



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

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MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

SUBJECT: Speed, Agility, Adaptability – A Focus on Small Business, Competition, & Better Buying Power

Small business is both one of my top five priorities and a key element of a robust industrial base. A focus on Small Business ensures innovation, agility and adaptability, leading to future competition, affordability, and strategic success. It continues to be an emphasis area with Congress and within the Department of Defense (DoD) through the Better Buying Power 3.0 (BBP 3.0) initiatives. Over the last five years, the Air Force increased competition and small business participation in our acquisitions. The Department of the Air Force made spectacular progress in 2014 and exceeded Small Business goals. We are currently on track to meet our FY 15 goals. However, additional opportunities remain to improve competition and leverage the Small Business Program across the Air Force enterprise.

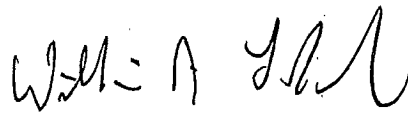
I applaud the progress we have made so far. Your diligent pursuit of BBP initiatives and recognizing best practices, such as improving relationships and transparency with industry stakeholders during early acquisition planning and ensuring rigorous market research, resulted in increased competition and small business participation. The SAF/SB data-driven small business goaling methodology enabled 'increased focus' on targeted small business markets and 'increased accountability' for meeting assigned goals at every level in the Air Force. As a result of these endeavors, many of our best program outcomes continue to be realized through utilization of small businesses as prime contractors where feasible, or as subcontractors.

We must continue with deliberate initiatives to improve small business opportunities across our Air Force enterprise:

- *Create Competition* - Aggressively develop requirements to increase competition and promote small business set-asides through breakout strategies when market research supports; and, address in every acquisition strategy;
- *Follow the Money* - Scrutinize Military Interdepartmental Purchase Requests (MIPRs) -- ensure Air Force contract vehicles are the first choice;
- *Small Business Advocate* - Assign the Program Manager for our acquisition programs and the Director of each of the Technology Directorates in Air Force Research Laboratory as the Small Business Advocate within each program office to help identify opportunities and to serve as a technical point of contact for small business; this individual will collaborate with the Small Business Office personnel and Contracting Officer to execute this responsibility. The Program Manager and Director may delegate this authority to the Deputy Program Manager/Director or equivalent without the ability to further delegate.

- *Increase Transparency* - participate in or host industry outreach events with requiring activities, program office, contracting, small business office to communicate acquisition requirements, identify sources, and increase competition;
- *Track* - Report competition and small business program successes in monthly activity reports (MARs), spotlight briefs presented during weekly SAE staff meetings, and during quarterly PEO roundtable presentations.
- *Review & Strategy* - Use the existing PEO Roundtable to regularly focus on the Air Force Small Business Program and discuss these small business initiatives.

I look forward to witnessing our continued successes in leveraging Small Business to achieve our best program outcomes. Should you need additional information on the way forward, please work with the Air Force Office of Small Business Programs (SAF/SB), 571-256-8052 (DSN 260).



William A. LaPlante
Assistant Secretary of the Air Force
(Acquisition)

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