



DEPARTMENT OF THE AIR FORCE  
AIR FORCE CYBERSPACE COMMAND (PROVISIONAL)  
BARKSDALE AIR FORCE BASE LOUISIANA

25 April 08

MEMORANDUM FOR AFMC, ACC, AFSPC

SUBJECT: Small Business involvement in AFCYBER

Secretary Wynne recently signed the attached memo emphasizing the need for all Airmen to ensure the innovation, agility and efficiency of the nation's small business industrial base is brought to bear on the Air Force mission. AFCYBER's vision contemplates the need to develop revolutionary capabilities to control cyberspace, create integrated global effects and deliver sovereign options. The very innovation and agility we need to accomplish this vision and our mission resides in the entrepreneurial spirit of small businesses. In our drive to stand-up our cyberspace warfighter capabilities, we must not overlook this critical component of the cyber industrial base.

My staff is working with the office of the Air Force Director of Small Business (SAF/SB) to begin to identify the capabilities of small businesses and Historically Black Colleges and Universities in this domain. We recognize that many of the firms are in niche areas and cannot undertake large integration projects by themselves. However, those niche areas may provide us critical capabilities that make a difference. Also, many small businesses have multi-functional capabilities in information assurance, defense and attack and have proven those capabilities for other agencies. These firms have the talent, tools, ideas, capabilities and clearances that we must consider as we look for the private sector to meet AFCYBER's needs.

Until we formalize our cyber requirements and acquisition processes, I ask that all Air Force activities developing cyber-related requirements or acquiring cyber research, services, tools, equipment and systems aggressively consider and include the capabilities of small businesses to meet those needs. We should not assume that only large integration companies can provide the needed capabilities. Keep your door open to small businesses seeking an audience to address their capabilities. Be judicious in using available task order contracts that do not have small business prime contractor sources or do not aggressively provide incentives for large business to include small businesses in key technical and functional areas. Include your local and command small business specialist early in the process and ensure you perform robust market research that considers small business capabilities, particularly when you are looking to consolidate or bundle requirements.

My staff and SAF/SB are also available to help you. We cannot afford to take critical innovations and capabilities off the table for the sake of expediency. As we move forward, small businesses must be part of the team to set the standard in cyber space acquisition. I ask that each of you get on the small business team to create and expand a set of cyber capabilities that enhance our nation's sovereign options and ensure warfighters can continue to rely on cyberspace to command and control forces in the 21<sup>st</sup> century.

*W.T. Lord*

WILLIAM T. LORD, Maj Gen, USAF  
Commander

Attachment:  
Memo, 26 March 2008

cc: Honorable Michael Wynne, SAF/OS  
Dr. Lani Kass, AF/CC  
Honorable Sue Payton, SAF AQ  
Lt Gen Don Hoffman, SAF/AQ  
Mr. Ronald Poussard, SAF/SB  
Mr. Charlie Williams, SAF/AQC  
Col Carl Williamson, AFCA/CC