



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

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MEMORANDUM FOR DISTRIBUTION C
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FROM: SAF/AQ
1060 Air Force Pentagon
Washington DC 20330-1060

SUBJECT: Increased Use of Small Business Contractors

The White House has made achieving 23% in prime contract awards to small businesses a top priority government-wide for Fiscal Year 2011 (FY11) and beyond. This goal, in which DoD has fallen short of in recent years, has prompted USD (AT&L) to place special attention on contracting with small businesses.

In order to achieve the 23% goal for FY 11, it will require significant effort throughout DoD, especially given the delays that resulted from the extended continuing resolution period. I am asking that each organization make it a priority to use small businesses wherever possible and appropriate to meet mission requirements. Please review current acquisition strategies for requirements to be awarded this fiscal year and, wherever possible, direct that small business set-aside awards be made when supported by market research. DoD's "Maxprac" tool is available to assist in this process (<https://extranet.acq.osd.mil/osbp/>). Existing indefinite delivery/indefinite quantity multiple award contracts should be reviewed to make sure small businesses are given maximum practicable opportunity to compete for task order/delivery order awards. Additionally, use of sole source authority to make awards in socioeconomic categories should be used whenever possible.

In order for the Air Force to do its part to achieve 23%, DoD has requested we work to award over \$6 billion to small businesses between now and the end of the fiscal year. I've asked AF Contracting (SAF/AQC), in coordination with the Office of Small Business Programs (SAF/SB), to provide frequent progress reports to me. Please work with them to accurately track small business dollars and to identify large dollar candidates that you plan to award by 30 September 2011.

Making awards to small business not only supports the Air Force mission in a cost effective and expeditious way, it increases competition and helps grow our defense industrial base. Just as small business was a key component to the Air Force's successful Recovery Act implementation, they can be an equally key enabler to a very challenging end of fiscal year execution. Please ensure that small business receives consideration whenever possible.

A handwritten signature in black ink, appearing to read "David M. Van Buren".

David M. Van Buren
Air Force Service Acquisition Executive