



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 24 2011

MEMORANDUM FOR HQ AIR FORCE DEPUTY CHIEFS OF STAFF AND 2-LETTER
DIRECTORS

SUBJECT: Maximizing Air Force Opportunities for Small Businesses

Mr. Van Buren (SAF/AQ) recently reminded the Air Force acquisition community as well as MAJCOM, FOA and DRU commanders about the importance of aggressively seeking small business solutions to satisfy customer contract requirements. Small businesses often deliver innovative capabilities with agility and lower costs. It is imperative we pursue small business solutions as a means of meeting mission needs as efficiently and effectively as possible. To that end, the Department of Defense established goals for small business prime and subcontracting awards to ensure maximum practicable opportunities for small businesses.

Requirements must be structured based on sound market research and with small business participation as a key objective. As we move into the last quarter of FY11, I request your leadership and support to ensure thorough market research is conducted and contract requirements are structured to maximize small businesses participation at the prime contract level where appropriate.

SAF/AQ and Air Force Small Business (SAF/SB) offices are available to work with your organizations to develop strategies, facilitate communication, and address any challenges. At a minimum, I expect your organizations to include small business specialists and contracting officers at MAJCOMs and installations as requirements are developed. I also expect that your functional outreach events will promote small business opportunities and capabilities.

I appreciate your immediate attention to this matter as we shape the remainder of FY11 contract activities and develop realistic plans for FY12 and beyond. Please do not hesitate to contact SAF/SB for assistance at 571-256-8052.

A handwritten signature in blue ink, appearing to read "Erin C. Conaton", is positioned above the printed name.

Erin C. Conaton

Attachment:

SAF/AQ Memorandum, Increase Use of Small Business Contractors