



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

21 February 2024

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR ALMAJCOM-FLDCOM-DRU-CENTER/CC, SB, PROGRAM
EXECUTIVE OFFICERS & DAF TECHNOLOGY EXECUTIVE
OFFICER (AFRL/CC)
DIRECTORS, AFWERX and SPACEWERX

FROM: SAF/AQ, SAF/SQ, and SAF/SB

SUBJECT: Small Business Advocates in DAF PEOs and TEO

REFERENCES: (a) DoD Small Business Strategy (2023)
(b) DoDI 4205.01, DoD Small Business Programs (2016 with 2018 changes)
(c) SAF/AQ Memorandum, Speed, Agility, Adaptability – Focus on
Competition and Better Buying Power (16 JUL 2015)
(d) SecAF Memorandum, DoD Small Business Contracting (11 JAN 2022)

1. The President, the Secretary of Defense, and the Secretary of the Air Force continue to call for expanded utilization of the small business (SB) industrial base to meet national defense and economic security needs. (References (a) and (d)). This memorandum updates policy to meet those priorities. Traditionally, small business policy guidance focuses on planning and award decisions for specific contract actions.

2. When focusing on specific contracts, it is often too late in the acquisition lifecycle to meaningfully influence SB opportunities. This is because the priorities and strategies for acquisition programs and portfolios of major programs that drive specific contracts are developed and approved earlier. At these early stages, program and technical experts build our requirements; set development, production, and sustainment schedules; prioritize costs and resources; and determine technical performance thresholds.

3. With more advanced planning, SBs can increase their already important and innovative contributions to acquisition program missions. DAF Program Executive Officers (PEOs) and the DAF Technology Executive Officer (TEO) (AFRL/CC), in concert with Contracting and SB Professionals, can grow the sourcing of SB solutions for program needs through set-asides, sole source, evaluation preferences, incentives, disaggregation of requirements, and developmental assistance. Your toolkit is comprised of SB Programs, including Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) and Mentor-Protégé Program (MPP), Tech Transfer (T2), Independent Research and Development (IR&D), and other similarly powerful flexibilities, funding sources, and authorities.

4. To address these planning challenges, in 2015 SAF/AQ (Reference (c)) designated DAF Program Managers (PMs) and Air Force Research Laboratory (AFRL) Technical Directors (TDs), delegable to Deputies, as Small Business Advocates. Although Reference (c) did not expressly mention TEO, PEOs, or their Deputies, in the past many of them have been assigned these roles because of their oversight duties to ensure mission accomplishment. Therefore, this Memorandum updates and reinforces Reference (c).

5. All DAF PEOs and TEO are hereby designated as Small Business Advocates who serve as the focal points for three (3) areas of SB support:

- a. Bi-Annual PEO-TEO SB Strategies: As a recommended best practice, develop and monitor the attainment of bi-annual PEO and TEO-level SB Strategies or pursue other efforts to identify in advance and fill the likely technology, manufacturing/production, competition, and sustainment needs or gaps for PEO and TEO program portfolios and specific programs by using SB Programs and other supporting tools from paragraph 3.
- b. Annual Plans: Shall develop and monitor the attainment of PEO and TEO annual SB Goaling spend plans and SB-supportive command climate plans (i.e., Senior Leader Performance Expectations plans or SLPEs). (Reference (b)).
- c. Outreach and Access: Shall develop and publicize PEO and TEO acquisition forecasts that include SB opportunities, participate in SB outreach/industry days and initiatives to reduce SB entry barriers, and serve as PEO or TEO organization's SB-accessible decision-makers. (Reference (a), FY2013 NDAA Sec. 1633(b) as amended (15 U.S.C. 631 note), and 10 U.S.C. 4091(d)(2)).

6. PEO and TEO Small Business Advocate designations are delegable in writing to Deputy PEOs and to AFRL/CA respectively. PMs, TDs, and their Deputies support PEOs-TEO per Reference (c). Small Business Advocates are not substitutes for Contracting Officers and their SB responsibilities under FAR 19.201(b) and FAR 19.202. Likewise, cognizant SB Professionals and SB Directors remain the principal SB advisors and retain primary responsibility for managing SB Programs on behalf of DAF senior leaders, directors, and commanders. Small Business Advocates will regularly seek inputs from major prime contractors and small businesses with regards to potential SB teaming, MPP use, subcontracting, and T2. The focus areas outlined in paragraph 5 will help ensure that DAF efforts work in unison to support Presidential and Secretarial SB priorities.

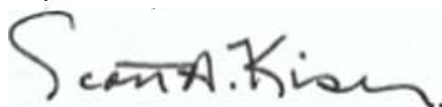
7. Within one year from issuance, the substance of this Memorandum shall be incorporated into pertinent DAF instructions and other guidance. Questions should be directed to: Mr. Ronald Saville, SAF/SB Chief of Policy, (703) 693-6014, ronald.saville@us.af.mil; Mr. Michael Hogan, SAF/AQC Deputy Division Chief, Installations, Operations, & Sourcing, (571) 256-2393, michael.hogan.11@us.af.mil; and Mr. Joshua Sullivan, SAF/SQ Deputy Chief, Acquisition Policies and Processes Division, (703) 697-7820, joshua.sullivan.5@spaceforce.mil.



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