



SECRETARY OF THE AIR FORCE
WASHINGTON

11 JAN 2022

MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC
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SUBJECT: Department of Defense (DoD) Small Business Contracting

Small businesses are a critical resource for the National Defense and DoD missions, and a key element of a robust and competitive industrial base. The Department of the Air Force (DAF) must ensure we maximize the unique strengths and capabilities of small businesses with respect to accelerated technology, innovation, agility, adaptability, and affordability in addressing global challenges and ensuring mission success.

The attached Secretary of Defense (SecDef) Memorandum, "DoD Small Business Contracting," dated 27 October 2021 urges all DAF personnel and organizations involved in the acquisition process to review planned acquisitions to identify opportunities for increased small business participation. I expect your Commands to emphasize small business utilization, outreach activities, and proper resourcing of small business functions that support your missions. The DAF Office of Small Business Programs (SAF/SB), has overall responsibility for all DAF-related small business matters. SAF/SB works closely with the Assistant Secretary of the Air Force for Acquisition (SAF/AQ), the Assistant Secretary of the Air Force for Space Acquisition (SAF/SQ), and other key stakeholders across the department to ensure proper utilization of small businesses. However, maximizing small business opportunities, and strengthening our defense industrial base, rests with every leader who manages a budget and allocates funds..

Increasing opportunities for small businesses is a high priority focus area for the DAF. Leaders must ensure that Air Force and Space Force acquisition activities align with SecDef's three small business priorities: "*the President's focus on increasing the share of dollars going to small disadvantaged businesses, lowering barriers to entry, and increasing competition opportunities for small businesses and traditionally underserved entrepreneurs.*" In particular, all DAF personnel and organizations must leverage the expertise of SAF/SB and the Small Business Professional (SBP) workforce to ensure small businesses are provided maximum practical opportunities to participate in DAF acquisitions as we look to expand our supplier diversity profile.

If you have any questions regarding this effort, my points of contact are Mr. Scott Kiser, Director, and Mr. Jamie Adams, Deputy Director, SAF/SB, SAF.SB.workflow@us.af.mil.

A handwritten signature in black ink, appearing to read "Frank Kendall", is positioned above the printed name.

Frank Kendall

Attachment

1. Secretary of Defense Memorandum, "*DoD Small Business Contracting*," (27 Oct 21)

cc:

SAF/US

SAF/AA

SAF/AQ

SAF/SQ

SAF/AQC

HQ ACC

HQ AETC

HQ AFGSC

HQ AFMC

HQ AFRC

HQ AFSOC

HQ AMC

HQ USSF

HQ PACAF

HQ USAFA

HQ USAFE

HQ SpOC

HQ STAR

SSC



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

OCT 27 2021

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: DoD Small Business Contracting

Small businesses are critically important to the DoD. The Department has a strategic interest in leveraging small business innovation and capabilities to address our global challenges and ensure mission success. Accounting for over 40-percent of the United States' gross domestic product, the small businesses driven by our communities are vital to our economic progress.

Increasing opportunities for small businesses is one of my key priorities. Although DoD has exceeded its overall small business prime contracting goal for the past seven years, we face a decline in our small business industrial base and struggle to meet all of our goals. Therefore, I urge all DoD personnel involved in the acquisition process to review planned acquisitions to identify opportunities for increased contracting with small businesses. All DoD Components shall leverage the expertise of their small business professionals to ensure small businesses are provided maximum practical opportunities to participate in DoD acquisition. Additionally, DoD Components shall give increased focus to reducing barriers to entry for new entrants to help expand our industrial base, cultivate new and vital capabilities, and increase outreach to underserved communities.

The responsibility for growing and strengthening our small business industrial base rests with every leader who manages a budget and allocates funds for use on contracts. For this reason, in accordance with DoD Instruction 4205.01, "Small Business Programs," the Department includes a mandatory small business performance requirement for Senior Executives and General Officers/Flag Officers that acquire services or supplies, direct other DoD organizations to acquire services or supplies, or oversee acquisition officials to support the attainment of established DoD small business goals.

The DoD Office of Small Business Programs shall refresh the DoD Small Business Strategy to maximize small business capabilities through a Department-wide approach and better align the Department's efforts with the President's focus on increasing the share of dollars going to small disadvantaged businesses, lowering barriers to entry, and increasing competition opportunities for small businesses and traditionally underserved entrepreneurs. I direct each of you to participate in building out this strategy with the Under Secretary of Defense for Acquisition and Sustainment.

Together, we can build back better and grow a dynamic, innovative, and resilient small business industrial base.

cc:
USD(A&S)
USD(R&E)



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