



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAR 13 2012

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTORS, DEFENSE AGENCIES
DIRECTORS, DOD FIELD ACTIVITIES

SUBJECT: Improving Small Business and Competition Opportunities in Services Acquisitions

Furthering the guidance from the June 27, 2011, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics Memorandum, "Increase the Dynamic Small Business Role in the Defense Marketplace," we recognize that certain portfolio groups offer greater opportunities for increasing both small business participation and overall effective competition rates. Accordingly, we are seeking at least a 10-point increase over your respective FY 2010 percentages of eligible dollars to small business prime contracts and eligible dollars effectively competed for the following portfolio groups: Knowledge Based Services, Electronic and Communication Services, and Facility Related Services.

Given the known capability of small businesses to compete and perform, we can and must do better with our small business utilization. To that end, we ask that each of you develop a plan to achieve the above goal by the end of FY 2013. Your plan should address the development of services procurement forecasts, the application of MaxPrac to the forecast to identify potential opportunities for small business participation, and the steps that will be taken to increase the involvement of your small business offices in decisions that impact small business interests and competition concerns. Your plan should identify expected improvements in all services portfolio groups. Please submit your plan to the Department of Defense (DoD) Office of Small Business Programs by April 13, 2012.

Thank you in advance for your participation in this initiative. My point of contact for this action is Mr. André J. Gudger, Director, DoD Office of Small Business Programs, who can be reached at 571-372-6192 or andre.gudger@osd.mil.

A handwritten signature in black ink, appearing to be "Frank Kendall", written over a horizontal line.

Frank Kendall
Acting