

# *Headquarters U.S. Air Force*

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*Integrity - Service - Excellence*

## **Air Force Procurement Opportunities**

*Where We Are, Where We Want To Go, How You Can Help Us Get There*



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**Director , Socio-Economic Programs**  
**SAF/SB**  
8 Mar 2012

**U.S. AIR FORCE**

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# AREAS COVERED

## OBJECTIVE

**Provide an overview of Air Force Procurement Opportunities, with a discussion of goals and basic business principles for success to winning Federal acquisition opportunities**

- SAF/SB
- Small Business Facts
- Where We Are - FY12 Goals/Challenges
- Where We Want To Go
- Hints/Good Business
- How You Can Help Us Get There
- AFSPC Capability Gaps
- AFMC Small Business Set-Asides
- Review & Questions



# SMALL BUSINESS (SB) FACTS

## *They...*



... Account for 99.7% of all U.S. employers.



... Employ 51% of the private workforce and 41% of high tech workers (scientists, engineers, and computer specialists)



... Create 2 (60-80%) out of every 3 net new jobs annually.



... Are responsible for 47% of all U.S. sales.

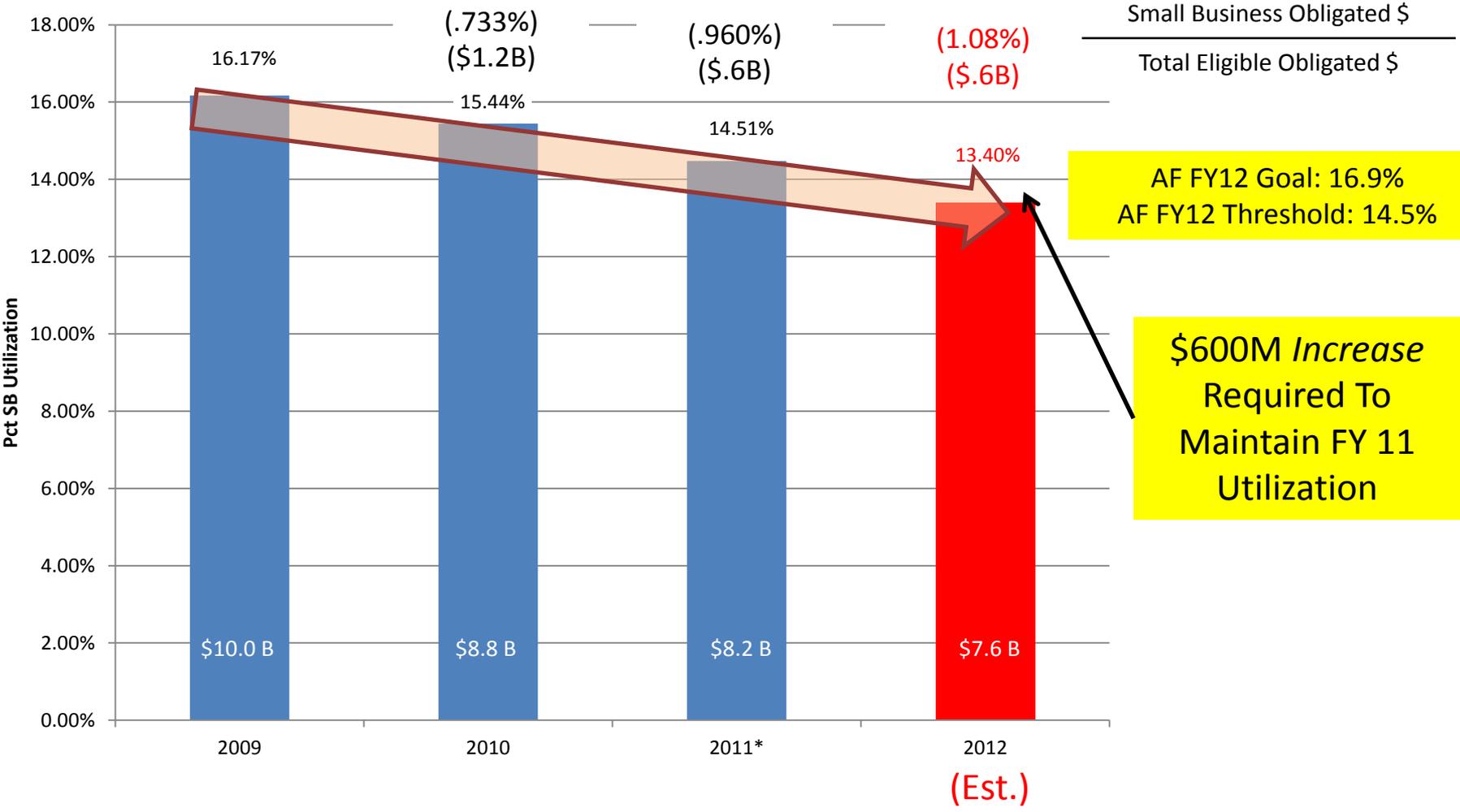


... Produce 2 ½ times as many innovations per employee as large firms

REF: SBA Office of Advocacy, Feb 09



# AIR FORCE SMALL BUSINESS PERFORMANCE

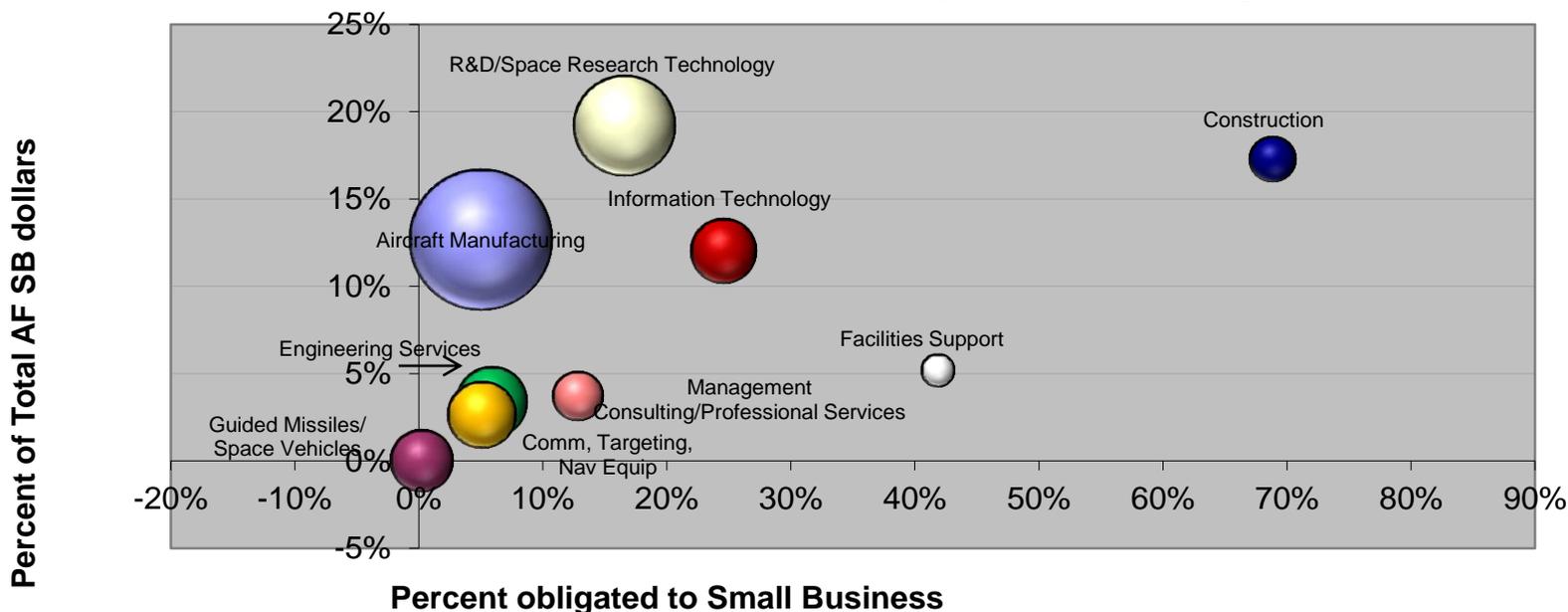


\* FY11 Data will not be finalized by SBA until Jun 2012 Source: FPDS-NG Small Business Achievement Report a/o 14 Jan 2012

# Analysis of primary AF Industries (by NAICS – FY11 Dollars Obligated)

## Analysis of AF Dollars Obligated

Size of symbol represents percent of total AF obligations



NAICS Code	NAICS Description	Total Dollars	SB Dollars
336411-3, 48819, 611512, 561990	Aircraft Mfg (inc. engines, parts), Air Trans Support, Flight Training	\$18,747,120,365	\$934,492,252
336414, 19	Guided Missile and Space Vehicle Manufacturing (inc. parts)	\$3,683,614,952	\$8,205,248
5417, 927110	R&D; Space Research and Technology	\$9,607,656,275	\$1,586,802,330
541330	Engineering Services	\$4,704,178,365	\$274,707,327
3342, 334419, 334511, 333314, 81121	Communications Equipment; Search, Detect, Nav Sys & Instruments	\$4,311,512,443	\$216,307,443
5416, 541990	Professional, Scientific, Tech Services/Management Consulting	\$2,359,036,293	\$301,225,998
5415, 517110, 5179, 33411, 44312, 5174, 511210	Information Technology	\$4,036,519,760	\$991,276,237
561210	Facilities Support	\$1,074,094,937	\$448,981,968
23, 5629, 54131	Construction, Civil Engineering	\$2,035,352,190	\$1,400,164,739

# SB Market Segment Comparison

## Using MAXPRAC Approach

Market Segment		Air Force		Army		Navy		DoD Average	
		FY11	FY08-11	FY11	FY08-11	FY11	FY08-11	FY11	FY08-11
Aircraft Manufacturing	SB %	4.92%	5.2%	6.49%	5.16%	2.08%	1.85%	5.29%	5.16%
	Total Obs (B)	\$20.964	\$83.053	\$9.720	\$38.075	\$16.627	\$72.652	\$51.508	\$208.294
Guided Missile	SB %	0.13%	0.24%	1.10%	0.49%	0.59%	0.51%	0.48%	0.04%
	Total Obs (B)	\$3.473	\$15.748	\$1.855	\$10.520	\$1.905	\$8.892	\$8.081	\$36.861
R&D	SB %	17.39%	20.24%	36.29%	31.34%	24.57%	23.66%	20.75%	21.10%
	Total Obs (B)	\$9.002	\$33.396	\$5.422	25.607	\$4.979	\$19.440	\$25.941	\$104.421
Engineering Services	SB %	6.06%	6.43%	9.54%	9.77%	18.44%	17.65%	13.38%	13.19%
	Total Obs (B)	\$4.578	\$18.978	\$11.003	\$48.489	\$14.116	\$57.277	\$31.051	\$129.958
Communications Equipment	SB %	5.06%	4.18%	12.60%	10.45%	13.02%	9.64%	11.94%	9.36%
	Total Obs (B)	\$4.269	\$18.659	\$6.255	\$32.120	\$5.931	\$23.932	\$17.381	\$78.084
Prof/Scientific Services	SB %	12.90%	13.28%	22.12%	22.55%	16.74%	20.87%	18.38%	19.55%
	Total Obs (B)	\$2.347	\$10.124	\$4.282	\$18.157	\$1.659	\$6.370	\$9.410	\$38.715
Info Technology	SB %	21.41%	26.47%	28.04%	32.65%	29.35%	25.64%	25.91%	29.59%
	Total Obs (B)	\$4.036	\$17.434	\$6.547	\$28.960	\$4.537	\$16.377	\$20.125	\$79.326
Facilities Support	SB %	40.46%	43.41%	41.35%	37.65%	58.50%	51.43%	45.58%	41.96%
	Total Obs (B)	\$1.050	\$4.435	\$2.312	\$10.528	\$0.989	\$3.489	\$4.400	\$18.634
Construction	SB %	59.91%	30.02%	52.24%	53.90%	42.90%	42.83%	50.39%	43.43%
	Total Obs (B)	\$2.033	\$10.611	\$16.368	\$85.204	\$6.597	\$28.263	\$25.181	\$125.379

AF Best Practice (≥5% over Avg)

AF 5-10% Below Leading Svc

Other Svc Best Practice

AF ≥10% OR More Below Leading Svc

Air Force Mentor Protégé Program Focus Areas

\* Based on FPDS-NG as of 6 Dec 2011

# HINTS/GOOD BUSINESS

- **DO YOUR HOMEWORK**
  - Research, Business Plan, Capabilities Brief
- **NETWORK**
  - HBCU/MSI, PTAC, SBA, SBS, Expo/Conferences, Professional
- **DEFINE YOUR PRODUCTS and/or SERVICES**
  - “Need or Niche”
- **ASSOCIATE**
  - Partnerships, Teaming Agreements, Joint Ventures
  - Mentor-Protégé (Air Force/SBA)
- **RESPOND TO “SS’s” & “RFI’s” – i.e. AFMC Opportunities**
  - **Serious concern – makes the difference between FOC & SB Set-Aside**
- **THERE ARE NO LIMITATIONS – THERE IS NO BOX**
- **PRIMARY GOAL TO SUCCESS IS GOOD BUSINESS**
  - Reputation, Word of Mouth, Money will follow

## FY13 (only) PB AF Top 10 Major Programs

1.	F-35 JSF (Lockheed-Martin)	\$ 5.0B	↓
2.	Classified + LRS (Various)	\$ 4.0B	↑
3.	S&T (Various)	\$ 2.2B	↓
4.	KC-46A Tanker (Boeing)	\$ 1.8B	↑
5.	EELV (Boeing/Lockheed-Martin)	\$ 1.7B	↔
6.	C-5 RERP (Lockheed-Martin)	\$ 1.2B	↑
7.	MQ-9 Reaper (General Atomics)	\$ 1.0B	↓
8.	SBIRS (Lockheed-Martin)	\$ .9B	↓
9.	F-22 (Lockheed-Martin)	\$ .8B	↓
10.	GPS 3 (Lockheed-Martin)	\$ .8B	↓

***54.2% of Total Spend***

***\$19.4B***

# Air Force Space Command – AFSPC Procurement Opportunities

For Additional information on AFSPC Procurement Opportunities visit FedBizOpps site (Link below) and review presentations attached to the announcement that provide more detail on the **capability gaps in "Space and Cyber Space Programs**

<https://www.fbo.gov/index?s=opportunity&mode=form&id=227470fb60f57ae7a3ae85cbf052a01e&tab=core&cvview=1>

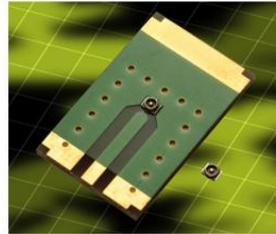
# New S&T Advances Will Create the Next Generation of USAF Capabilities?



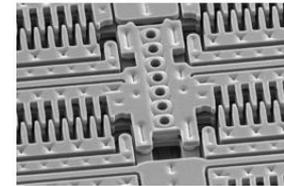
Advanced sensors



Quantum computing



Microwave generators



Micro-mechatronics



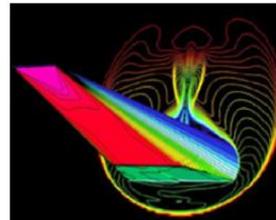
Whole-fusion knowledge



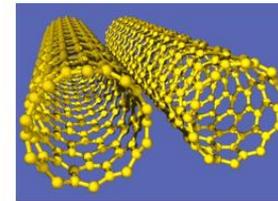
Blended wing-body



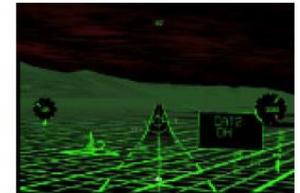
Autonomous refueling



Advanced hypersonics



Nanotailored materials



Automotonic systems



Hypersonic strike



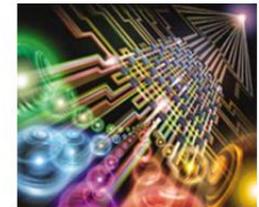
Cyber operations



Morphing wings



Surface adaptation



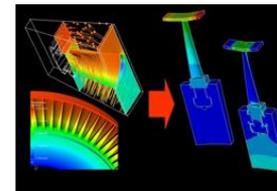
Convergent sensing



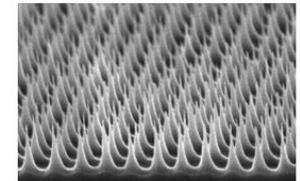
Advanced mobility



Man-as-machine systems



Perpetual simulation



Nanostructured surfaces

*Maintaining superior capabilities over its adversaries requires the Air Force to continually seek new science and technology advances and integrate these into fieldable systems*

# AFSPC Investment Programs – Broad Trends FY12

- FY12 Appropriation supportive of AF Space, but top line pressure will make FY12 a high water mark year
- Space programs generally transitioning to production; difficult environment for new starts
- NPOESS termination in FY12 Appropriation Act; follow on DWSS program deferred indefinitely
- EELV proceeding with 8 booster cores per year to stabilize production base; significant cost reduction efforts underway as part of EELV should cost review
- DSCOVR launch funding in FY12 will improve opportunity for new space entrants
- Continuing mandate for protected and wideband SATCOMs
- Missile warning/SBIRS mission nearing SBIRS full deployment
- GPS IIF program launched SV 1 and 2 in last 2 years; SV 3-12 production through FY13
- GPS III progressing well with first launch in May 2014
- SSA paced by SBSS, launched Sep 2010, and Space Fence, now in initial development

# AFSPC Funding Impacts

- President's direction to cut ~\$487B over 10 years will:
  - **Drive mission area reviews**
    - Weather Systems
    - Wideband Communications
    - Responsive Launch
    - Space Experimentation
    - IT and Application Efficiencies
  
  - **Look to preserve capabilities in:**
    - Protected Communications
    - Missile Warning/Missile Defense
    - Space and Cyberspace Situational Awareness
    - Intelligence, Surveillance, and Reconnaissance

## U.S. Air Force "Technology Horizons" –

## Where the Procurement Opportunities Are

### SecAF / CSAF Tasking Letter



THE SECRETARY OF THE AIR FORCE  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
WASHINGTON DC



JUN 18 2009

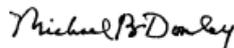
MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC  
DISTRIBUTION C

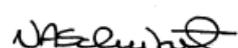
SUBJECT: Technology Horizons Study

Air Force warfighting capabilities have a proud heritage of being born from the very best science and technology our Nation can create; indeed, the very history of the United States Air Force is closely intertwined with the development of advances in science and technology. Yet today, "flattening" of the world is making it increasingly challenging for the U.S. to maintain technology superiority over potential adversaries. A growing number of nations will soon have the ability to transform science and technology advances into militarily significant capabilities. Over the next decades, we will increasingly face potential adversaries having peer or near-peer capabilities. To remain the world's most capable Air Force, we must correctly anticipate the emerging science and technology advances that have the greatest military potential.

The Air Force Chief Scientist will conduct a study across the air, space, and cyberspace domains to develop a forward-looking assessment on a 20-year horizon of potential offensive and defensive capabilities and counter-capabilities of the Air Force and its future adversaries. This study will bring together scientists, engineers and operators from inside and outside the Air Force to develop a 10-year technology forecast, followed by a further 10-year forecast of new militarily significant capabilities that can be derived from those technologies. Using this "10+10 technology-to-capability" forecasting process, the study will seek to identify potential "leapfrog" and "game-changing" capabilities that could substantially alter future warfighting environments and affect future U.S. Joint capability dominance.

We believe this study can provide important insights in this pivotal time and we encourage support of its objectives. We expect that Air Force leaders at all levels may find the results useful in today's decision making as we work to ensure that our Air Force remains the world's most capable in 2030 and beyond.

  
Michael B. Donley  
Secretary of the Air Force

  
Norton A. Schwartz  
General, USAF  
Chief of Staff

USAF Chief Scientist Office

### Technology Horizons and Capability Implications for the Air Force

*Terms of Reference*

#### Background

The rapid "flattening" of the world from a technology perspective is allowing science and technology advances made anywhere to be exploited globally for developing militarily significant new capabilities. Many countries already have, or soon will have, the ability to translate worldwide technology advances into new offensive and defensive capabilities in the air, space, and cyber domains, and across domain boundaries. International markets in military systems will diffuse these capabilities rapidly and broadly. As a result, over the next two decades the U.S. will face a growing number of nations having near-peer or peer capabilities, and may find it increasingly difficult to maintain the technology superiority over potential adversaries that it has had in the past. Correctly anticipating those science and technology advances that will have greatest potential military significance – and the capabilities and counter-capabilities that may be derived from them – can help avoid technology surprise and ensure U.S. capability dominance.

This study will seek to identify key advances in science and technology that are likely to occur over the next 10 years that could in the following 10 years be developed into significant military capabilities. The use of this "10+10 technology-to-capability" forecasting process distinguishes this study from others in the Air Force and elsewhere that aim to understand various aspects of the opportunities and threats that emerging technologies present. Using this process, the study will develop a forward-looking yet realistic assessment on a 20-year horizon of potential offensive and defensive capabilities and counter-capabilities of the Air Force and its possible future adversaries.

#### Study Products

Briefing to SAF/OS & AF/CC in December 2009. Publish report in February 2010.

#### Charter

The study will:

- Conduct a "next-decade" (2020) assessment of technology advances that will be key to future air, space, and cyber domain capabilities, and to potential cross-domain capabilities.
- Provide a "following-decade" (2030) assessment of U.S. and adversary capabilities that could be developed from these technology advances, focusing on potential "leapfrog" and "game-changing" capabilities that may substantially alter future warfighting environments.
- Determine counter-capabilities that the Air Force will need in 2030 to be effective against these potential new adversary capabilities.
- Identify the underlying technologies that the Air Force will need in 2020 in order to develop the counter-capabilities it needs in 2030.
- Identify the science and technology research efforts that the Air Force must start today to develop the technologies it needs in 2020 to obtain the counter-capabilities it needs in 2030.

# Overarching Themes for Vectoring Air Force Science & Technology During 2010-2030

<i>From decreased emphasis on this ...</i>	<i>To increased emphasis on this ...</i>
1. <i>From ... Platforms</i>	<i>To ... Capabilities</i>
2. <i>From ... Manned</i>	<i>To ... Remote-piloted</i>
3. <i>From ... Fixed</i>	<i>To ... Agile</i>
4. <i>From ... Control</i>	<i>To ... Autonomy</i>
5. <i>From ... Integrated</i>	<i>To ... Fractionated</i>
6. <i>From ... Preplanned</i>	<i>To ... Composable</i>
7. <i>From ... Single-domain</i>	<i>To ... Cross-domain</i>
8. <i>From ... Permissive</i>	<i>To ... Contested</i>
9. <i>From ... Sensor</i>	<i>To ... Information</i>
10. <i>From ... Strike</i>	<i>To ... Dissuasion</i>
11. <i>From ... Cyber defense</i>	<i>To ... Cyber resilience</i>
12. <i>From ... Long system life</i>	<i>To ... Faster refresh</i>

# “Technology Horizons” Major Findings

## Key capability areas

Highly-adaptive autonomous systems

Human performance augmentation

Increased cyber resilience

PNT in GPS-denied environments

Electromagnetic spectrum warfare

Processing-enabled intelligent sensors

Directed energy for tactical strike/defense

Next-generation high-efficiency gas turbine engines

Persistent space situational awareness

Rapidly composable small satellites

**“Technology Horizons” report lists technology areas associated with each capability area – where future AF Procurement Opportunities Are**

# Grand Challenges for Air Force S&T

## **#1: Inherently Intrusion-Resilient Cyber Networks**

Autonomous scalable technologies enabling large, nonsecure networks to be inherently resilient to attacks entering through network or application layers, and to attacks that pass through these layers

## **#2: Trusted Highly-Autonomous Decision-Making Systems**

Broad principles, theoretical constructs, and algorithmic embodiments for autonomous decision-making in applications where inherent decision time scales far exceed human capacity

## **#3: Fractionated, Composable, Survivable, Autonomous Systems**

Survivable system architecture based on fractionation with redundancy using collaborative control and adaptive autonomous mission planning

## **#4: Hyper-Precision Aerial Delivery in Difficult Environments**

Low-cost, air-dropped, autonomously guided, precise delivery under GPS-denial for altitudes and winds representative of steep mountainous terrain

# Air Force Space Command Capability Needs

AFSPC Vision: Global Access, Persistence and Awareness for the 21<sup>st</sup> Century

AFSPC Mission: Provide Resilient and Cost-Effective Space and Cyberspace Capabilities for the Joint Force and Nation

## Space

- Nuclear, Survivable Comm
- Launch Detection/Missile Tracking
- PNT
- SSA and BA
- Defensive Space Control
- Assured Space Access/Spacelift
- Space C2
- Satellite Ops
- Protected, Tactical Comm
- Offensive Space Control
- Unprotected Comm
- Space to Surface ISR
- Terrestrial Environmental Monitoring
- Nuclear Detonation Detection
- Responsive Spacelift

## Cyber

- Passive Defense
- Defensive Counter Cyberspace
- Cyberspace ISR & Situational Awareness
- Persistent Network Operations
- Data Confidentiality & Integrity Systems
- Cyberspace OC
- Offensive Counter Cyberspace for Global Reach & Access
- Contingency Extension
- Influence Operations

# AFSPC Long-Term S&T Challenges

- **Eliminate Cyber restrictions as a limitation in SA, C4, PNT and CyberOps**
- **Provide Full-Spectrum Launch capability at a dramatically lower cost**
- **Provide Real-time, Predictive, Cross-Domain, Assured Situational Awareness**
- **Establish Resilient Space and Cyber Systems**

# AFSPC Capability Needs Summary

- Future space and cyberspace capabilities will become even more vital to national security and Joint operations
- Innovation is crucial for accomplishing our mission
- USAF Technology Horizons is the roadmap
  - Science and Technology Opportunities will allow Full-Spectrum Solutions
- High-Level, Long-Term S&T Grand Challenges provide a focus for R&D
  - Not being prescriptive allows for innovative solutions
- See below site for more detailed presentations on AFSPC procurement opportunities:
  - [https://www.fbo.gov/index?s=opportunity&mode=form&id=227470fb60f57ae7a3ae85cbf052a01e&tab=core&\\_cvview=1](https://www.fbo.gov/index?s=opportunity&mode=form&id=227470fb60f57ae7a3ae85cbf052a01e&tab=core&_cvview=1)
- AFSPC will continue to support the Core Function Master Plan strategy thus Procurement Opportunities will align by:
  - Ensuring continuity of critical capabilities in support of national and joint requirements
  - Modernizing or improving cyberspace and space capabilities using technically feasible and fiscally sound strategies
  - Leveraging partnerships or rely on commercial capabilities when beneficial to DoD

# Air Force Materiel Command – AFMC Procurement Opportunities

AFMC Opportunities are found on the following links:

[www.fbo.gov](http://www.fbo.gov)

<http://www.herbb.hanscom.af.mil>

## **Wright Patterson AFB Fact Sheet**

[http://www.wpafb.af.mil/library/factsheets/factsheet\\_print.asp?fsID=9218&page=1](http://www.wpafb.af.mil/library/factsheets/factsheet_print.asp?fsID=9218&page=1)

# Air Force Materiel Command – AFMC Procurement Opportunities

**Many of these are 'first time' opportunities for SB primes**

- **Eglin AFB** (Florida) effort coming out with FBO notice/change-- **\$12M—NAICS 541712 (500 size)**—
  - If SBs show serious interest/respond to FBO notice, could be SB Set-Aside.
  - If not, will likely be full & open
- **AFMC** (Wright Pat AFB, Ohio) has a Training Systems Acquisition effort with anticipated F&O and SB Reservations (MAC IDIQ), est. ceiling **\$20B**
  - SB's need to engage early during acquisition planning which is on-going
  - POC: Sue Tormey, ASC/SB – see AF website for contact information / Mr R. Fennel is the program manager
- Many **IT efforts with NETCENTS II** acquisitions
  - POC: Denise Baylor is the AFPEO/EIS -- AF website for contact information
- **AFMC/ESG** (Wright Pat AFB, Ohio) has MANY SB Set-Aside opportunities
  - **Medical Support / Staffing**
    - Many are full set-asides, other are combination of F&O and SB Reservations
  - **AF Civil Engineering/Environmental**
    - 100% Set-Asides coming up this year
  - Altogether these anticipated FY12 / 13 awards total around **\$2B**
  - POC: Barb Liptak and Mary Urey - contact info on the AF SB Website
- **AFMC/ESC** (Hanscom AFB, Massachusetts)
  - Many SB Set-Asides (large ones) on-going at ESC—not sure of the status - ETASS II, PASS II
  - If already in source selection (post RFP issuance), there will still be **many SB Subcontracting opportunities**
  - Recommend Industry check out HERBB to see what's ongoing at ESC Hanscom AFB
  - POC: Bill Donaldson and/or Ellen McDonnell —see AF SB Website for contact info.

# AFMC – DTIC Homeland Defense & Security Technical Area Tasks

**SB Reservation Strategy on the HD TAT allows for both LB and SB prime opportunities**

**Special Notice/CHANGE— Solicitation: FA8075-12-R-0002—  
Multiple Award IDIQ Contracts – Full & Open with Small Business Reservations**

**Program:** Defense Technical Information Center (DTIC) Homeland Defense (HD) and Security Technical Area Tasks (TATs)

**NAICS/Size:** The NAICS code for this \$900M acquisition is 541712 – Professional, Scientific and Technical Services – Research and Development in the Physical, Engineering and Life Sciences (except biotechnology). The Small Business size standard is 500 employees.

**Industry Day Open Market Event:** Date: 7 March 2012, from 8:00 AM to 12:00 PM EST;

**Location:** Defense Logistics Agency Headquarters Auditorium (Andrew T. McNamara Complex)

# AFMC – DTIC Homeland Defense & Security Technical Area Tasks

- **The HD TAT IDIQ contracts will include requirements spanning the focus areas of**
  - Chemical
  - Biological
  - Radiological and Nuclear Defense
  - Weapons of Mass Destruction
  - Critical Infrastructure Protection
  - Homeland Defense and Security
  - Biometrics
  - Medical
  - Cultural Studies
  - Alternative Energy
- Specific HD TAT projects will be acquired under separately funded task orders
- HD TAT task orders may include Research & Development (R&D) and/or incidental Advisory & Assistance Services related to R&D efforts for complex, scientific and technical requirements
- TAT projects will originate from evolving/emerging Government requirements, will usually necessitate a rapid response, and will often integrate the expertise of a diverse cadre of professionals from across various disciplines

# AFMC – DTIC Homeland Defense & Security Technical Area Tasks

- The Government will seek to award approximately 10 multiple award IDIQ contracts for the Defense Technical Information Center's (DTIC) Homeland Defense and Security Technical Area Tasks (TATs)
- Approximately 4 of these IDIQ contract awards are reserved for small businesses (SBs)
- The Government reserves the right to award more or fewer contracts in total or a different mix of SBs and full and open awards if the Source Selection Authority (SSA) determines it is in the Government's best interest
- The SSA will consider the Government's expected volume of work, available funding, adequate competition, and the availability of best-value proposals
- Each contract will have a 5 year ordering period
- The HD TATs acquisition (IDIQ contract(s)) will be conducted using a performance price trade-off source selection approach. Technical, price, and past performance criteria will be identical for all business types (large and small)

# AFMC – DTIC Homeland Defense & Security Technical Area Tasks

- For the approximate 10 IDIQ contract awards, approximately six (6) will be in the Full & Open (F&O) Competition pool
- This F&O Competition Pool is unrestricted and open to both large and small businesses
- For the SB Reservations, (approximately 4 IDIQ contract awards), the Government will establish a SB competition pool wherein competition is limited to SBs only; FAR 52.219-14, Limitations of Subcontracting applies
- For SBs competing in the F&O Competition Pool, 52.219-14 will not apply. Individual task orders will be competed using Fair opportunity rules cited in FAR 16, unless there are two or more SBs that can perform the tasks at fair market prices (FAR 19.5)
- In this event, task order level set-asides would apply first

# Air Force Materiel Command – AFMC Bottomline

## AFMC has:

- MANY sources sought announcements that could go SB Set-Aside—but only if SB Industry responds to FBO notices/call for capabilities statements
- If the Air Force does not receive responses from Small Business—default position is to go full & open competition
- SERIOUS Issue
- Capable Small Businesses Industry Need to Respond

# REVIEW

## What Really Works:

- Market Research, Business & Financial Plan
- Network, Communication, & Relationships
- Past Performance & Continuous Marketing
- Being Prepared, Patient, & Persistent

## Small Businesses:

- Create Jobs
- Are Leaders of Innovations & Technology
- Increase Competition – Decrease Costs

## Large Businesses:

- Important Partners of the Equation

Remember: *It's In The National Interest!*



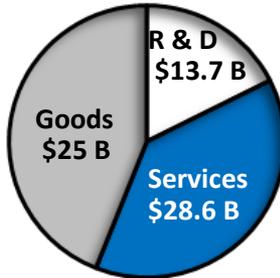


**THANK YOU for YOUR ATTENTION.**

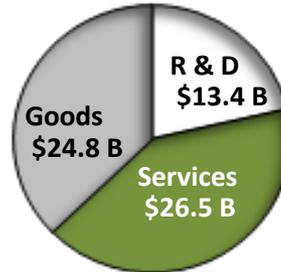
**QUESTIONS?**

# AF Services Spend by Portfolio Group (FPDS-NG FY09, FY10 & FY11)

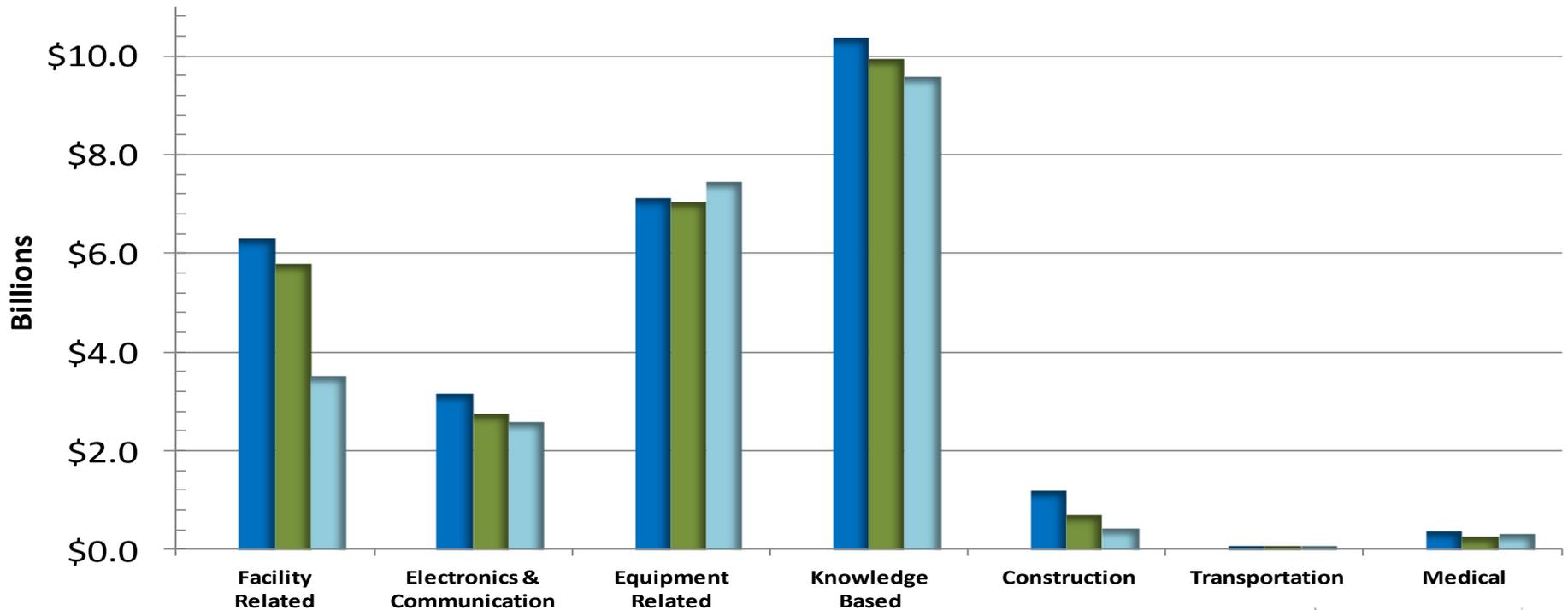
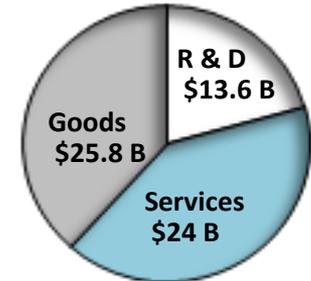
**FY09**  
**\$67.3 Billion**  
*Official -AF Spend*



**FY10**  
**\$64.9 Billion**  
*Official -AF Spend*



**FY11**  
**\$63.5 Billion**  
*FPDS-NG as of 12 Jan 2012*



FY11 - FPDS-NG 12 Jan 2012

# PEO Structure

