



SECRETARY OF THE AIR FORCE
WASHINGTON

MAR 26 2008

MEMORANDUM FOR ALZICCOM-FOA/CC

SUBJECT: Air Force Small Business


In recent years, our operational commands have awarded between 40-75% of their contract dollars to small businesses. When combined with our systems, space and large sustainment and services acquisitions, we have achieved between 15-17%. I commend those who have worked hard to attain these results. However, the Air Force is still significantly below DoD's statutory requirement of 23%. In 2006, the Small Business Administration (SBA) gave DoD a "red" rating for not meeting mandated small business goals. As a result, the Under Secretary of Defense (Acquisition, Technology and Logistics) has asked the Air Force to improve small business performance toward meeting the DoD goal. While our major systems acquisitions do not lend themselves to small business prime contracts, we can and must do more across our entire acquisition portfolio to grow and strengthen the Air Force Small Business Program and improve our contribution to achieving DoD's goal.

Our Air Force small business team under the leadership of Mr. Ron Poussard (SAF/SB) and your major command Small Business Directors, have kicked off a "Beyond Goals" campaign to focus on the contributions of small businesses to the Air Force mission and priorities. They have designed a strategic plan that creates an environment to promote small businesses as solutions of choice to meet mission needs, not just to meet a percentage goal. They are focusing on creating small business options and solutions for the customer, improving market research data, knowledge and tools to better support strategic sourcing and increasing leadership awareness of small business capabilities and contributions.

I wholeheartedly endorse the "Beyond Goals" approach to Air Force Small Business and further directed Ron to work with the MAJCOMs to develop and implement a plan to improve Air Force contributions toward achieving DoD's 23% goal. I've attached our FY08 goals for your information and action. To accomplish this effort, I am charging each Airman from the Headquarters and Secretariat Staffs, to MAJCOM Commanders, Program Executive Officers, customers, contracting officers and purchase card holders to become part of the small business team. SAF/SB and the Air Force small business community stand ready to assist you in this role.

As the Air Force drives for new capabilities and efficiencies in sustainment of infrastructure and platforms and enters the domain of cyberspace, there is no greater time to tap into the innovation, agility and efficiency that small businesses can bring to the Air Force and DoD mission.

I commend the diligence and dedication of the small business community around the Air Force and ask your continued leadership to help us reach "Beyond Goals" to grow and strengthen small business contributions to the mission.



Michael W. Wynne
Secretary of the Air Force

FY08-12 Small Business Goals

Air Combat Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	44.24%	44.28%	44.42%	45.33%	45.90%	23%
SDB	23.68%	23.70%	23.77%	24.26%	24.57%	5%
WOSB	8.04%	8.05%	8.07%	8.24%	7.73%	5%
HUB	7.45%	7.45%	7.48%	7.63%	7.73%	3%
SDV	2.34%	2.65%	3.00%	3.06%	3.10%	3%
HBCU/MI	0.50%	0.60%	0.70%	0.80%	0.90%	NA

Air Education and Training Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	49.27%	49.31%	49.47%	50.48%	51.12%	23%
SDB	24.88%	24.91%	24.99%	25.50%	25.82%	5%
WOSB	9.39%	9.40%	9.43%	9.62%	9.75%	5%
HUB	7.28%	7.28%	7.31%	7.46%	7.55%	3%
SDV	2.52%	2.75%	3.00%	3.06%	3.10%	3%
HBCU/MI	0.50%	0.60%	0.70%	0.80%	0.90%	NA

Air Force Material Command, FY07 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	16.13%	18.00%	20.13%	20.54%	20.80%	23%
SDB	3.32%	3.33%	3.34%	3.40%	3.45%	5%
WOSB	2.73%	3.55%	4.62%	4.71%	4.77%	5%
HUB	1.18%	1.78%	2.68%	2.73%	2.77%	3%
SDV	0.78%	1.53%	3.00%	3.03%	3.07%	3%
HBCU/MI	8.56%	8.77%	8.99%	9.28%	9.50%	NA

Air Force Space Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	15.02%	15.58%	16.18%	16.52%	16.72%	23%
SDB	4.52%	4.52%	4.54%	4.63%	4.69%	5%
WOSB	3.36%	3.71%	4.09%	4.18%	4.23%	5%
HUB	1.25%	1.67%	2.24%	2.28%	2.31%	3%
SDV	0.94%	1.68%	3.00%	3.06%	3.10%	3%
HBCU/MI	0.50%	0.60%	0.70%	0.80%	0.90%	NA

Air Mobility Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	19.18%	20.98%	23.00%	23.47%	23.77%	23%
SDB	6.16%	6.44%	6.73%	7.04%	7.36%	5%
WOSB	3.05%	3.91%	5.00%	5.23%	5.47%	5%
HUB	2.13%	2.53%	3.00%	3.14%	3.28%	3%
SDV	1.64%	2.22%	3.00%	3.14%	3.28%	3%
HBCU/MI	NA	NA	NA	NA	NA	NA

Air Force Operational Test and Evaluation Center, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	27.31%	27.84%	28.38%	28.94%	29.51%	23%
SDB	23.00%	23.45%	23.91%	24.38%	24.86%	5%
WOSB	7.63%	7.78%	7.93%	8.09%	8.25%	5%
HUB	6.21%	6.33%	6.45%	6.58%	6.71%	3%
SDV	2.59%	2.79%	3.00%	3.06%	3.12%	3%
HBCU/MI	NA	NA	NA	NA	NA	NA

Air Force Reserve Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	74.32%	74.39%	74.63%	76.16%	77.11%	23%
SDB	22.35%	22.37%	22.44%	22.90%	23.19%	5%
WOSB	18.43%	18.45%	18.50%	18.88%	19.12%	5%
HUB	9.07%	9.08%	9.10%	9.29%	9.41%	3%
SDV	1.63%	2.21%	3.00%	3.06%	3.10%	3%
HBCU/MI	NA	NA	NA	NA	NA	NA

Air Force Special Operational Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	76.29%	76.36%	76.60%	78.18%	79.16%	23%
SDB	29.42%	29.44%	29.53%	30.14%	30.52%	5%
WOSB	13.43%	13.44%	13.48%	13.76%	13.93%	5%
HUB	12.60%	12.61%	12.65%	12.91%	13.07%	3%
SDV	6.74%	6.75%	6.77%	6.91%	7.00%	3%
HBCU/MI	NA	NA	NA	NA	NA	NA

Pacific Air Forces Command, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	67.94%	68.00%	68.21%	69.61%	70.49%	23%
SDB	48.34%	48.38%	48.53%	49.53%	50.15%	5%
WOSB	5.13%	5.06%	5.00%	5.10%	5.17%	5%
HUB	2.71%	2.85%	3.00%	3.22%	3.42%	3%
SDV	1.54%	2.15%	3.00%	3.06%	3.10%	3%
HBCU/MI	NA	NA	NA	NA	NA	NA

United States Air Force Academy, FY08 to FY12

	FY08	FY09	FY10	FY11	FY12	DoD Goal
SB	55.13%	55.18%	55.35%	56.49%	57.20%	23%
SDB	32.94%	32.97%	33.07%	33.75%	34.17%	5%
WOSB	9.87%	9.88%	9.91%	10.11%	10.24%	5%
HUB	5.15%	5.15%	5.17%	5.28%	5.34%	3%
SDV	1.70%	2.26%	3.00%	3.06%	3.10%	3%

Small Business
Small Disadvantaged Business
Women