
18   is a veteran declaring that they're a veteran on their
19   loan applications for whatever reason.  But the ones
20   who do declare it, we track those.  So, the numbers may
21   seem small, but it's only because it's a voluntary
22   submission.
23       And we found that when we instituted some of
24   the enhancements -- the program enhancements, such as
25   the Veterans Entrepreneurship Act of 2015, improvements

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1    to the fees, policy improvements to the fees for
2    veterans and loans to veterans, we found that we were
3    getting significantly higher numbers being submitted to
4    us for those veteran status loans that were affected by
5    the fee waiver.
6        So, we think the overall numbers of loans
7    didn't change, but the overall numbers of loans
8    affected by the fee waivers changed.  So, we're
9    thinking it could be some kind of correlation there.
10       But anyway, if you look at the numbers for
11   2016, you notice that there were about $1.3 billion in
12   lending to veteran loan recipients out of the $28
13   billion -- $28.8 billion.
14       So, next slide.
15       And comparing that to the last five years,
16   there was kind of a stagnant downhill trend until we
17   instituted these fee improvements and then we see an
18   up-tick in veteran loans from 2014 on.  In 2014, we've
19   seen -- since 2014, we've seen about a 49 percent
20   improvement in loan numbers to veterans and a 75
21   percent improvement to loan dollars to veterans because
22   of these fees, what we consider part of the fees.  Even
23   though, if you look at the overall numbers, you're
24   seeing 4.1 percent in 2014 versus 5.0 percent in 2016.
25   If you look at the overall totals compared to what they

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1    were, it was a significant increase in those numbers.
2        Next slide.
3        And we broke it out by pockets of loans and
4    what the loan size was.  And we found that, of course,
5    because most of the fee waivers -- not waivers, fee
6    abatements, were provided to the smaller loans, we had
7    a significant increase in the loans under $150,000.  So
8    -- and we also had a slight tick up for those loans
9    between a million and two million and the loans from
10   two and a half million to three million.  I don't know
11   why that occurred.  It's just an anomaly.  But we
12   expected the higher increase for the smaller loans,
13   which we received.
14       All right, next slide.
15       The microloans, you can also see compared to
16   the other minority and women groups, the veterans
17   groups significantly increased as well in 2016 to just
18   over $2 and a half million in lending under our
19   Microloan Program.
20       I do want to say that the big benefits to the
21   fee waivers have been the dollars saved by the veteran
22   small businesses.  We used to have programs in capital
23   access and the benefits to the veterans years ago when
24   I was a loan officer was if we received two
25   applications and one was to a veteran, the veteran got

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1    processed first, and that was the benefit.  Really no
2    benefit other than you get it approved faster.
3        We've changed that.  Then it went to reducing
4    or increasing the guarantee percentages and we found
5    that increasing the guarantee percentages is only a
6    benefit to the lender.  It doesn't necessarily benefit
7    the borrower.  So, we wanted to do something that would
8    benefit the borrower in this up-front guarantee fee
9    waiver through the Veterans Entrepreneurship Act, which
10   does the waiver for small business express loans only.
11   And we also went above and beyond and also instituted
12   fee relief for 7(a) loans, all 7(a) loans under
13   $150,000.  And for 7(a) loans over $150,000 to
14   $500,000, we've reduced the fee by 50 percent to loans
15   to veteran-owned businesses.
16       So, what has the result of that been in the
17   last two years?  About a $31 million savings to the
18   pockets of the small business -- veteran-owned small
19   business.  So, we've reduced those fees by $31 million
20   and that money is back out there in those small
21   businesses contributing to the economy.
22       So, I've brought a copy of the Veterans
23   Entrepreneurship Act and I've brought a copy of our
24   Policy Act 5000-1389 for you to have.  It's over on the
25   table.  And, no, it didn't get into your packages, but

21 (Pages 81 to 84)

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1    I think it's very important to understand what the fee
2    waivers are and how they are affected and what loan
3    programs they are affected to.
4        MS. CARSON:  Thank you, Bob.
5        MR. CARPENTER:  Any questions?
6        MS. CARSON:  Anybody have questions on lending
7    at this point?
8        (No response.)
9        MS. CARSON:  Okay.  Thank you so much.
10       You have a choice, members.  Would you care to
11   take a short break or press on through our
12   recommendations and updates discussion?
13       A short break.
14       Okay.  I'm going to tell you what we're going
15   to do when we come back.  Is a break okay?  I didn't
16   see -- okay.  We're just taking five minutes so that we
17   can get ready for the right frame of mind.  We're going
18   to go into the recommendations and member updates.
19       For the recommendations, as I said, we have
20   spent the time reworking the -- what we have done, what
21   we can get done, and finalize the wording between the
22   members over the -- since the September 2016 meeting,
23   and we look forward to finalizing those next.
24       So, it is 20 of.  We'll meet again at quarter
25   of.  Thank you.

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1        (Brief recess was taken.)
2        MS. CARSON:  All right, thanks for joining us.
3    We're starting again.
4        So, as I mentioned in September of '16, at our
5    last meeting, we did take another look at task force
6    recommendations and, again, many thanks to Amy Garcia
7    for organizing this work.
8        So, we are not going to go through each one
9    unless there are member questions or comments on any
10   that were to be decided.  There were some absences or
11   missing words and we just wanted to clarify those.  So,
12   any members in the room have a comment?
13       MR. LENEY:  Just an update on recommendation
14   number 17, I think it is.
15       MS. CARSON:  Let me see.  We made this -- it
16   is now under Item 4, which is Research Policy 4.4.
17       Tom Leney at Veteran Affairs.  Go ahead.
18       MR. LENEY:  Okay.  And then recommendation 18,
19   I think it is, according to this version or whatever,
20   was to establish -- establishment of a small business
21   procurement initiative for firms whose total workforce
22   is comprised of at least 35 percent or more of
23   veterans.  We have actually gone a bit of a different
24   direction.  We have piloted with our T4 Next Generation
25   Program a slightly different version of this, and that

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1    will be in the report.  We'll be able to show everybody
2    what -- how we're doing on the T4.
3        But where we're headed with this is to look to
4    include -- package an approach of considering veteran
5    employment based on the number -- the percentage of
6    full-time veteran employees with benefits that are in a
7    firm.  That becomes an evaluation criteria based on,
8    you know, representations and certifications at the
9    time of the proposal.
10       The second piece of that is that for task
11   order IDIQs, that the same representations and
12   certifications based on full-time veteran employment
13   would happen at each task order.  So, it's not intended
14   to be the sole evaluation criteria, but it would be one
15   of the evaluation criteria.
16       There is discussions about how -- what -- if
17   and how and whether there would be some standardized
18   hierarchy of evaluations.  That's not clear.  I will
19   tell you this is a policy action.  We've confirmed that
20   the Secretary of the VA has the authority to set this
21   policy.  No one is touching this policy until we have a
22   new Secretary of the VA.  So, we're doing -- we're
23   packaging it and when we have a new Secretary, that
24   will be one of the things they'll be presented.
25       MS. CARSON:  Thanks, Tom.  And for clarity,

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1    may I ask, would you be able to provide your analysis
2    of it before it goes to the Secretary where we could
3    just see what you would put forward?
4        MR. LENEY:  Actually, we will share that with
5    the task force.
6        MS. CARSON:  Yes.
7        MR. LENEY:  Because -- we'll share it with the
8    task force.
9        MS. CARSON:  Thank you.
10       And using Tom as an example, in the next --
11   between now and our March 8th meeting, for each one of
12   those recommendations, we're trying to make them more
13   specific than the last group that we had.  And what I
14   mean by that is, what's the baseline?  What are we
15   looking for generally?  What goals are we setting?
16   What are the deliverables that would demonstrate
17   progress, the measures of success that would, you know,
18   measure how we're doing against the goal we set for
19   ourselves, and then the time line so that we can be
20   specific about when we should evaluate that for
21   closure, a pivot, or we just aren't making progress and
22   really need to double-down?
23       So, that's what you should expect from this
24   group in the March meeting.  That is what we will be
25   all meeting about via phone or in person, as well as

22 (Pages 85 to 88)

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1  making progress on the fiscal 2016 report and closing
2  that out.  I thank you for those who have given input
3  already.
4      At this point, I'm going to turn it over Craig
5  Heilman, Deputy Associate Administrator, to continue
6  with the reports from each agency.
7      MR. HEILMAN:  Barb is going off to lead our
8  transition, as the Administrator mentioned earlier, so
9  we're grateful that she's doing that and hopefully
10 veterans will come up at some point in that whole
11 process.
12     So, moving on to the next item, task force
13 member reports.  So, I believe we already heard from
14 DOL.
15     We don't have anyone from Treasury, I just
16 want to verify.  Do we have anyone from Treasury
17 perhaps on the line at this time?
18     (No response.)
19     MR. HEILMAN:  Okay.  I will then turn it to
20 DoD, please, Dr. Galvin.
21     DR. GALVIN:  Thank you, Craig.
22     There's one insert in our packets on the cyber
23 security and that came up at the last meeting.  So, I
24 could touch on that.  If you look in the white
25 packet -- I'm not sure if the folks online got this

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1  document.  This is publicly available.  At the last
2  meeting, there was a discussion about cyber security
3  and just within DoD, the Defense Federal Acquisition
4  Regulation Supplement, a year from now, the end of
5  December 2017, all contractors will have to comply with
6  cyber security requirements that are listed in the
7  DFARS is what we call them.
8      And some of the DoD agencies are starting to
9  implement that already.  For example, the Missile
10 Defense Agency has heard about the integrity of the
11 supply chain and information about systems that, you
12 know, like missile systems is very sensitive.  And, so,
13 there's a concern about that information being either
14 hacked into or exposed somehow.
15     So, with that, we've made an effort to reach
16 out to the small business community to just give them a
17 heads-up about cyber security requirements, and this
18 document is just a couple of pages to give a quick
19 overview.
20     Halfway down on the first page, on the left
21 column, it actually mentions the DFARS number.  It's
22 the one that ends in -7012, and that's how folks often
23 refer to that requirement.  If you look at the upper
24 right of the first page, it basically has a list of
25 things that -- expectations.  And, you know, when we

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1  think of cyber security, it's something that affects
2  all of us, you know.  You may log in to some account
3  and then it sends a number -- a text to your phone and
4  you have to enter that, as well.  That's essentially
5  two-factor authentication, usually something you know
6  and something you have.
7      And, so, things like that are these
8  requirements.  And, so, they are going to be a burden
9  on small businesses to implement these.  But, frankly,
10 it will be a smaller burden than trying to respond or
11 react to being hacked in most instances.
12     So, the intent is to keep the integrity of our
13 information systems.  And also for those who are in the
14 supply chain for DoD, what often will happen is if
15 someone is trying to penetrate, you know, they'll start
16 with the Pentagon, say, or with some big defense
17 contractor and then they'll start working their way
18 down through the subcontracting chain, whether it's by
19 design or not, and eventually they'll look for the most
20 vulnerable part of the information part of our supply
21 chain.  And, so, there's sensitive information that
22 could provide specifications for weapons systems,
23 things of that nature.
24     And, so, again, there's classifications of the
25 information and different requirements to protect it.

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1  And that's what this document does is just to try to
2  motivate people to understand that and then also to
3  implement the practices.  Again, it's somewhat
4  voluntary now except for some agencies require it a
5  year from now.  It will be part of contracts and will
6  also flow down into subcontracts, as well.
7      On the second page, there's a little bit of
8  talking about what to do.  Essentially, you know, we
9  put, underline, don't panic.  If you're breached, let
10 somebody know and the somebody is a special DoD
11 industrial net website where there's an agency within
12 DoD that essentially is collecting information on
13 breaches so that they can participate in that community
14 of responders essentially that deals with, you know,
15 viruses and threats to information systems, gets the
16 word out so, you know, when we have our updates and
17 patches, the rest of us can be secure.
18     I'll just leave it at that.  That was just a
19 quick overview and a followup from 2015.
20     MR. HEILMAN:  Thank you, Dr. Galvin.  How
21 would you characterize the response that you received
22 from small businesses with respect to the burden of
23 compliance here?
24     DR. GALVIN:  There's no specific trends
25 emerging.  I mean, folks are concerned that there will

23 (Pages 89 to 92)

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1 be a burden that they'll have to meet, you know.  It
2 kind of raises the bar on their requirements to
3 compete.  However, the other side is also the
4 realization that this impacts all of us and it's -- in
5 many cases, it's what they would do on their own.
6        And what this helps us to create, by putting
7 these standards in place, it can help to ensure a
8 thoroughness.  There's been occasions where folks were
9 doing these normal protections, but not as rigorous and
10 then found out the hard way that they had some server
11 that was in an obscure part of their network, maybe
12 geographically separated, and that got hacked.  And,
13 so, it's responding to it.
14        The one concern that we have to -- and we've
15 expressed to the contracting community is we don't want
16 to create the condition where somebody does the right
17 thing and reports that they've been breached and then
18 they feel like they're penalized for that.  Obviously,
19 if they're doing all the right things, I mean, all of
20 us are -- you know, are probably conscious of personal
21 identification and that sort of thing.  But some of us
22 still become victims of some cyber crime.  And, so, we
23 recognize it's more important holistically to have the
24 reporting to be up-front.  And, so, the contracting
25 community is supporting that, as well.

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1        So, it's really the burden of, you know, the
2 expense to implement this and the concern about, you
3 know, a stigma if they were hacked.  And, so, those are
4 the two main areas.  But they're not thematic, just
5 more anecdotal at this point.
6        MR. HEILMAN:  Thank you again.  Perhaps we
7 could go down the row here and turn it to MOAA.
8        MS. BAINTON:  Not a whole lot to report on,
9 just a couple things that we've been working on as an
10 organization, or a couple of events we've recently
11 attended.  I wanted to start by saying thank you to
12 Jerry for reaching out to us and for Barb.  She shared
13 her story with our organization and we posted an
14 article online that was really well received and
15 provided a lot of great resources for anyone
16 considering entrepreneurship.  So, thank you to her,
17 even though she's not here.
18        And along those lines, if any of you all ever
19 have any big moments or -- not big moments, but program
20 launches or anything significant that you ever want to
21 get the word out about, we're always looking for
22 content as an organization.  So, please feel free to
23 reach out.  My email address is my first name, Amanda,
24 B as in bravo, @MOAA.org.  And I'd be happy to get you
25 in touch with our communications team.  We'd love to

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1 share what you guys have to offer and your milestones
2 and accomplishments, failures, too, if you really want.
3 But probably more so along the lines of positive
4 things.
5        We had an opportunity recently to host a
6 veteran franchise panel in -- actually over Veterans
7 Day weekend.  And after, we had a small roundtable
8 discussion with a bunch of veteran small business
9 owners and franchise owners and it was just really -- I
10 wanted to mention it because it was validating.  Their
11 concerns are all really right in line with our 2017
12 recommendations, a lot of things with Access to
13 Capital.  Someone even mentioned GI Bill
14 transferability, which was surprising to me.  So, that
15 made me feel good about everything that we're doing
16 here.
17        We're just focusing on our 2017 plans as an
18 organization.  Entrepreneurship issues are definitely
19 on the list.  And we're looking to really increase
20 engagement with the community, but also with all of
21 you, and look for additional opportunities for
22 collaboration and actually educating our staff on the
23 resources available so we can then get the word out.
24 So, I look forward to a fun new year with you all.
25        MR. HEILMAN:  Thank you very much, Amanda.

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1        Victor from Vietnam Veterans of America.
2        MR. KLINGELHOFER:  I really don't have much to
3 add at this point.  You know, we are very excited about
4 the new Mentor-Protégé program.  I do have a question
5 for Tom later about that, or I could pose it now and he
6 could answer it, perhaps.
7        You know, other than obviously the CV
8 verification of protégé, does the VA have any other
9 requirements that the mentor-protégé pairing must meet
10 before they can compete?
11        MR. LENEY:  Just very briefly, the joint
12 venture, which is central to the SBA Mentor-Protégé
13 Program, the joint venture must be verified.  And that
14 puts into play requirements that are, in some ways,
15 beyond what's in the SBA program.  We still use the SBA
16 rules and approach to affiliation.  But in terms of
17 control over the JV, I think our requirements are more
18 defined than the SBA.
19        MR. KLINGELHOFER:  Thank you.  That's all I
20 have.
21        MR. HEILMAN:  Thank you, sir.  I'd turn now to
22 the GSA and welcome again and look forward to your
23 remarks.
24        MR. GAVINO:  This is Amando again.  I'm going
25 to use my new guy card at this time.  Christy

24 (Pages 93 to 96)

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1    Jackiewicz, I'm hoping you're online.
2        (No response.)
3        MR. GAVINO:  Okay, she's not.
4        MS. JACKIEWICZ:  Hi, I'm here.
5        MR. GAVINO:  Okay, over to you if there's any
6    GSA update, please.
7        MS. JACKIEWICZ:  There are a few things that
8    I'd love to share with you guys.  One of the things for
9    veterans specifically is we just hosted a veteran-to-
10   veteran coaching event where we asked GSA schedule
11   service-disabled veterans whose revenue is over a
12   million dollars to come and coach those veteran
13   businesses that are new to contracting.  And we had
14   five coaches.  We did a roundtable, and it was one of
15   the best events we've ever had.  They were very excited
16   and it was done for Veterans Day for the month of
17   November.  So, it was very positive.
18       And then also one of the things that we have
19   discovered that's not entrepreneurial-connected, but it
20   is about getting veterans back to work, is that there's
21   a Veterans Administration program that allows us to
22   bring vets into the organization to train them on some
23   soft skills to get them back to work.  And, so, we just
24   hired our first veteran person, Brian Harley, who is
25   working with GSA in our OSDBU office.  And he's been

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1    amazing.  And many of the veterans who participate in
2    this program are really, really great.  So, we did
3    create an SOP on how to bring veterans into your
4    organization and there's no cost to you budget-wise, so
5    it doesn't affect your FTE.  And you can help veterans
6    get those skills they need in order to be productive
7    and to get jobs and things like that.
8        So, if you're interested, I would love to
9    share that SOP with you and really just kind of spread
10   the word and get more people to hire vets and give them
11   this training and development opportunity.
12       Other than that, we've just been doing all we
13   can.  We did turn a report in today for the interagency
14   meeting.  So, thank you, Amy, for helping us with that
15   and giving us the guidance to make sure we gave you
16   what you need.  And, you know, we just love veterans
17   and we do all we can to make a difference for them.
18       Thank you for giving me a chance to speak.
19       MR. HEILMAN:  Thank you very much for that.
20       OMB, is there anyone from OMB on the line?  I
21   do not believe we have OMB.
22       (No response.)
23       MR. HEILMAN:  Okay.  And then I'll turn to Mr.
24   Leney.  You've already shared a lot of great
25   information.  Do you have anything in addition to add?

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1        MR. LENEY:  Yes.  I want to thank SBA for its
2    support of the National Veterans Small Business
3    Engagement.  We had over 400 of our staff up there as
4    part of our response to Kingdomware, we're doubling
5    down on veterans.  The -- we've also been -- had eight
6    Kingdomware-related webinars.  That Supreme Court
7    decision has major impact on the VA.  We're going to be
8    starting those up again next week, weekly webinars that
9    explain and give small businesses the opportunity to
10   ask questions about what's going on with response to
11   the Kingdomware Supreme Court decision.
12       We are moving toward an interim final rule on
13   expanding the period of eligibility in the verification
14   program from two years to three years.  The -- that's
15   going to be a -- I think we're going to be able to
16   achieve an interim final rule because it's not a change
17   that has a material financial effect on veterans or the
18   agency, except for being a positive one on -- for
19   everybody concerned.
20       We have found -- we've done a lot of
21   statistical analysis.  So, we're seeking to inch up the
22   level and the length of the verification.  We don't
23   want to jump ahead and then find out we have to fall
24   back.  So, if the three-year thing, based on our audit
25   program, determines that there isn't a material

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1    increase in the probability of ineligibility, we're
2    looking at perhaps in the future to continue to
3    increase that length of time.
4        I just want to second Bill's report.  We've
5    been working -- we've worked closely with Department of
6    Labor linking veterans.gov and vets.gov.  We were
7    trying to cover all of the URLs that people would think
8    to go as part of this no wrong door approach.  But just
9    on behalf of our people, thank you to your people for
10   this very good collaboration in that regard.
11       And I would encourage veterans and veteran
12   small business people to go to that -- those sites.
13   We're really seeing, I think, a dramatic change in the
14   accessibility of the various benefit programs from both
15   our agencies.  There's been a lot of great work on
16   that.  So -- but Bill covered that.
17       The -- and I want to say how pleased I am that
18   our $4 million investment in MRCOE is getting close to
19   paying off.  So, congratulations to James and your
20   folks.  It's really good to see the progress that's
21   been made on that.
22       That's all I have.
23       MR. HEILMAN:  Thank you.  With respect to URLs
24   and the Kingdomware webinars, where would one go to
25   participate?

25 (Pages 97 to 100)

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1          MR. LENEY:  Oh, if you just go to our website,
2     VA -- just type in VA space OSDBU, it will show the
3     list of the webinars.  Again, we're going to be doing
4     those weekly.  They're one hour long.  Designed to put
5     out where we are in the implementation of Kingdomware.
6     And what we're finding is there's minor -- we put out
7     the major policy, the major muscle movements.  But as
8     is always the case, there's always issues that come up
9     on specific scenarios that we're now responding to, and
10    my goal is to be putting out that information as it
11    comes to light and as we deal with it.
12         MR. HEILMAN:  Thank you for that.
13         So, that closes out the member reports.  We
14    heard from DOL earlier and are appreciative for
15    everything that Labor is doing.
16         And, obviously, we heard from SBA.  I would
17    just say that, you know, it has been a really
18    productive year and we certainly have valued the work
19    and the relationships and look forward to the year to
20    come.  And the next part of the agenda is what, you
21    know, could be one of the most important parts of what
22    we do as a task force, which is to receive public
23    comment and hear from those in the room and on the
24    phone.  So, we'll open it up here to public comment.
25         Before that, I just will remind all that the

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1     next meeting is Wednesday, March 8th, from 1:00 to 4:00
2     p.m.  So, Wednesday, March 8th.
3          Starting in the room, I'll go here to my
4     right.  Any comments on this side of the room and then
5     over here on the other side.  Any public comment?
6     Mike, anything from you today?  I see you looking at
7     your notes.
8          MR. PHIPPS:  It's a question for Tom.  We've
9     recently seen some information coming out about the
10    NDAA of 2017, which talks about using the SBA's rule
11    for determining if a service-disabled or a veteran-
12    owned small business, SBA's criteria as opposed to the
13    VA's criteria.  Have you guys had any discussion about
14    that?  Is there any further insight as to what that
15    might look like?
16         MR. LENEY:  Yes, and the really good news is
17    there is negligible difference between the two.  So, we
18    are not taking a position that opposes that.  You know,
19    it's in -- still in conference, so I don't know what
20    the outcome is going to be.  But I don't really see any
21    problem with adopting the SBA and, in fact, we support
22    the notion of one rule.
23         MR. HEILMAN:  And that was Mr. Mike Phipps,
24    and I would just add to that that certainly Ken Dodds,
25    who you all heard from, and all of us are engaged in

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1     what that says and look forward to the final conference
2     report when the bill -- as the bill becomes law.  So,
3     more to follow.
4          Anyone else on that side of the room or in the
5     room?
6          (No response.)
7          MR. HEILMAN:  Okay, that's everyone in the
8     room.  And we'll turn it now to the phone.
9          Oh, pardon me, one more person and then we'll
10    come to the phone.  If you could come to the mic, sir.
11         MR. JACKSON:  Good afternoon, all.  I just
12    wanted to say a couple of brief words because this is
13    my first meeting.  So, I do have a new guy card, but I
14    won't use it.  Michael Jackson with EXIM Bank.
15         I came to this task force via my colleagues in
16    the Department of Commerce, the Vets Go Global Team.  I
17    just wanted to say that, you know, it's an honor to be
18    here among you today.  I spoke with Barb earlier and I
19    think we're going to try to work an EXIM Bank
20    presentation at the next meeting just to provide a more
21    in-depth introduction to how we support veteran-owned
22    businesses.
23         But I work in EXIM Bank's Office of Small
24    Business.  Before this, we've never really had a
25    dedicated focus or a dedicated person to veterans

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1     outreach.  I'm that guy.  There's a number of hats that
2     I'm wearing, but veterans outreach is a major component
3     of what I'll be working on within our team.  So, we're
4     working across agencies to really get the word out
5     about how EXIM Bank financing can assist specifically
6     veteran-owned businesses to pursue business globally.
7          So, you know, our target is really businesses
8     that have been -- perhaps have been doing business
9     successfully domestically either on the commercial side
10    or via government contracting and now are either
11    considering or want to expand into overseas markets.
12    So, more on that next time, but I did want to say, you
13    know, thank you for having me, particularly to Amy over
14    here, and I look forward to working with all of you and
15    all of you on the phone.
16         MR. HEILMAN:  Thank you, Mr. Jackson.  We very
17    much appreciate you being here and coming forward and
18    all the work that you're doing and certainly the work
19    that is happening at the Department of Commerce.  Our
20    administrator always likes to remind us that 95 percent
21    of the business is outside of our borders.  And we talk
22    about market opportunities a lot here, but we often
23    talk about it with respect to the federal procurement
24    market.  And, so, that's an area that represents a much
25    broader market opportunity.  So, we're grateful for

26 (Pages 101 to 104)

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1 your participation.
2    With that, I will turn it to the phone, and if
3 you could please state your name and organization if
4 you're affiliated with one, and we welcome your
5 comments.
6    MS. SAGESTER:  Good afternoon, Craig.  This is
7 Cherylynn at the Hampton Roads Veteran Business
8 Outreach Center.  How are you?
9    MR. HEILMAN:  Hi, Cherylynn.  Welcome.
10    MS. SAGESTER:  Thank you.  It's been very
11 interesting today.  I started participating in these
12 and they've been really great because they give us some
13 insight as to what's happening behind the scenes.  And
14 it's very helpful.  So, thank you guys a lot for doing
15 this.
16    I want to ask, my question is, I know Barb had
17 mentioned that if we submitted our attendance to the
18 veterans@sba.gov, we would receive the slides for the
19 DoD presentation.  Craig, will we also receive them for
20 the DOL and the other presentations as well?
21    MR. HEILMAN:  Cherylynn, for what there was
22 presentations for, you will.  If they were --
23    MS. SAGESTER:  Oh, that's what I -- okay.
24    MR. HEILMAN:  If they were remarks, there is a
25 transcript of the entire proceedings, which is also

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1 available to you and publicly.  So, you can get exactly
2 line-for-line what's been said.
3    MS. SAGESTER:  Okay, yes.  I just -- okay, I
4 appreciate that.  I just wanted to make sure that we
5 would get the slides, especially with regard to the
6 veteran goals and so on and so forth.  But thank you so
7 much.
8    MR. HEILMAN:  Thank you.  And Cherylynn is,
9 again, one of our Veteran Business Outreach Center
10 directors.  She's been doing great work in the Hampton
11 Roads area for a long time for us and we appreciate her
12 participation.
13    Anyone else on the phone?
14    (No response.)
15    MR. HEILMAN:  Okay, going once, going twice.
16 That concludes our interagency task force meeting.  We
17 hope that everyone has a terrific restful holiday
18 season and a happy new year since we won't see you
19 until March.  And thanks again.  And this meeting is
20 adjourned.
21    (Whereupon, at 3:15 p.m., the meeting was
22 adjourned.)
23
24
25

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27 (Pages 105 to 107)

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