



Individual Small Business Subcontracting Plan

F-15 C/E Mission Training Center (MTC) Simulator Service

Follow-On Contract – Revision A

Contract # FA8621-21-C-0001

Solicitation # MTC RFP Letter dated 04 June 2020

24 May 2021

Submitted to:

Department of the Air Force
Wright Patterson AF Base, OH

Contracting Officer
Mark West

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INDIVIDUAL SUBCONTRACTING PLAN (ISP) Transmittal and Approval

Document Number FA8621-21-C-0001	Document Title F-15 C/E MTC Simulator Service (Follow-on) Contract
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Prepared By

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Approvals / Concurrences

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**F-15 C/E MISSION TRAINING CENTER (MTC) SIMULATOR SERVICE
INDIVIDUAL SMALL BUSINESS SUBCONTRACTING PLAN**

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REVISION HISTORY

Revision	Description	Submittal Date
Initial	Initial Release of the Small Business Subcontracting Plan	01/11/2021
A	Negotiated PBOM and Contract Values have been modified – Negotiated TCV is \$139,537,925	05/24/2021

1.0 INTRODUCTION

This Individual Small Business Subcontracting Plan (ISP) has been prepared for the United States Air Force Request for Proposal (RFP) under MFC RFP Letter dated 04 June 2020. In submitting this Small Business Subcontracting Plan, The Boeing Company strives to meet or exceed the Small Business (SB), Small Disadvantaged Business (SDB) including Alaskan Native Corporations (ANC) and Tribes, Women Owned Small Business (WOSB), Historically Underutilized Business Zone (HUBZone), Veteran Owned Small Business (VOSB) and Service Disabled Veteran Small Business (SDVOSB) goals. In this plan the term "Small Business" refers to all of the aforementioned categories, unless otherwise stated. The proposed period of performance is 01 January 2021 – 31 December 2027.

Authority for such plans is contained in 52.219-8, Utilization of Small Business Concerns; FAR 52.219-9, Small Business Subcontracting Plan (Alternate II); Defense Federal Acquisition Regulation Supplement (DFARS) 252.219-7003, Small Business Subcontracting Plan (DoD Contracts); FAR 19.7 and DFARS 219.7, The Small Business Subcontracting Program and describes the Small Business goals, which are measured against the estimated subcontract value and reported on the Individual Subcontracting Report (ISR).

The Boeing Company has aligned the F-15 C/E MTC Simulator Service ISP with the Department of Defense's (DOD) requirements to use best practices to identify, develop, and promote Small and Diverse business subcontractors to meet small business goals. This ISP describes strategic methods used to establish small business goals to satisfy RFP requirements, which are measured against the value of the program scope of work subcontracted to its suppliers across the programs.

2.0 ESTABLISHMENT OF SUBCONTRACTING GOALS - FAR 52.219-9 (D) (1)(2)

Under this ISP, goals have been established pursuant to the Request for Proposal (RFP) statement of work objectives and FAR 52.219-9 and DFARS 252.219-7003 subcontracting requirements, which describe Small Business (SB) goals, measured against the value of Boeing's scope, subcontracted to its suppliers. Boeing will maximize the opportunities for small businesses by leveraging existing relationships, innovation, and technology, while managing risk and cost savings. Boeing fully recognizes the value small businesses bring to the Boeing team for the successful execution of this contract.

It is Boeing's policy to maximize utilization of Small and Diverse businesses in support of all feasible procurement opportunities. As a result, Boeing will use its best efforts to award \$1.7M or 19.16% of the subcontract dollars to SBs which qualify under the Small Business Administration (SBA) company size criteria. The SB, SDB, WOSB, HUBZone, VOSB and SDVOSB goals, while stated separately as a percentage of subcontract value, are included in the subcontracting goals and constitute a subset thereof (see Table 1). In accordance with Section 8(d) of the Small Business Act (as amended, and implemented by the FAR Subpart 19.7), we commit to the utilization of small and diverse businesses for the subcontracting requirements as identified in Table 1.

Boeing will utilize foreign suppliers for roughly \$14K or 0.16% of the anticipated total subcontracting dollars (foreign + domestic). Per FAR 52.219-9(d)(10)(iii), 52.219-9(l) and eSRS guidelines, only domestic subcontracting content is reported in the Individual Subcontracting Report and Summary Subcontracting Report; therefore, Tables 1 excludes all foreign subcontracting planned for this effort.

Boeing adheres to FAR 19.705-4(d), to ensure that we provide maximum practicable opportunities for small and socio-economic business concerns to participate in federal contracting opportunities to the fullest extent possible. In accordance with 15 U.S.C. 637(d)(4)(F)(iii), Boeing ensures that the goals offered are attainable in relation to-

- (i) The subcontracting opportunities available to the contractor, commensurate with the efficient and economical performance of the contract;
 - Boeing will be utilizing several suppliers for the updated MTC follow-on contract. Several suppliers will receive service contract renewals. All other procurement activity is related to the maintenance of the support services, accordingly.
- (ii) The pool of eligible subcontractors available to fulfill the subcontracting opportunities; and
 - For the intent of the subcontracting goals listed in Table 1, Boeing utilized cost estimates based on approved historical pricing rates, engineering estimates, and quotes to provide a notional baseline to determine proposed parts and services, as needed in order to fulfill the statement of work for the anticipated effort. Upon effort award, Boeing engages in the procurement source selection process.
 - Best value competition is the preferred method for acquisition of goods and services at Boeing. All

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suppliers who are solicited to bid will be evaluated on factors including but not limited to: price, schedule, financial risk, past performance, and etc. The supply base will be developed to ensure that cost and schedule risk will be mitigated to ensure mission success of the program.

Table 1. Total Subcontract Value - FAR Method (% of subcontracted value)

FAR Method (Subcontract Value)	Dollars	Percent
Small Business	\$1,784,321	19.16%
Large Business	\$7,528,079	80.84%
Total Subcontract Value	\$9,312,400	100.00%
SDB (includes ANC & tribes)	\$22,704	2.39%
Women Owned Small Business	\$54,196	0.58%
HUBZone	\$0	0.00%
Veteran Owned Small Business	\$71,848	0.77%
Service Disabled Veteran Owned Small Business	\$71,258	0.77%

Table 1A. Subcontracting Goals (% total contract value)

	Dollars	Percent
Total Contract Value	\$139,537,925	
Small Business	\$1,784,321	1.28%
SDB (includes ANC & tribes)	\$22,704	0.19%
Women Owned Small Business	\$54,196	0.04%
HUBZone	\$0	0.00%
Veteran Owned Small Business	\$71,848	0.05%
Service Disabled Veteran Owned Small Business	\$71,258	0.05%

The ISP goals include potential small business suppliers that are being considered in the development of bid or proposal information. Unless otherwise stated, any use of potential small business suppliers referenced in this Plan is subject to receipt and evaluation of supplier proposals and final selection in accordance with Boeing's Source Selection procedures. Additionally, the goals listed in Tables 1 and 1A are based on proposed values. As the contract is negotiated, it may be subject to modified values. If values change upon negotiation, the ISP will be revised accordingly to reflect final values.

Boeing will continue to evaluate the "buy" content and identify opportunities to include diverse suppliers in competitive procurements where possible. Pursuant to the statutory subcontracting goals* and subcontracting goals which the Department of Defense has negotiated with the U.S. SBA, the goals in Table 1 have been set at a level that Boeing reasonably expects can result from expending good faith efforts to utilize SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns on Boeing subcontracts to the maximum practicable extent, based on the SOW, and procurement requirements for this effort, commensurate the performance of the contract. Flow down of specific subcontracting goals within the RFP has also been taken into consideration in the establishment of goals within Table 1. *https://www.sba.gov/sites/default/files/2018-06/FY18_Small_Business_Goaling_Guidelines.pdf

The F-15 Support team will apply proven strategies and best practice initiatives to identify, qualify, and utilize small business suppliers to support the contract. Boeing fully recognizes the value small businesses bring to the Boeing Team for the successful execution of this effort. As shown in Figure 1 below, the program will vigorously apply these strategies in order to meet the small business allocations shown in Table 1.

Figure 1. F-15 C/E MTC Small Business Strategy

Small Business Strategy		
Strategy	Approach	Benefits
Small and Diverse Business Outreach	<ul style="list-style-type: none"> Under the F-15 C/E MTC follow on contract, Boeing will leverage SB outreach events and conference to meet specific small business 	Increased participation

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Small Business Strategy		
Strategy	Approach	Benefits
	goals and requirements, while ensuring a viable SB supply base is maintained and utilized.	and awards to SB
Enterprise-wide Veterans Initiative	<ul style="list-style-type: none"> Boeing's veteran and service-disabled veteran initiative encourages programs to maximize the percentage of dollars subcontracted to eligible VOSB and SDVOSB. Boeing will leverage a published listing of all current VOSB and SDVOSB suppliers that have been identified for competitive subcontracting opportunities for janitorial services and electrical component manufacturing support. 	Maximize the percentage of dollars subcontracted to eligible VOSB and SDVOSB

3.0 INDIVIDUAL SMALL BUSINESS PLAN SUBCONTRACT REQUIREMENTS

3.1 DESCRIPTION OF THE PRINCIPAL TYPES OF SUPPLIERS AND SERVICES TO BE SUBCONTRACTED, AND AN IDENTIFICATION OF THE TYPES PLANNED FOR SUBCONTRACTING - FAR 52.219-9(d)(3)

Table 2 provides a general description of the principal types of products and services to be subcontracted under F-15 C/E MTC Follow-on contract.

Table 2. Types of products and services

Business Size	NAICS	DESCRIPTION
SB	334111 221122	Electronic Computer Manufacturing Electric Power Distribution
SDB, WOSB	334419	Other Electronic Component Manufacturing
LB	423610	Electrical Apparatus and Equipment
SB, SDB, VOSB, SDVOSB	561720	Janitorial Services

3.2 METHOD USED TO DEVELOP THE SUBCONTRACTING GOALS - FAR 52.219-9(d)(4)

Boeing recognizes that diversity, engagement, and commitment to small businesses is a major element in our program execution. Small businesses increase flexibility in meeting program goals and cost efficiency, and they create value that supports small business provisions.

The planning process for setting SB goals focuses attention on the front end of the business when critical decisions are made regarding acquisition strategy, design, and development. A key element to this process is consistent oversight by Program Management (PM), Supply Chain (SC), and Supply Chain Diversity (SCD), who together will ensure that the steps outlined in the ISP are aggressively executed for the purpose of subcontracting to capable Small and Diverse businesses in support of the work scope identified in this proposal. Performance to this plan is monitored by leadership within the SC and SCD organizations. The two organizations will bring Boeing resources to help the program achieve or exceed small business goals by assessing program requirements and identifying work to compete among Small and Diverse businesses, to ensure the availability of viable small businesses to meet procurement needs. Pursuant to business goals established under the effort, the SC and PM organizations were tasked to be as specific as possible in defining all significant subcontracting requirements during the program phase. This ensures the goals are realistic in terms of requirements and they are clearly understood by various levels of management. In addition, the people responsible for the acquisition decision are responsible for the SB utilization process. Restricted competition will be utilized, where possible, to achieve the established goals. The estimated values for all known and anticipated requirements were tabulated and percentages derived as noted in Table 1.

3.3 METHOD USED TO IDENTIFY POTENTIAL SOURCES FOR SOLICITATION - FAR 52.219-9(d)(5)

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Supply Chain Diversity Professionals and Procurement Agents will identify qualified and qualifiable high performing businesses to support individual contract requirements. To refine our supplier base, Boeing continues to:

- Screen existing and prospective candidates through a prequalification process, involving SC, SCD, and Engineering Integrated Product Teams (IPT) which includes technical and quality competency, along with financial information requirements.
- Ensure Requests for Proposals/Quotations and Information (RFP/RFQ/RFI) are issued to qualified subcontractors; and
- Provide detailed explanations and positive suggestions to bidders not selected through the RFP/RFQ/RFI process.

Supply Chain Diversity Professionals and Procurement Agents have the following sources from which to identify potential suppliers:

- A web-based supplier introduction system that facilitates the introduction of new suppliers for inclusion in the company supply base
- An Enterprise Database that contains the Boeing supply base
- Federal Government's System for Awards Management (SAM)
- Mentor Protégé Program (MPP) suppliers
- National Center for American Indian Enterprise Development (NCAIED)
- High tech Small Business Innovation Research (SBIR) conferences
- National/Regional Minority Supplier Development Councils (NMSDC)
- National/Regional Women's Business Enterprise National Council (WBENC)
- Procurement Technical Assistance Centers (PTAC) nationwide
- Agency Industry Days
- Small Business Development Centers (SBDC)
- Local, regional and national community Supplier Diversity procurement events
- Congressional procurement opportunities and conferences
- Small Business Administration Regional/District offices
- National & Regional Veteran Conferences
- VETBiz Registry

3.4 DESCRIPTION OF INDIRECT COST ALLOCATION METHODOLOGY - FAR 52.219-9(d)(6)

Indirect costs are included in the proposed subcontracting goals within this plan.

The method the Contractor uses to determine the proportionate share of indirect costs allocated to a given contract – including this Contract – to be incurred by the categories of businesses listed in FAR 52.219-9(d)(6)(i) – (vi) is as follows:

- In developing our plan, The Boeing Company applies an indirect allocation factor based on a regression trend analysis tool utilizing historical subcontracting data from the last five Government Fiscal Years. The tool calculates the projected indirect expenditures and percentages of subcontracting commitments for all socioeconomic categories of business listed in FAR 52.219-9(d)(6)(i)-(vi). All historical data will be maintained and updated on an annual basis.
- The share of total subcontracting dollars for indirect allocation application is the ratio of subcontracting (by business category) to be completed on the contract for the specified period of performance and the total expected subcontracting (in the same business category) to be completed during the same time period for all socioeconomic categories of business listed in FAR 52.219-9(d)(6)(i)-(vi).
- During execution, The Boeing Company tracks indirect dollars each month during a Government Fiscal Year (GFY). Commitment dollars are accrued for direct and indirect procurements at any given site. Direct dollars are totaled and each Program/Contract is issued a proportionate percentage of indirect costs based on the total Program/Contract commitments at the end of each month. Indirect dollars (including indirect dollars for janitorial service, landscaping, etc.) are summed during the same timeframe and allocated using this proportionate percentage, by business size / socioeconomic category (see 52.219-9(d)(6)(i) – (vi), to each Program/Contract based on the total contract value of direct commitment dollars.

3.5 ADMINISTRATION OF THE SMALL BUSINESS SUBCONTRACTING PROGRAM - FAR 52.219-9(d)(7)

The employees responsible for oversight of the contract will be Program Management, Albert Ludwig; Supply

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Chain (SC) Manager, Benjamin Grodeon; and Melissa Audain as the SBLO. The Program Manager is responsible for the overall execution of the Small Business Subcontracting Plan. In those duties, the Program Manager will ensure the vision and initiatives are provided adequate resources for successful program execution. The SC manager will work in coordination with the Boeing SBLO to ensure diverse suppliers are considered when negotiating competitive opportunities to support program requirements. The Boeing SBLO will be responsible, in part, for the administration of the subcontracting plan. Those duties are to coordinate and expand the utilization of small businesses through various outreach efforts; to prepare and submit periodic reports and assist buyers, engineers, and requirements personnel in locating small business partners; and to monitor the overall performance of the program.

FAR 52.219-9(e)

The designated individual responsible for administering the Individual Subcontracting Plan will:

- a) Ensure that "make or buy" decisions include adequate and timely consideration of the potential capabilities of small businesses and diverse suppliers;
- b) Ensure that bidders' lists for competitively bid items include diverse suppliers to the maximum extent practicable when such capability or requirement exists;
- c) Ensure that requests for quotation are prepared in a manner that facilitates opportunities for small businesses (e.g., establish submittal deadlines that allow adequate time for bid preparation; structure solicitations in a clear, straight-forward format; and ensure that delivery schedule lead times and quantities are within the capabilities of the small businesses included on the bid list);
- d) Ensure that technical assistance is provided to diverse suppliers, as appropriate, to facilitate their performance on existing subcontracts or to help high potential small disadvantaged businesses become qualified for future subcontract opportunities;
- e) Monitor and motivate responsible personnel to support Supply Chain Diversity, track subcontracting performance against annual percentage goals, address all significant deviations, and implement any adjustments necessary, and performance assessments will be conducted on a regular basis; and
- f) Target efforts to restrict competition solely to qualified small business concerns as needed and appropriate to maximize opportunities toward the achievement of goals. Restricted competition may be utilized when awards can be made at reasonable prices and when products or services can be obtained from a restricted market without adding unreasonable technical, quality or schedule risks.

In addition to the above responsibilities, Boeing will:

- a) Confirm that a subcontractor representing itself as a HUBZone small business concern is identified as a certified HUBZone small business concern by accessing the SAM database or by contacting SBA;
- b) Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status as small, VOSB, HUBZone SB, SDB or WOSB for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in Boeing's subcontracting plan;
- c) For all competitive subcontracts over the simplified acquisition threshold in which a small business concern received a small business preference, upon determination of the successful subcontract offeror, inform each unsuccessful small business subcontract offeror in writing of the name and location of the apparent successful offeror prior to award of the contract.
- d) Assign each subcontract the NAICS code and corresponding size standard that best describes the principal purpose of the subcontract.

Performance to this plan is monitored by SC and SCD organizations to enable achievement of successful utilization and growth of SB procurements on the contract.

3.6 DESCRIPTION OF EFFORTS TO ENSURE EQUITABLE OPPORTUNITIES TO COMPETE FOR SUBCONTRACTS - FAR 52.219-9(d)(8)

The Boeing Company has an established Supply Chain Diversity program to maximize subcontracting opportunities for small business suppliers. Supply Chain Diversity is fully integrated into Boeing's overarching process to identify small and diverse businesses for best value competitive subcontracting. Elements of this strategy for the F-15 C/E MTC Follow on contract include the following:

- a) A companywide policy that includes a strong commitment to provide small businesses and diverse suppliers the opportunity to compete for Boeing procurement of goods and services.
- b) A companywide procedure on Supply Chain Diversity that establishes the requirements and responsibilities

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- to maximize the use of diverse suppliers in support of Boeing's programs.
- c) Group, business unit, and subsidiary-level operating procedures.
 - d) Exploration of the use of existing high performing small business supply base currently identified on established Programs enabling Boeing to begin the program with an established Small and Diverse business base from which to expand.
 - e) Dedicated SBLO and Supply Chain Diversity program specialists at the corporate, group, business unit, and subsidiary levels located at key procurement locations.
 - f) Internal Supply Chain Diversity targets that are monitored throughout the corporation.
 - g) An internal Supply Chain Diversity website with extensive information regarding performance goals, contacts, definitions, sources, presentations, initiatives, and outreach.
 - h) An introductory system to assist small business suppliers with introduction into the Boeing procurement process. Suppliers are encouraged to register with the Federal Government's SAM. This increases the supplier's visibility to federal agencies and other prime contractors.

3.7 FLOW DOWN TO SUBCONTRACTORS - FAR 52.219-9(d)(9)

Boeing will include the clause of this contract entitled "Utilization of Small Business Concerns" in all subcontracts that offer further subcontracting opportunities.

For subcontracts that offer further subcontracting opportunities expected to exceed the dollar thresholds specified in FAR clause 52.219-9(d)(9), currently \$750,000, (\$1,500,000 for construction), and are required to include FAR 52.219-8, Utilization of Small Business Concerns. Boeing will require all subcontractors (except small business concerns) to adopt a plan that complies with the requirements of FAR 52.219-9, or provide documentation that the subcontractor has a current and approved plan pursuant to the DoD Test Program for Negotiation of Comprehensive Small Business Subcontracting Plans (per DFARS 219.7 and DFARS 252.219-7004), as applicable. For Solicitations that require a subcontracting plan, Boeing will:

- a) Ensure that our subcontractors with subcontracting plans, agrees to submit an ISR (formerly SF294) and SSR (formerly SF295) via the U.S. Government Electronic Subcontracting Reporting System (eSRS) in accordance with FAR 52.219-9, DFARS 252.219-7003, and DFARS 252.219-7004, as applicable. Reports for subcontracts awarded in support of issuances / orders under a Basic Ordering Agreement or Basic Purchasing Agreement will be submitted in accordance with Class Deviation 2018-O0007; and
- b) Require all subcontractors (with the exception of small business concerns) with a subcontracting plan to provide its subcontractors that also have subcontracting plans with the prime contract number, the unique entity identifier of the large subcontractor, and the e-mail address of the large subcontractor official responsible for acknowledging or rejecting the reports.

3.8 STUDIES, SURVEYS, AND REPORTING - FAR 52.219-9(d)(10)

The Boeing Company will:

- a) Cooperate in studies and surveys as may be required;
- b) Submit periodic reports so that the Government can determine the extent of compliance by Boeing, operating under an Individual Small Business Subcontract Plan;
- c) Include subcontracting data for each order when reporting subcontracting achievements in eSRS for indefinite-delivery, indefinite-quantity (ID/IQ) contracts intended for use by multiple agencies;
- d) Submit the "Individual Subcontracting Report" (ISR) and "Summary Subcontract Report" (SSR) in the Electronic Subcontracting Reporting System (eSRS) in accordance with paragraph (I) of FAR clause 52.219-9, Small Business Subcontracting Plan and Class Deviation 2018-O0007; (ISRs submitted semi-annually and SSR submitted annually to Dept. 9700). Note: in accordance with paragraph (I) of FAR clause 52.219-9, subcontract award data reported by Boeing shall be limited to awards made to the immediate next tier subcontractors.
- e) Provide its prime contract number, its unique entity identifier, and the e-mail address of the contractor official responsible for acknowledging or rejecting the reports, to all first-tier subcontractors with subcontracting plans

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so they can enter this information into the eSRS when submitting their reports.

- f) Acknowledge subcontractors' ISRs in eSRS;
- g) Require each subcontractor with a subcontracting plan to provide its subcontractors that also have subcontracting plans with the prime contract number, the unique entity identifier of the subcontractor, and the e-mail address of the subcontractor official responsible for acknowledging or rejecting the reports.
- h) Submit ISRs semi-annually (Apr/Oct), and submit SSR annually (Oct) to Dept. 9700. Boeing will submit SF294 reports semi-annually in lieu of ISRs for orders against Basic Ordering Agreements (BOAs) or Blanket Purchase Agreements (BPAs) that contain Alternate III of the clause at FAR 52.219-9, in accordance with Class Deviation 2018-O0007 (Dec 2017).

Additional customer requests for data and reviews deviating from this plan shall be submitted in writing to Boeing by the cognizant Administrative Contracting Officer for coordination.

3.9 TYPES OF RECORDS THAT WILL BE MAINTAINED - FAR 52.219-9(d)(11)

In addition to the ISRs / SSRs, Boeing will maintain the following records:

- a) Source lists, guides, and other data that identify SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns;
- b) Organizations contacted in an attempt to locate sources that are diverse concerns; and
- c) Records on each subcontract solicitation resulting in an award of more than \$250,000, which indicates:
 - whether SB, SDB, WOSB, HUBZone, VOSB or SDVOSB concerns were solicited and if not, why not; and
 - if applicable, the reason award was not made to a small business concern.
- d) Records of any outreach efforts to contact trade associations, business development organizations, Veteran service organizations, conferences and trade fair participation to locate small businesses;
- e) Records to support internal guidance and encouragement provided to Procurement Agents through workshops, seminars, training, incentives, various other support activities, and monitoring performance to evaluate compliance with program requirements; and
- f) On a contract-by contract basis, records to support award data submitted by Boeing to the Government, including the name, address, and business size of each subcontractor.

3.10 GOOD FAITH EFFORT - FAR 52.219-9(d)(12)

Boeing will make a good faith effort to acquire articles, equipment, supplies, services, or materials (or obtain the performance of construction work) from the small businesses that it used in preparing the Government bid or proposal, in the same or greater scope, amount, and quality used in preparing and submitting the Government bid or proposal if:

- the small business is identified as a subcontractor in the Government bid or proposal or associated small business subcontracting plan, to furnish certain supplies or perform a portion of the anticipated subcontract; or
- the small business's pricing or cost information or technical expertise was used in preparing the Government bid or proposal, where there is written evidence of an intent or understanding that the small business will be awarded a subcontract for the related work if Boeing is awarded the contract.

3.11 WRITTEN EXPLANATIONS TO THE CONTRACTING OFFICER - FAR 52.219-9(d)(13)

Within 30 days of contract completion, Boeing will provide the Contracting Officer with a written explanation if Boeing fails to acquire articles, equipment, supplies, services or materials or obtain the performance of construction work as described in FAR 52.219-9(d)(12).

3.12 SUBCONTRACTOR COMMUNICATION WITH THE CONTRACTING OFFICER - FAR 52.219-9(d)(14)

Boeing will not prohibit its subcontractors from discussing with the Government Contracting Officer any material matter pertaining to payment to or utilization of a Boeing subcontractor.

BOEING PROPRIETARY

Use or disclosure of data contained in this sheet/document is subject to the restriction on the title page of this proposal or quotation

3.13 PAYMENT OF SMALL BUSINESS SUBCONTRACTORS - FAR 52.219-9(d)(15)

Boeing will pay its small business subcontractors on time and in accordance with the terms and conditions of the underlying subcontract, and notify the contracting officer when Boeing makes either a reduced or an untimely payment to a small business subcontractor (as defined in FAR 19.701) pursuant to FAR 52.242-5 and FAR 42.1502(g)(2)(ii).

4.0 SUMMARY

For over 60 years, Boeing has had a formal SB program and history of excellence in the execution of our small business subcontracting efforts. This long-standing subcontracting relationship with our Small and Diverse suppliers is affirmed in our corporate policy statements. Boeing's commitment to Supply Chain Diversity starts at the corporate level. Leanne Caret, President and Chief Executive Officer of Boeing Defense, Space & Security (BDS) – issued a Supplier Diversity statement of executive commitment reinforcing our commitment to diversity by stating, "Emphasis is placed on seeking innovative suppliers as partners capable of contributing to our focus on leading edge technology". This commitment is recorded in Boeing PRO-6355 and distributed to Engineering, Supply Chain, and Supply Chain Diversity organizations within Boeing.

APPENDIX A – POINTS OF CONTACT

Responsible Management of Subcontracting Plan			
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APPENDIX B - LIST OF ACRONYMS

Acronym	Definition
ANC	Alaskan Native Corporations
BDS	Boeing Defense, Space & Security
DCMA	Defense Contract Management Agency
DoD	Department of Defense
DUNS	Data Universal Numbering System
eSRS	Electronic Subcontracting Reporting System
FAR	Federal Acquisition Regulation
GFY	Government Fiscal Year
HBCU/MSI	Historically Black Colleges and Universities/Minority Serving Institutions
HUBZone	Historically Underutilized Business Zone
ID/IQ	Indefinite Delivery, Indefinite Quantity
IPT	Integrated Product Team
ISC	Indirect Supply Chain
ISP	Individual Subcontracting Plan
ISR	Individual Subcontract Report
MPP	Mentor-Protégé Program
MTC	Mission Training Center
NAICS	North American Industrial Classification System
NCAIED	National Center for American Indian Enterprise Development
NMSDC	National Minority Supplier Development Council
PBL	Preferred Bidders List
PTAC	Procurement Technical Assistance Center
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
SAM	System for Award Management
SB	Small Business
SBA	Small Business Administration
SBDC	Small Business Development Center
SBIR	Small Business Innovation Research
SBLO	Small Business Liaison Officer
SC	Supply Chain
SCD	Supply Chain Diversity
SCDP	Supply Chain Diversity Program
SDB	Small Disadvantaged Business
SDVOSB	Service Disabled Veteran Owned Small Business
SOW	Statement of Work
SSR	Summary Subcontract Report
STTR	Small Business Technology Transfer
VOSB	Veteran-Owned Small Business
WBENC	Women's Business Enterprise National Council
WOSB	Women-Owned Small Business



Individual Small Business Subcontracting Plan

F-15C and F-15E Mission Training Center (MTC) Services

Joint Helmet Mounter Cueing System (JHMCS) Obsolescence Engineering Change Proposal (ECP)

Revision Q-2

Contract # FA8621-21-C-0001

07 April 2021

**Submitted to:
Department of the Air Force
Attn: Mark West
Wright Patterson Air Force Base - Ohio**

**F-15C and F-15E MISSION TRAINING CENTER (MTC) SERVICES
INDIVIDUAL SMALL BUSINESS SUBCONTRACTING PLAN**

Prepared By: Melissa Audain

Small Business Liaison Officer
Global Supplier Diversity

Approved By: Benjamin Grodeon

Manager, Supply Chain
Training and Professional Services
Boeing Global Services

David Model

Program Manager
Training and Professional Services
Boeing Global Services



INDIVIDUAL SUBCONTRACTING PLAN (ISP) Transmittal and Approval

Document Number FA8621-21-C-0001 (Rev Q)	Document Title F-15 JHMCS Obsolescence Engineering Change Proposal (ECP) 19
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Prepared By

E-Signed By Melissa K Audain on 01/06/2021
Melissa K Audain, 2660681
Digitally signed by Melissa K Audain, 2660681
Date: 2021.01.06 15:24:11 -05'00'
Prepared By

Approvals / Concurrences

<input checked="" type="checkbox"/> Approve <input type="checkbox"/> Reject	Comments	E-Signed By on 01/07/2021 Benjamin D Grodeon, 1902471 Digitally signed by Benjamin D Grodeon, 1902471 Date: 2021.01.07 08:10:53 -06'00' Approved By
<input checked="" type="checkbox"/> Approve <input type="checkbox"/> Reject	Comments	E-Signed By on 01/07/2021 David L Model, 262247 Digitally signed by David L Model, 262247 Date: 2021.01.07 06:51:55 -08'00' Approved By
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Revision	Description	Pub. Date
Initial	Initial Release of the Small Business Subcontracting Plan for F-15C and F-15E MTC Services - PROP-15-023972-MD	06/24/2016
A	Updated to include Total Contract Value (TCV) Table and verbiage to address SB% goals	07/08/2016
B	Updated to incorporate Engineering Change Proposal (ECP) 02 for the F-15C Vertical Situation Display-Replacement (VSD-R)	02/16/2017
C	Updated to incorporate Engineering Change Proposal (ECP) 03 for the F-15C/E MTC Obsolescence Updates	02/24/2017
D	Updated to incorporate Engineering Change Proposal (ECP) 04 for the F-15C Cockpit Pressure Warning System Phase 1 (CPWS1) updates	03/15/2017
E	Updated ISP to incorporate ECP 05 Modifications necessary to update the F-15C & E MTC devices to the Windows 10 Operating System (OS)	03/17/2017
F	Updated ISP to incorporate ECP 07 Modifications to provide additional 2-Ship Services on Site at Lakenheath, UK.	07/31/2017
F-1	Updated ISP to include all Negotiated Total Contract Values for the following ECPs thru Fiscal Year End 2017 : <ul style="list-style-type: none">• ECP 02 <i>F-15C Vertical Situation Display-Replacement (VSD-R)</i>• ECP 03 <i>F-15C MTC Obsolescence Update</i>• ECP 04 <i>F-15C MTC CPWS</i>• ECP 05 <i>F-15C MTC Windows 10</i>• ECP 07 <i>F-15C MTC Lakenheath 2 S/S</i>	09/26/2017
G	Updated ISP to incorporate ECP 08 Modifications for the Suite 9.0 Multifunctional Informational Distribution System-Joint Tactical Radio System (MIDS-JTRS) and Infrared Search and Track (IRST) System	01/16/2018
H	Updated ISP to incorporate ECP 09 modifications to replace the Optical Blocks for the Constant Resolution Visual System (CRVS)_ (Option 3 Only)	01/31/2018
H-1	Updated ISP to incorporate ECP 09 modifications to replace the Optical Blocks for the Constant Resolution Visual System (CRVS)_ (From Option 3 to Option 2 only)	05/23/2018
I	Updated ISP to incorporate ECP F-15 C/E MTC ECP-10: MP-18	06/08/2018

Revision	Description	Pub. Date
I-1	Updated ISP to include all Negotiated Total Contract Values for the following ECPs: <ul style="list-style-type: none"> ECP 008 – Suite 9.0 (MIDS-JTRS) and Infrared Search and Track (IRST) ECP 009 – Optical Blocks (Option 2, CLIN 2) ECP 10 – MP-18 	08/24/2018
J	Updated ISP to incorporate ECP F-15 C/E MTC ECP-11: F-15C Intercom Obsolescence	09/04/2018
K	Updated ISP to incorporate Nellis Virtual Test and Training Center (VTTC)	10/04/2018
L	Updated ISP to incorporate F-15 C/E MTC ECP-13: Suite 9.1 and Eagle Passive Active Warning Survivability System (EPAWSS)	02/11/2019
M	Updated ISP to incorporate F-15 C/E MTC ECP-14: Digital Eyepiece (DEP) Night Vision Cueing Display (NVCD)	05/07/2019
M-1	Updated ISP to include the negotiated Total Contract Value (TCV) for the Nellis Virtual Test and Training Center (VTTC)	05/07/2019
M-2	Updated ISP to include new negotiated pricing for REV L ECP 13 F-15C/E MTC Suite 9 & EPAWSS and ECP-14: Digital Eyepiece (DEP) Night Vision Cueing Display (NVCD)	10/22/2019
N	Updated ISP to include Contract Change Proposal (CCP)-02 Nellis Virtual Test & Training Center (VTTC) Services and CCP-03 Lakenheath Added Services	11/25/2019
O	Updated ISP to include Engineering Change Proposal (ECP) Image Generator (IG) and File Server (FS) Update	06/10/2020
P	Updated ISP to include Mission Package (MP)-19 Standards Implementation Engineering Change Proposal (ECP) (Revision of PCOL 2020-F15MTC-004)	06/10/2020
Q	Revision to include Engineering Change Proposal (ECP) – 19 for Joint Helmet Mounter Cueing System (JMHCS) Obsolescence	12/23/2020
Q-1	Updates to cover page, and language sections 3.7 and 3.9	02/02/2021

Revision	Description	Pub. Date
Q-2	Negotiated Contract value has been updated for ECP-19 to reflect \$1,398,052.00. There have been no modifications to the priced bill of material. Appendix C – Revision Q chart has been updated.	04/07/2021

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1.0 INTRODUCTION

This Individual Small Business Subcontracting Plan (ISP) has been updated to Revision Q to incorporate Engineering Change Proposal (ECP) - 19. The ECP will update the simulated JHMCS Display Unit (DU) Liquid Crystal Display (LCD) design to address the obsolete LCD component. The proposed period of performance for ECP-19 scope of work is 11 March 2021 through 20 September 2022. The period of performance for the overall prime contract is 25 July 2016 through 30 June 2021, currently. However, upon contract modification, the overall PoP is to be extended accordingly.

In submitting this Small Business Subcontracting Plan, the Boeing Company will continue to use its best effort to meet or exceed the Small Business (SB), Small Disadvantaged Business (SDB), Woman-Owned Small Business (WOSB), Historically Underutilized Business Zone (HUBZone), Veteran-Owned Small Business (VOSB), and Service-Disabled Veteran-Owned Small Business (SDVOSB) goals. In this plan, the term "Small Business" refers to all of the aforementioned categories, unless otherwise stated.

Authority for this plan is contained in FAR 52.219-8 "Utilization of Small Business Concerns" and 52.219-9 "Small Business Subcontracting Plan" and describes the Small Business goals which are measured against the estimated subcontracting value and reported on the Individual Subcontracting Report (ISR).

2.0 ESTABLISHMENT OF SUBCONTRACTING GOALS

FAR 52.219-9 (d) (1) (2)

Under this ISP, goals have been updated pursuant to the RFP and to satisfy small business FAR subcontracting requirements which describe small business goals, measured against the value of Boeing's scope, subcontracted to its suppliers.

With the Revision Q update, Boeing will use its best efforts to award a minimum of 47.69% of the Boeing subcontract dollars to small businesses qualifying under the U.S. Small Business Administration (SBA) company size criteria. All efforts, which include Engineering Change Proposal (ECPs) and Modifications, are individually listed in Appendix C and summarized for both the total subcontract and contract small business goals respectively (see Table 1 and 1-1). In the ECP efforts, Boeing will utilize all SB suppliers that provides proven, affordable solutions with low risk to support the F-15 MTC Program.

For this ECP-19 effort, Boeing will be utilizing one supplier subcontractor for the effort, Collins Aerospace. They will be performing the obsolescence redesign to accommodate the next generation LCD component. They performed a similar redesign in 2010 to replace the original LCD.

Table 1. FAR Method (% of Subcontracted Value)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$28,153,705	47.69%
Large Business	\$30,876,478	52.31%
TOTAL	\$59,030,183	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$245,491	0.42%
Women-Owned Small Business	\$9,414,538	15.95%
Historically Underutilized Business Zones	\$98,388	0.17%
Veteran Owned Small Business	\$113,666	0.19%
Service Disabled Vet-Owned Small Business	\$13,154	0.02%

Table 1-1. TCV Method (% of Contract Value)

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$272,600,210	
Small Business	\$28,153,705	10.33%
Small Disadvantaged Business (includes ANC & tribes)	\$245,491	0.09%
Women-Owned Small Business	\$9,414,538	3.45%
Historically Underutilized Business Zones	\$98,388	0.04%
Veteran Owned Small Business	\$113,666	0.04%
Service Disabled Vet-Owned Small Business	\$13,154	0.00%

With the Revision Q ISP update, there were no practicable opportunities for Boeing to place work with a SDB, HUBZone, VOSB or SDVOSB, given the specific SOW. Boeing will continue to assess future work scopes that will tentatively be awarded throughout the life of the contract, to evaluate opportunities for small and diverse business to participate in later program phases. During the performance of this program, if the Statement of Work (SOW) requirements continue to be modified for additional scope, Boeing will seek to subcontract with small and diverse suppliers where possible.

3.0 INDIVIDUAL SMALL BUSINESS SUBCONTRACT PLAN REQUIREMENTS

3.1 DESCRIPTION OF THE PRINCIPAL TYPES OF SUPPLIERS AND SERVICES TO BE SUBCONTRACTED, AND AN IDENTIFICATION OF THE TYPES PLANNED FOR SUBCONTRACTING

FAR 52.219-9(d) (3)

Table 2 provides a general description of the principal types of products and services planned for subcontracting to small and large businesses for all the MTC services program efforts.

Table 2: Types of products and services

Activity / Commodity	Diversity	NAICS
Turned Product and Screw, Nut, and Bolt Manufacturing	LB	332721
Semiconductor and Related Device Manufacturing	LB,SDB	333413
Electronic Computer Manufacturing	HUBZone	334111
Optical Instrument and Lens Manufacturing	LB	333314
All Other Miscellaneous General Purpose Machinery Manufacturing	SB, WOSB	333999
Other Computer Peripheral Equipment Manufacturing	LB	334119
Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	LB	334220
Other Electronic Component Manufacturing	SB, SDB	334419

Activity / Commodity	Diversity	NAICS
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	LB, SB, WOSB	334511
Relay and Industrial Control Manufacturing	LB	335314
Other Aircraft Parts and Auxiliary Equipment Manufacturing	LB, SB, SDB, VOSB, SDVOSB	336413
Photographic Equipment and Supplies Merchant Wholesalers	SB	423410
Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	SB, WOSB	423430
Electrical Apparatus AND Equipment, Wiring Supplies, AND Related Equipment Merchant Wholesalers	LB	423610
Other Electronic Parts and Equipment Merchant Wholesalers	LB	423690
Business to Business Electronic Markets	SB	425110
Electronic Connector Manufacturing	SDB	334417
Custom Computer Programming Services	LB	541511
Janitorial Services	LB, SB, SDB	561720
Computer and Office Machine Repair and Maintenance	LB	811212
Motor Vehicle Electrical and Electronic Equipment Manufacturing	VOSB	336320
Internet Service Providers, Web Search Portals, and Data Processing Services	SB	518
All Other Miscellaneous Manufacturing	SB	33999
Computer Systems Design and Related Services	SB,WOSB	54151
Mail-Order Houses	LB	454113
All Other Miscellaneous Fabricated Metal Product Manufacturing	SB	332999

3.2 METHOD USED TO DEVELOP THE SUBCONTRACTING GOALS

FAR 52.219-9(d) (4)

The planning process for setting SB goals focuses attention on the front end of the business when critical decisions are made regarding acquisition strategy, design, and development. To effectively meet or exceed the small business goals established under the MTC services program, the Engineering,

Procurement Financial Analysis (PFA) and Supply Chain organizations, supported by the Small Business Liaison Officer (SBLO) have assessed program requirements and identified work to compete among SB to ensure the availability of viable small businesses to meet procurement needs. Pursuant to business goals established under this contract, the Supply Chain organization was tasked to be as specific as possible in defining all significant subcontracting requirements during the program cycle. This ensures the goals are realistic in terms of requirements and they are clearly understood by various levels of management. In addition, the people responsible for the acquisition decision "own" the SB utilization process. Every effort has been made to effect "restricted competition" in order to achieve the established goals. The estimated values for all known and anticipated requirements were tabulated and percentages derived.

3.3 METHOD USED TO IDENTIFY POTENTIAL SOURCES FOR SOLICITATION

FAR 52.219-9(d) (5)

Supplier Diversity Professionals and Procurement Agents will identify qualified and potentially qualifiable small businesses to support individual contract requirements. To refine our supplier base, Boeing continues to:

- a) Screen existing and prospective candidates through a pre-qualification process, which includes technical and quality competency, along with financial information requirements;
- b) Ensure Requests for Proposals/Quotations and Information (RFP/RFQ/RFI) are issued to qualified subcontractors; and
- c) Provide detailed explanations and positive suggestions to bidders not selected through the RFP/RFQ/RFI process.

Supplier Diversity Professionals and Procurement Agents have the following sources from which to identify potential suppliers:

- A web-based supplier introduction system that facilitates the introduction of new suppliers for inclusion in the company supply base;
- An Enterprise Database that contains the Boeing supply base;
- Federal Government's System for Awards Management (SAM);
- Mentor Protégé Program (MPP) suppliers;
- National Center American for Indian Enterprise Development (NCAIED) database;
- High Tech Small Business Innovation Research (SBIR) conferences;
- National/Regional Minority Supplier Development Councils (NMSDC);
- National Regional Women's Business Enterprise National Council (WBENC);
- Procurement Technical Assistance Centers (PTAC) nationwide;
- Agency Industry Days;
- Small Business Development Centers (SBDC);
- Local, regional and national community Supplier Diversity procurement events;
- Congressional procurement opportunities and conferences;
- Small Business Administration Regional/District offices;
- National & Regional Veteran Conferences; and
- VETBiz Registry

3.4 DESCRIPTION OF INDIRECT COST ALLOCATION METHODOLOGY

FAR 52.219-9(d) (6)

Indirect costs are included in the proposed subcontracting goals within this plan.

Indirect costs for the program are allocated based on a percentage of the total direct dollars. Boeing has identified equipment and services to be procured by category for both direct and indirect purchases. The methodology of how the program achieves indirect dollars in addition to direct dollars is an automated process built into the data warehouse that captures all the commitment dollars.

Indirect costs are dollars that are not identifiable to a unique program and are allocated to customers/programs based on subcontract commitment dollars. Included in indirect costs are:

- Indirect Allocation-Site Indirect records as allocated to a program; and
- Contract Labor Allocation-Indirect Supply Chain (ISC) indirect/allocable paid dollars to a contract labor supplier as allocated to a program.

Each month during a Government Fiscal Year (GFY) dollars are accrued for direct and indirect procurements at any given Boeing site. Direct dollars are totaled and each Program/Contract is issued a stratified percent based on their total commitments at the end of each month. Indirect dollars are summed during the same timeframe and distributed, by business size, to each Program/Contract based on the level of direct commitment dollars.

3.5 ADMINISTRATION OF THE SMALL BUSINESS SUBCONTRACTING PROGRAM

FAR 52.219-9(d) (7)

The employees responsible for oversight of the F-15C MTC services program Small Business Subcontracting Program will be David Model, Program Manager; Ben Grodeon, Training and Professional Services Supply Chain manager; and Melissa Audain as the SBLO. The Program Manager is responsible for the overall execution of the Small Business Subcontracting Plan. In those duties, the Program Manager will ensure the vision and initiatives are provided adequate resources for successful program execution. The SC manager will work in coordination with the Boeing SBLO to ensure diverse suppliers are considered when negotiating competitive opportunities to support program requirements. The Boeing SBLO will be responsible, in part, for the administration of the subcontracting plan. Those duties are to coordinate and expand the utilization of small businesses through various outreach efforts; to prepare and submit periodic reports and assist buyers, engineers, and requirements personnel in locating small business partners; and to monitor the overall performance of the program.

The designated individual responsible for administering the Individual Subcontracting Plan will:

- a) ensure that "make or buy" decisions include adequate and timely consideration of the potential capabilities of small businesses and diverse suppliers;
- b) ensure that bidders' lists for competitively bid items include diverse suppliers to the maximum extent practicable when such capability or requirement exists;
- c) ensure that requests for quotation are prepared in a manner that facilitates opportunities for small businesses (e.g., establish submittal deadlines that allow adequate time for bid preparation; structure solicitations in a clear, straight-forward format; and ensure that delivery schedule lead times and quantities are within the capabilities of the small businesses included on the bid list);
- d) ensure that technical assistance is provided to diverse suppliers, as appropriate, to facilitate their performance on existing subcontracts or to help high potential small disadvantaged businesses become qualified for future subcontract opportunities;
- e) monitor and motivate responsible personnel to support Supplier Diversity, track subcontracting

performance against annual percentage goals, address all significant deviations, and implement any adjustments necessary, and performance assessments will be conducted on a regular basis; and

- f) Target efforts to restrict competition solely to qualified small business concerns as needed and appropriate to maximize opportunities toward the achievement of goals. Restricted competition may be utilized when awards can be made at reasonable prices and when products or services can be obtained from a restricted market without adding unreasonable technical, quality or schedule risks.

In addition to the above responsibilities, Boeing will:

- confirm that a subcontractor representing itself as a HUBZone small business concern is identified as a certified HUBZone small business concern by accessing the SAM database or by contacting SBA;
- (provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status as small, VOSB, HUBZone SB, SDB or WOSB for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in Boeing's subcontracting plan;
- For all competitive subcontracts over the simplified acquisition threshold in which a small business concern received a small business preference, upon determination of the successful subcontract offeror, inform each unsuccessful small business subcontract offeror in writing of the name and location of the apparent successful offeror prior to award of the contract.

3.6 DESCRIPTION OF EFFORTS TO ENSURE EQUITABLE OPPORTUNITIES TO COMPETE FOR SUBCONTRACTS

FAR 52.219-9(d) (8)

The Boeing Company has an established Supplier Diversity Program to maximize subcontracting opportunities for small business suppliers. The key elements of the program include:

- a company-wide policy that includes a strong commitment to provide small businesses and diverse suppliers the opportunity to compete for Boeing procurement of goods and services;
- a company-wide procedure on supplier diversity that establishes the requirements and responsibilities to maximize the use of diverse suppliers in support of Boeing's programs;
- group, business unit and subsidiary-level operating procedures;
- Small Business Liaison Officer and supplier diversity program administrators at the corporate, group, business unit, and subsidiary levels with Supplier Diversity representatives located at key procurement locations;
- internal Supplier Diversity targets that are monitored throughout the corporation;
- an internal Supplier Diversity website with extensive information regarding performance goals, contacts, definitions, sources, presentations, initiatives, outreach; and
- An introductory system to assist small business suppliers with introduction into the Boeing procurement process. Suppliers are encouraged to register with the Federal Government's System for Award Management (SAM). This increases the supplier's visibility to federal agencies and other prime contractors.

3.7 FLOW DOWN TO SUBCONTRACTORS

FAR 52.219-9(d) (9)

Boeing will include the clause of this contract entitled "Utilization of Small Business Concerns" in all subcontracts that offer further subcontracting opportunities.

For subcontracts that offer further subcontracting opportunities expected to exceed the dollar thresholds specified in FAR clause 52.219-9(d) (9), currently \$700,000, (\$1,500,000 for construction), and are required to include FAR 52.219-8, Utilization of Small Business Concerns, Boeing will require all subcontractors (except small business concerns), with further subcontracting opportunities, to adopt a plan that complies with the requirements of FAR 52.219-9, or provide documentation that the subcontractor has a current and approved plan pursuant to the DoD Test Program for Negotiation of Comprehensive Small Business Subcontracting Plans (per DFARS 219.7 and DFARS 252.219-7004), as applicable. For Solicitations that require a subcontracting plan, Boeing will:

1. Ensure that our subcontractor with subcontracting plans (excluding those who have corporate level subcontracting plans in place), agrees to submit an ISR (formerly SF294's) and SSRs (formerly SF295's) via the U.S. Government Electronic Subcontracting Reporting System (eSRS). Reports for subcontracts awarded in support of issuances / orders under a Basic Ordering Agreement or Basic Purchasing Agreement will be submitted in accordance with Alternate III (October 2015) of the clause 52.219-9, Small Business Subcontracting Plan (October 2015); and
2. Require each subcontractor (except small business concerns) with a subcontracting plan to provide its subcontractors that also have subcontracting plans with the prime contract number, the DUNS number of the large subcontractor, and the e-mail address of the large subcontractor official responsible for acknowledging or rejecting the reports.

3.8 STUDIES, SURVEYS, AND REPORTING

FAR 52.219-9(d) (10)

The Boeing Company will:

- I. cooperate in studies and surveys as may be required;
- II. submit periodic reports so that the Government can determine the extent of compliance by Boeing, operating under an Individual Small Business Subcontract Plan;
- III. Submit the "Subcontracting Report for Individual Contracts" (ISR) and "summary Subcontractor Report" (SSR) in the Electronic Subcontracting Reporting System (eSRS) in accordance with paragraph (I) of FAR clause 52.219-9 (October 2015). Note: in accordance with paragraph (I) of FAR clause 52.219-9, subcontract award data reported by Boeing shall be limited to awards made to the immediate next tier subcontractors.
- IV. provide its prime contract number, its DUNS number, and the e-mail address of the Contractor official responsible for acknowledging or rejecting the reports, to all first-tier subcontractors with subcontracting plans so they can enter this information into the eSRS when submitting their reports;
- V. acknowledge subcontractors' ISRs in eSRS;

- VI. Require each large subcontractor with a subcontracting plan to provide its subcontractors that also have subcontracting plans with the prime contract number, the DUNS number of the large subcontractor, and the e-mail address of the large subcontractor official responsible for acknowledging or rejecting the reports.

Additional customer requests for data and reviews deviating from this plan shall be submitted in writing to Boeing by the cognizant Administrative Contracting Officer for coordination.

3.9 TYPES OF RECORDS THAT WILL BE MAINTAINED

FAR 52.219-9(d) (11)

In addition to the ISRs / SSRs, Boeing will maintain the following records:

- a) source lists, guides, and other data that identify SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns;
- b) organizations contacted in an attempt to locate sources that are diverse concerns; and
- c) records on each subcontract solicitation resulting in an award of more than \$150,000, which indicates:
 - Whether small business concerns were solicited and, if not, why not;
 - Whether veteran-owned small business concerns were solicited and, if not, why not;
 - Whether service-disabled veteran-owned small business concerns were solicited and, if not, why not;
 - Whether HUBZone small business concerns were solicited and, if not, why not;
 - Whether small disadvantaged business concerns were solicited and, if not, why not;
 - Whether women-owned small business concerns were solicited and, if not, why not;
 - If applicable, the reason award was not made to a small business concern.
- d) records of any outreach efforts to contact trade associations, business development organizations, Veteran service organizations, conferences and trade fair participation to locate small businesses;
- e) records to support internal guidance and encouragement provided to Procurement Agents through workshops, seminars, training, incentives, various other support activities, and monitoring performance to evaluate compliance with program requirements; and
- f) On a contract-by contract basis, records to support award data submitted by Boeing to the Government, including the name, address, and business size of each subcontractor.

APPENDIX A – PROGRAM POINTS OF CONTACT

BDS Supplier Diversity			
Melissa Audain	Tampa, FL Global Supplier Diversity Small Business Liaison Officer	714-916-3966	melissa.k.audain@boeing.com
Varick Williams	El Segundo , CA – Global Supplier Diversity Team Lead	310-662-5447	varick.d.williams@boeing.com
Responsible Management			
David Model	Program Manager Training Systems	425-220-4001	david.l.model@boeing.com
Benjamin D. Grodeon	Manager, Supply Chain Training & Professional Services	314-777-8751	benjamin.d.grodeon@boeing.com

APPENDIX B – LIST OF ACRONYMS

BDS	Boeing Defense, Space & Security
CCP	Contract Change Proposal
CLS	Contractor Logistics Support
CPWS	Cockpit Pressure Warning System
DOD	Department of Defense
DEP	Digital Eyepiece
DU	Display Unit
EAC	Estimate at Completion
ECP	Engineering Change Proposal
FAR	Federal Acquisition Regulations
FS	File Server
HBCU/MI	Historically Black Colleges and Universities/Minority Institutions
HUBZone	Historically Underutilized Business Zone
IG	Image Generator
IPT	Integrated Product Team
IRST	Infra-Red Search and Track
ISP	Individual Subcontract Plan
JHMCS	Joint Helmet Cueing System
LCD	Liquid Crystal Display
MIDS	Multifunctional Informational Distribution System
MP	Mission Package
MTC	Mission Training Center
NAWBO	National Association of Women Business Owners
NMSDC	National Minority Supplier Development Council
OIG	Office of Internal Governance
PIT	Product Integration Team
QA	Quality Assurance
R & D	Research and Development
RFP	Request for Proposal
SAM	System for Award Management
SB	Small Business
SBA	Small Business Administration
SBIR	Small Business Innovation Research
SC	Supply Chain
SDB	Small Disadvantaged-Owned Business
SD	Supplier Diversity
SDP	Supplier Diversity Program
SDVOSB	Service Disabled Veteran Owned Small Business
SOW	Statement of Work
SSR	Summary Subcontract Report
VOSB	Veteran Owned Small Business
VTTR	Virtual Test & Training Center
WOSB	Woman Owned Small Business

APPENDIX C – ECP(s)

Original

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$2,316,810	22.36%
Large Business	\$8,045,839	77.64%
TOTAL	\$10,362,649	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$99,005	0.96%
Women-Owned Small Business	\$306,350	2.96%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$118,439,910	
Small Business	\$2,316,810	1.96%
Small Disadvantaged Business (includes ANC & tribes)	\$99,005	0.08%
Women-Owned Small Business	\$306,350	0.26%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision B - ECP 002 - Engineering Change Proposal (ECP) 02 for the F-15 C Vertical Situation Display-Replacement (VSD-R)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$572,921	91.17%
Large Business	\$55,482	8.83%
TOTAL	\$628,403	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$284	0.05%
Women-Owned Small Business	\$435,234	69.26%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$1,746,250	
Small Business	\$572,921	32.81%
Small Disadvantaged Business (includes ANC & tribes)	\$284	0.02%
Women-Owned Small Business	\$435,234	24.92%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

**Revision C - ECP 003 - Engineering Change Proposal for the F-15C/E MTC
Obsolescence Updates**

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$1,661,137	70.35%
Large Business	\$700,089	29.65%
TOTAL	\$2,361,226	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$10,887	0.46%
Women-Owned Small Business	\$450,897	19.10%
Historically Underutilized Business Zones	\$42,044	1.78%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$7,691,070	
Small Business	\$1,661,137	21.60%
Small Disadvantaged Business (includes ANC & tribes)	\$10,887	0.14%
Women-Owned Small Business	\$450,897	5.81%
Historically Underutilized Business Zones	\$42,044	0.54%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision D - ECP 004 - Engineering Change Proposal for the Cockpit Pressure Warning System Phase 1 (CPWS1) (* Negotiated Values)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$503,962	95.98%
Large Business	\$21,087	4.02%
TOTAL	\$525,049	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$503,790	95.95%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$2,015,919	
Small Business	\$503,962	25.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$503,790	24.99%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision E - ECP 005 - Engineering Change Proposal for the Windows 10 OS Update

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$8,424	100.00%
Large Business	\$0	0.00%
TOTAL	\$8,424	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$3,008	35.71%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$3,112,070	
Small Business	\$8,424	0.27%
Small Disadvantaged Business (includes ANC & tribes)	\$3,008	0.10%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision F - ECP 007 – Additional 2 Shipsets on-site at Lakenheath, UK

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$5,001,203	84.67%
Large Business	\$905,710	15.33%
TOTAL	\$5,906,913	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$51,853	0.88%
Women-Owned Small Business	\$621,101	10.51%
Historically Underutilized Business Zones	\$22,321	0.38%
Veteran Owned Small Business	\$32,521	0.55%
Service Disabled Vet-Owned Small Business	\$8,907	0.15%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$20,857,506	
Small Business	\$5,001,203	23.98%
Small Disadvantaged Business (includes ANC & tribes)	\$51,853	0.25%
Women-Owned Small Business	\$621,101	2.98%
Historically Underutilized Business Zones	\$22,321	0.11%
Veteran Owned Small Business	\$32,521	0.16%
Service Disabled Vet-Owned Small Business	\$8,907	0.04%

Revision G - ECP 008 – Suite 9.0 (MIDS-JTRS) and Infrared Search and Track (IRST)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$224,383	90.57%
Large Business	\$23,351	9.43%
TOTAL	\$247,734	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$4,316	1.74%
Historically Underutilized Business Zones	\$2,054	0.83%
Veteran Owned Small Business	\$619	0.25%

Service Disabled Vet-Owned Small Business	\$0	0.00%
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***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$11,229,796	
Small Business	\$224,383	2.21%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$4,316	0.04%
Historically Underutilized Business Zones	\$2,054	0.02%
Veteran Owned Small Business	\$619	0.01%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision H-1 - ECP 009 – Optical Blocks (Option 2, CLIN 2)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$0	0.00%
Large Business	\$3,557,000	100.00%
TOTAL	\$3,557,000	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$4,575,836	
Small Business	\$0	0.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision I - ECP 10 – MP-18

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$367,332	89.69%
Large Business	\$42,239	10.31%
TOTAL	\$409,571	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$367,332	89.69%
Historically Underutilized Business Zones	\$0	0.00%

Veteran Owned Small Business	\$0	The Boeing Company 0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$11,540,069	
Small Business	\$367,332	3.18%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$367,332	3.18%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision J - ECP 11 – Intercom Obsolescence

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$285,421	90.90%
Large Business	\$28,577	9.10%
TOTAL	\$313,998	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$54,309	17.30%
Historically Underutilized Business Zones	\$1,359	0.43%
Veteran Owned Small Business	\$593	0.19%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	*\$1,833,912	
Small Business	\$285,421	15.56%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$54,309	2.96%
Historically Underutilized Business Zones	\$1,359	0.07%
Veteran Owned Small Business	\$593	0.03%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision L ECP 13- Suite 9.1 and Eagle Passive Active Warning Survivability System (EPAWSS)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$925,618	94.14%
Large Business	\$57,661	5.86%
TOTAL	\$983,279	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$75,552	7.68%
Women-Owned Small Business	\$147,712	15.02%
Historically Underutilized Business Zones	\$544	0.06%

Veteran Owned Small Business	\$7,428	The Boeing Company 0.76%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$22,656,895	
Small Business	\$925,618	4.09%
Small Disadvantaged Business (includes ANC & tribes)	\$75,552	0.33%
Women-Owned Small Business	\$147,712	0.65%
Historically Underutilized Business Zones	\$544	0.002%
Veteran Owned Small Business	\$7,428	0.03%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision M ECP-14: Digital Eyepiece (DEP) Night Vision Cueing Display (NVCD)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$52,932	1.52%
Large Business	\$3,429,502	98.48%
TOTAL	\$3,482,434	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$13,945	0.40%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$5,977,385	
Small Business	\$52,932	0.89%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$13,945	0.23%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision M-2 ECP-12 - MTC F-15C/E (VTTC) at Nellis AFB_ Negotiated Values

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$14,613,541	63.06%
Large Business	\$8,558,925	36.94%
TOTAL	\$23,172,467	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$4,398	0.02%
Women-Owned Small Business	\$5,692,000	24.56%
Historically Underutilized Business Zones	\$30,066	0.13%

Veteran Owned Small Business	\$71,587	The Boeing Company 0.31%
Service Disabled Vet-Owned Small Business	\$4,247	0.02%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$40,974,754	
Small Business	\$14,613,541	35.66%
Small Disadvantaged Business (includes ANC & tribes)	\$4,398	0.01%
Women-Owned Small Business	\$5,692,000	13.89%
Historically Underutilized Business Zones	\$30,066	0.07%
Veteran Owned Small Business	\$71,587	0.17%
Service Disabled Vet-Owned Small Business	\$4,247	0.01%

**Revision N F-15C/E Mission Training Center (MTC); Contract Change Proposal (CCP)-02
 Nellis Virtual Test & Training Center (VTTC) Services and CCP-03 Lakenheath Added
 Services**

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$6,340	.55%
Large Business	\$1,151,322	99.45%
TOTAL	\$1,157,662	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$1,635	.14%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$917	0.08%
Service Disabled Vet-Owned Small Business	\$4,247	0.02%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$4,270,061	
Small Business	\$6,340	.148%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$1,635	.038%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$917	0.021%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision O F-15C/E Mission Training Center (MTC); Engineering Change Proposal (ECP) Image Generator (IG) and File Server (FS) Update

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$1,313,340	27.99%
Large Business	\$3,379,424	72.01%
TOTAL	\$4,692,764	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$504	0.01%
Women-Owned Small Business	\$792,016	16.88%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$9,416,800	
Small Business	\$1,313,340	13.95%
Small Disadvantaged Business (includes ANC & tribes)	\$504	0.01%
Women-Owned Small Business	\$792,016	8.41%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision P F-15C/E Mission Training Center (MTC); Mission Package (MP)-19 Standards Implementation, Engineering Change Proposal (ECP)

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$300,342	100.00%
Large Business	\$0	0.00%
TOTAL	\$300,342	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$23,901	7.96%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value	\$4,807,554	
Small Business	\$300,342	6.25%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$23,901	0.50%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

Revision Q - F-15C/E Mission Training Center (MTC); Joint Helmet Mounted Cueing System (JHMCS) Obsolescence, Engineering Change Proposal (ECP) -19

FAR Method (Total Subcontract Value)	Dollar Goal	Percent
Small Business	\$0	0.00%
Large Business	\$920,269	100.00%
TOTAL	\$920,269	100.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%

***Negotiated Values**

TCV Method (Total Contract Value)	Dollar Goal	Percent
Total Contract Value (proposed)	\$1,398,052 *	
Small Business	\$0	0.00%
Small Disadvantaged Business (includes ANC & tribes)	\$0	0.00%
Women-Owned Small Business	\$0	0.00%
Historically Underutilized Business Zones	\$0	0.00%
Veteran Owned Small Business	\$0	0.00%
Service Disabled Vet-Owned Small Business	\$0	0.00%