



ATTACHMENT 18 – SUBCONTRACTING PLAN

Contents

1.0 INTRODUCTION	J18-2
2.0 MISSION SUCCESS	J18-2
3.0 PROGRAM OVERVIEW	J18-2
4.0 SUBCONTRACTING STRATEGY	J18-4
5.0 SUBCONTRACTOR CLASSIFICATION	J18-4
6.0 SUBCONTRACTOR SUMMARY	J18-5
7.0 ORGANIZATION, ROLES AND RESPONSIBILITIES	J18-8
8.0 REQUIREMENTS FLOW DOWN	J18-12
9.0 SOURCE SELECTION	J18-13
10.0 SUBCONTRACT PERFORMANCE MANAGEMENT	J18-14
11.0 RISK MANAGEMENT	J18-18
12.0 CHANGE MANAGEMENT	J18-18
13.0 DATA MANAGEMENT	J18-19
14.0 REGULATIONS	J18-19

1.0 Introduction

This document is the Subcontract Management Plan (SMP) for the Electronic Records Archive (ERA) and is developed based upon [REDACTED]

[REDACTED] and ERA contract requirements. This SMP sets forth the processes for managing and integrating the activities and major program milestones of each major subcontract member into the overall program plans. The SMP provides methods and guidance for the selection and management of subcontractors using proven processes, tools, and methods to assure successful program execution.

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This SMP provides guidance for subcontract management activities including the following:

- Organization, roles, and responsibilities for program and subcontract execution;
- Methods and processes for subcontractor performance management;
- Activities to enable the subcontract management team; and
- Control processes during the program performance phases.

This SMP provides consistent processes for managing subcontractors and represents Program Management's plan for the ERA execution with the following expectations:

- Consistent application of management oversight for all subcontractors;
- Control of subcontractors and the development-to-production process to minimize program impacts due to cost, schedule, or technical performance issues;
- Defining and establishing subcontract management teams that clearly understand program expectations for subcontract execution; and
- Define and establish the appropriate business relationships with our subcontractors to assure program success.

2.0 Mission Success

It is Lockheed Martin Corporation's policy to provide its customers with quality products and services. This corporate-wide commitment applies to all activities including research, design, manufacture, test, and service of each product or service delivered to the Corporation's customers. Mission-success requirements and philosophies will be applied to all activities, including the activities of those suppliers and subcontractors performing on this program, to ensure delivery of products and services to our customers that meet or exceed the required performance levels as agreed upon in the Prime Contract.

3.0 Program Overview

The National Archives and Records Administration (NARA) ensures ready access to essential evidence that documents the rights of citizens, the actions of Federal officials, and the national experience. NARA supports lifecycle management of records in all three branches of the Federal Government and provides sustained access to historically valuable records in the National Archives and the Presidential Libraries.

Increasingly, these records are created and maintained in electronic formats. NARA needs to respond effectively to the challenge posed by the diversity, complexity, and enormous volume of electronic records being created today and the rapidly changing nature of the systems that are used to create them. Electronic records pose unique difficulties including ease of erasure and advancing technology that renders records obsolete in a short period of time. The solution must ensure that electronic records are as accurate decades in the future as they were when first created. NARA must make an investment in the ERA to capture, preserve, and provide access to electronic records or risk losing them forever.

The ERA solution must be dynamic (capable of responding to continuing change) and sound, ensuring that electronic records delivered to future generations of Americans are as authentic decades in the future as they were when first created. Developing an appropriate set of requirements at the beginning of the system lifecycle is essential to a successful outcome. The Archivist of the United States established the ERA Program to address critical issues in the creation, management, and use of electronic records. As a program, ERA comprises the policies, procedures, practices, and the necessary technology that will enable NARA to build the ERA System to receive, preserve, and provide access to electronic records and improve the productivity of NARA business processes.

ERA will be the catalyst for fundamental changes in retention, control, transmission, and access to electronic records and will provide management of records lifecycle activities. NARA will develop tools, processes, policies, and standards by which it can preserve and make available increasingly complex electronic records.

NARA intends the ERA architecture and design to be evolvable, scalable, extensible, and usable over time in order to effectively insulate records against hardware or software dependence and support system maintainability. ERA's evolve-ability will be achieved by accommodating technology insertion seamlessly over time using standard Application Program Interfaces (APIs) and industry-accepted interfaces. ERA will be scalable by adding hardware, when required. This hardware infusion will result in horizontal scaling (i.e., along the lines of a flattened architecture). ERA must capitalize on the most efficient and cost-effective hardware at a given point in time when fielding a system, while at the same time anticipating the cost/performance curve for technology insertion. ERA will be deemed extensible by the ease with which new record types, data types, and services on these various types can be added to the system without redesign or extensive software engineering. ERA will be determined to be usable by the extent to which the system's performance and user interface satisfy its users. NARA intends to create an ERA solution that minimizes operation and support costs throughout the life of the system, while achieving long-term supportability.

The contract period of performance, including all options, will be eight (8) years. The approach of this acquisition is to select one (1) or two (2) contractors for the initial System Analysis and Design phase. At the completion of this phase, NARA will conduct a down-select activity to select one (1) contractor for subsequent development, deployment, and operation and support of ERA's increments. Each of the increments will be offered as options. The initial option period (Increment 1) will be for two (2) years, and the options for the remaining increments will be for

one (1) year each. Operations and Support (O&S) of the system will be offered as options as well. The final option period will be for one (1) year and only for O&S of the system as delivered at the end of the fifth increment.

4.0 Subcontracting Strategy

The Lockheed Martin program management approach for the ERA program is based on an integrated product and process development environment wherein all the appropriate and necessary disciplines will be embedded within teams focused on the successful design, development, fielding, and support of a product. {

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The ERA contract requires a team that has achieved at least Software Capability Maturity Model (SW-CMM) or Capability Maturity Model Integrated (CMMI) Level 3 assessments and will perform at this level. To ensure that the Lockheed Martin Team performs at the CMMI Level 3, we will use an Integrated Product Team (IPT) approach with all team members required to use the Lockheed Martin ERA program processes. This requirement is stated in each subcontractor's Statement of Work (SOW). ERA subcontractors are encouraged to participate in program process improvement initiatives.

Lockheed Martin's approach to the selection of subcontractors and suppliers for the Lockheed Martin Team is based on the best-of-breed products and services, corporate qualifications, corporate capabilities, and experience.

Consistent with the ERA requirements for the participation of Small Businesses, the ERA program will adhere to established Lockheed Martin Acquisition Procedures (LMAPs) covering participation in these areas. As stated in our Small Business Plan, Lockheed Martin will meet the 12% requirements specified in the ERA Request for Proposal (RFP).

5.0 Subcontractor Classification

Lockheed Martin has identified multiple subcontractors and suppliers for the ERA program. In addition, we have established business relationships based on each subcontractor's and supplier's respective role in the system analysis and design, implementation, deployment, and operations and support of ERA. The business relationships reflect how Lockheed Martin will manage each subcontractor and supplier to achieve the maximum technical performance for the most efficient cost.

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Major Subcontractors

NARA defines a major subcontractor as “any subcontractor that possesses 10% or more of the value of the contract, excluding subcontractors whose sole role is as a COTS vendor; or any subcontractor that the Offeror determines to be an important teaming partner critical to the success of the program.”

EDS and Tessella are Lockheed Martin’s major subcontractors. EDS possesses more than 10% of the value of the contract. In addition to supporting the architecture, design, and implementation of the ERA system, EDS has lead responsibility for the ERA Facilities fitup, deployment, and operations and support. Tessella is a critical teaming partner because of its implementation expertise on the UK National Archives and the Digital Preservation Testbed for the Dutch National Archives.

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(b)(4)**Level-of-Effort (LOE) Subcontractors**

LOE subcontractors provide labor support in the areas of engineering, system development and testing, system administration, or program control. The subcontractors provide a specialty skill or expertise to the program augmenting Lockheed Martin staff. BearingPoint, Fenestra, and [redacted] are Lockheed Martin Team LOE subcontractors.

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(b)(4)**Key/Critical Technology Suppliers**

Given the massive storage requirements of ERA, Lockheed Martin has designated our storage suppliers as key/critical technology suppliers. While these suppliers provide standard commercial products for the ERA solution, knowledge of storage technological developments and our business relationships with these suppliers will be critical to the ERA program.

Commercial Off-the-Shelf (COTS) Suppliers

COTS suppliers provide standard commercial hardware and software products, which are integrated into the ERA solution. These are purchases with no separate SOW or requirements levied on them. These suppliers are responsible for meeting their commercial specifications.

6.0 Subcontractor Summary

Table 8.4–1 summarizes the Lockheed Martin’s Team subcontractors.

Table 8.4-1. Lockheed Martin Subcontractors

Company	Role	Classification
	<p>Lead:</p> <ul style="list-style-type: none"> • Application Services Design & Implementation • Site Deployment, Installation & Configuration Management • System Operations & Support • Help Desk • System Administration Training <p>Support:</p> <ul style="list-style-type: none"> • System Architecture Team • Requirements Management & System Design • Storage System & Storage Management Service Design & Implementation • Services Infrastructure Design & Implementation 	Major Subcontractor
	<p>Lead:</p> <ul style="list-style-type: none"> • Records Transformation Services Design & Implementation • Preservation Technologies • ERA Technology Roadmap Development • System Modeling <p>Support:</p> <ul style="list-style-type: none"> • System Architecture Team • Ingest Services Design & Implementation • Workflow Management Design • Information Retrieval Strategies Design & Implementation 	Major Subcontractor
		Major Subcontractor

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Company	Role	Classification
	<p>Lead:</p> <ul style="list-style-type: none"> • Organizational Change Management • Business Process Re-engineering <p>Support:</p> <ul style="list-style-type: none"> • Workflow Management • Concept of Operations <p>Mentor Small Business:</p> <ul style="list-style-type: none"> • Total Cost of Ownership 	<p>LOE Subcontractor</p>
		<p>LOE Subcontractor (Veteran-Owned and Small Disadvantaged Business)</p>
	<p>Lead:</p> <ul style="list-style-type: none"> • Design & Development of Archival Metadata Framework <p>Support:</p> <ul style="list-style-type: none"> • Systems Architecture Team • Program Process Definition & Management • Design & Implementation of Archivist & Preservation Workbench 	<p>LOE Subcontractor (Small Business)</p>
		<p>LOE Subcontractor (Small Business)</p>

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Company	Role	Classification
		LOE Subcontractor (Small Business)
		LOE Subcontractor (Woman-Owned Small Business)

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7.0 Organization, Roles and Responsibilities

Successful subcontract management begins with the skilled Lockheed Martin personnel, trained in the subcontract management processes and assigned clear responsibility for the subcontracted effort. This section of the SMP documents the ERA organizational approach to subcontract management.

Subcontract Management Process Ownership

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Subcontract Management Execution

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NARA Electronic Records Archives (ERA)
Original Contract

Subcontract Management Teams

SMT Roles

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**NARA Electronic Records Archives (ERA)
Original Contract**

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**NARA Electronic Records Archives (ERA)
Original Contract**

SPM Team Relationships

Subcontract Management Interfaces

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8.0 Requirements Flow Down

The requirements flow-down process will ensure that all technical, contractual, quality, schedule, and management requirements will be properly flowed down to the subcontractors and will establish requirements traceability, validation, and verification from the prime contract to the subcontractor and critical sub-tier suppliers.

Documentation

The product of the requirements flow-down process is the documentation that serves as the solicitation package in our Requests for Proposals (RFPs) to the subcontractors. These documents include the following:

- Model Subcontract;
- SOW;
- SDRLs;
- Terms and Conditions; and
- Evaluation Criteria.

Technical Requirements Management

Lockheed Martin will provide DOORS®, the ERA requirements management tool. Requirements allocation and traceability will be documented via DOORS. ERA subcontractors will participate via the ERA IPTs in the derivation and assessment of technical requirements.

Contractual Requirements

The ERA contract administrator and ERA subcontract administrators will analyze the prime contract requirements and identify those that shall be applicable to the subcontractors. They will determine which terms and conditions are adequately addressed in the appropriate Lockheed Martin CORPDOCs (standard terms and conditions) and identify any unusual or special provisions that need to be added. Legal will be consulted, as required.

Schedule Requirements

All schedule requirements will be identified for each of the subcontractors by the Subcontract Management Team members for their respective functions. The ERA Integrated Schedule serves as the baseline for determining subcontractor delivery schedules.

Management Requirements

All management requirements will be identified for each of the subcontractors by the SMT members for their respective functions. The ERA Program Management Plan and this SMP serve as the baseline for determining management requirements to flow to subcontractors. Management requirements include the following:

- Use of the program Work Breakdown Structure (WBS);
- Schedule reporting, including format, frequency, and level of detail;
- Financial reporting, including Earned Value Management;
- Performance reporting, including metrics;
- Management reviews;
- Technical reviews;
- Configuration management; and
- Data management.

Critical Process Evaluations & Certifications

The Government may at its option conduct independent capability assessments of Lockheed Martin to determine the degree to which Lockheed Martin corporate SW-CMM/CMMI Level 3 (or higher) processes and procedures have been institutionalized on the ERA project. All ERA subcontractors will be required to support these capability assessments.

Subcontractor Resource Management

Subcontractors will be required to provide monthly staffing plans. ERA key personnel clauses are included in the Lockheed Martin subcontracts.

9.0 Source SelectionFOIA
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Efforts will be made to definitize all subcontracts at or as close as possible to the prime contract award date. Use of undefinitized contract actions (UCAs) will be discouraged and used only on an exception basis.

The subcontract package detailing the selection results will contain selection rationale, risks, and transition to post-award plans to assure smooth program start-up.

Identified subcontractor risks in the source selection process will be cataloged and, at the time of award, risk handling plans will be executed by the subcontract management team to minimize program and subcontract impacts.

10.0 Subcontract Performance Management

The ERA program will employ rigorous subcontract performance management processes that are comprehensive and proactive. The processes will be integrated with the overall ERA performance management processes and based on the ERA performance management baseline.

Cost Management

Subcontract Funding

Based on the prime contract funding profile and the subcontractor's expenditure plans, the Lockheed Martin SMT will plan, allocate, and authorize the ERA contractual funding on a timely basis prior to, and during, each Government fiscal year (or funding period) for the various subcontract contract line items.

Subcontractor Payments

The SMT reviews and the SCA approves subcontractor invoices and requests for progress payments. The SMT uses subcontractor cost and schedule reporting data as the basis for evaluating requests for progress payments and to verify that the Estimate at Completion (EAC) continues to support the progress payments rates.

LOE (Services) Subcontractors

Lockheed Martin requires subcontractor personnel to report/bill their labor on the Vendor Invoicing Processor (VIP). The hours reported/billed will be delineated by task. This labor reporting will support Lockheed Martin's Earned Value Management (EVM) for the ERA program.

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Schedule Management

We will use proven schedule management techniques to manage performance of the subcontractors on the ERA program. The ERA Integrated Plan (IP) and Integrated Schedule (IS) serve as the baseline from which all subcontractor schedules are developed and tracked. Subcontractors are to provide schedule updates to the IS as specified by the ERA schedule management process.

The SMT will be responsible for completing the following tasks:

- Analyzing the schedule reports for accuracy and completeness;
- Reviewing the subcontractor schedule variance analysis reports for accuracy, completeness, and viability of corrective action plans;
- Monitoring the implementation of the subcontractor's corrective action plans; and
- Identifying schedule issues and risks for corrective action/mitigation by the SMT and/or ERA program management team.

Technical Management

The SMT is responsible for ensuring the technical performance of the subcontractor. The TPM will assume a lead role in this area given the technical expertise required to provide feedback and guidance to the SPM and other SMT members.

Effective technical control requires the following:

- Establishing definitive negotiated baselines and configuration change control;
- Timely closure of interface control issues;
- Requiring documentation of technical baseline changes; and
- Assessing proposed technical changes against specifications, performance, overall cost, and schedule impacts.

Management Reviews

Subcontractor Program Management Reviews

Subcontractor Program Management Reviews (PMRs) will be conducted with each major subcontractor monthly and quarterly for each LOE subcontractor. These reviews are coordinated by the SPM. The subcontractors will provide status and progress against their contractual commitments. The agenda typically includes, but is not limited to, the following:

- Technical progress and status
 - Performance changes since last PMR
 - Performance issues
 - Parts obsolescence management status
 - Status of critical process evaluations and certifications;
- Schedule Status;
- EVM Performance;
- Dependencies;
- Risk Management Status;



Key Points in Corrective Action

The specifics of the situation dictate the corrective action to be taken. Specific remedies called out in the subcontract may be used to alleviate the problem. Actions may be assigned to members of the Lockheed Martin SMT or the subcontractor's team. The corrective actions will include the following:

Other Performance Management Techniques
Assessments

We will use an ongoing assessment process to assist the SMT achieve success. Assessments will include internal (Lockheed Martin) and external (subcontractor) performance and be of a frequency to sustain program control.

Subcontract Award Fee Criteria and Evaluation Process

The Subcontract Award Fee Evaluation Process applies to those subcontractors under an award fee subcontract. This process gives all ERA functional areas that interface with the subcontractor the opportunity to evaluate subcontractor performance on a periodic basis. Inputs from the Technical Performance Manager, Financial Analyst, Subcontract Administration, and others involved during this award fee period are prepared and submitted according to the Subcontract Award Fee Evaluation Process. The subcontractor Award Fee Plan describes the AF [define] criteria and evaluation details.

Non-Award Fee Evaluation Process

Quarterly, the SMT members for each subcontractor provide input to the Subcontract Evaluation process. All scores are incorporated into a subcontractor evaluation and presented for review and approval by the ERA Program Manager, the SPM, SCA, and the ERA Technical Performance managers. After program review, subcontractor performance comments are reviewed with the respective subcontractor in an informal assessment.

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Acceptance

Subcontractors are responsible for meeting the acceptance criteria specified in the subcontract SOW. Formal delivery and acceptance are according to the requirements specified in the subcontract.

Each SMT is responsible for meeting the defined acceptance criteria for customer acceptance and sign-off, and the SMT maintains accountability for formal audits and reviews as defined in the Prime Contract.

11.0 Risk Management

Risk Management is a continuous, forward-looking process that is used to identify potential problems so that risk-handling activities may be planned and implemented, as needed, throughout the project lifecycle to ensure that those potential problems are avoided or minimized. Participants in the risk management process include the SMT, subcontractors, customers (if applicable), and personnel experienced with the subcontractor and/or product.

Risk Management Process

Each Subcontractor is responsible for identifying and assessing risks and providing and monitoring mitigation plans within the Lockheed Martin TSS Standard Process B-20 Program Risk Management and ERA program risk management process. The SMT is responsible for evaluating subcontractor presented risks and identifying any non-reported subcontractor risks. Risks are reviewed at least monthly at the program level.

The ERA risk management process will be used for subcontractor risk management and will include the following steps

The risk management process will be iterative throughout the life of the subcontract and will include periodic examination for additional risks.

12.0 Change Management

The change management process describes the tasks necessary to control all subcontract changes affecting the program. Changes may originate from the subcontractor, the ERA program, or the customer. The subcontract administrator is the primary Lockheed Martin interface for communicating and controlling changes.

Change Management Process

The ERA subcontract change management process is derived from the ERA CM Plan. The following additional ground rules apply:

- Only the Lockheed Martin Subcontract Administrator can authorize changes to the subcontract.
- Engineering & Program Review Boards will be used to control potential scope and cost growth by thoroughly reviewing all proposed changes.

- All proposed changes will be assessed for impacts and/or risks to cost, schedule, and technical performance.
- The SPM and the SMT are responsible for challenging changes affecting the subcontractor scope, for asking if the change is absolutely necessary, and/or for having the subcontractor make the change cost effective.

Configuration Management

CM requirements, per the ERA Configuration Management Plan (CMP) and the prime contract, will be tailored appropriately and flowed to subcontractors.

Technical Baseline Control

The SMT uses the baseline requirements generated from our pre-award concurrent engineering efforts as the basis for contracting. Effective technical control requires the following:

- Establishing definitive negotiated baselines and configuration change control;
- Timely closure of interface control issues;
- Requiring documentation of technical baseline changes; and
- Assessing proposed technical changes against specifications, performance, overall cost, and schedule impacts.

13.0 Data Management

ERA subcontract data will be managed in accordance with Lockheed Martin TSS Standard Process ATM-D40. All data pertaining to the subcontracts under this plan will be located in the ERA program folder.

14.0 Regulations

The execution of this SMP will be done in accordance with Lockheed Martin Corporate and LMTSS applicable procedures and processes. Additionally, U.S. Laws and Regulations will govern execution of the SMP, as they may apply, and as specifically stipulated in the Prime Contract.

Specific U.S. Laws and Regulations that require special note are listed here and should be the focus of periodic awareness and compliance training:

- International Traffic and Arms Regulations (ITAR);
- Export Administration Regulations (EAR);
- Truth In Negotiations Act (TINA);
- Kickbacks and Gratuities;
- Foreign Corrupt Practices Act; and
- Small Business.



Small Business Plan

The Lockheed Martin "Small Business Plan" follows.

SUBCONTRACTING PLAN CONTENTS

1. FORWARD	J18-21
2. GOALS	J18-23
3. SMALL BUSINESS PROGRAM ADMINISTRATOR	J18-24
4. DESCRIPTION OF CONTRACTOR EFFORTS	J18-25
5. CLAUSE FLOW DOWN	J18-27
6. REPORTS	J18-27
7. RECORDS	J18-27
8. CONTRACTOR'S AGREEMENT	J18-29
9. INDIVIDUAL GOALS ADDENDUM	J18-30

1. FORWARD

Lockheed Martin Corporation, Lockheed Martin Transportation & Security Solutions (hereinafter LM TSS) is committed to the maximum practicable utilization of Small Business, Veteran-Owned small business concerns, Service-Disabled Veteran-Owned small business concerns, HUBZone small business concerns, Small Disadvantaged business concerns and Women-Owned small business concerns in its subcontracting for services and supplies in accordance with all applicable Public Laws, Federal Acquisition Regulations (FAR) and/or other citations as deemed necessary and appropriate by the federal government.

This is an Individual Plan (Reference Definitions Section). All of its elements have been developed specifically and uniquely for this procurement and are applicable for the full term of the resulting contract. It incorporates elements of an approved Master Plan updated for this

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This plan reflects LM TSS' current plan to provide small businesses the opportunity to perform meaningful work on a major federal government program. This is done not only in support of the goals set forth in this solicitation, but also in acknowledgement of the importance these goals have in the socio-economic development of our national technology base. Lockheed Martin has a long standing commitment to these objectives which will be sustained in the execution of this program to the greatest extent possible while still achieving the best outcome possible in response to the performance requirements.

DEFINITIONS

Small Business Concern - As used in this Plan, the term "small business concern" (hereafter referred to as "SB") shall mean a SB as defined pursuant to Section 3 of the Small Business Act and relevant regulations promulgated pursuant thereto.

Service-Disabled Veteran-Owned Small Business Concern - As used in this Plan, the term "Service-disabled veteran-owned small business concern" (hereafter referred to as "SD-VOSB") means a small business concern:

- Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, at least 51% of the stock of which is owned by one or more service-disabled veterans, and
 - The management and daily business operations of which are controlled by one or more service-disabled veterans, or in the case of a veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.
 - Service-disabled veteran means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(6).

Veteran-Owned Small Business Concern - As used in this Plan, the term "veteran-owned small business concern" (hereafter referred to as "VOSB") means a small business concern:

Original Contract

- Not less than 51 percent of which is owned by one or more veterans [as defined at 38 U.S.C. 101(2)] or, in the case of a publicly owned business, at least 51% of the stock of which is owned by one or more veterans, and
 - The management and daily business operations of which are controlled by one or more veterans

Small Disadvantaged Business Concern - As used in this Plan, the term “small business concern owned and controlled by socially and economically disadvantaged individuals”, (hereafter referred to as “SDB”), shall mean a small business concern that represents, as part of its offer that:

- (i) It has received certification as an SDB consistent with 13 CFR 124, Subpart B;
- (ii) No material change in disadvantaged ownership and control has occurred since its certification;
- (iii) Where the concern is owned by one or more individuals, the net worth of each individual upon whom the certification is based does not exceed \$750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2);
- (iv) It is identified, on the date of its representation, as a certified small disadvantaged business in the database maintained by the SBA (PRO-Net).

Women-Owned Small Business Concern - As used in this Plan, the term “women-owned small business concern” (hereafter referred to as “WOSB”) means a small business concern:

- at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51% of the stock of which is owned by one or more women, and
- whose management and daily business operations are controlled by one or more women.

HUBZone Small Business Concern - As used in this Plan, the term “HUBZone small business concern (hereafter referred to as “HZSB”) shall mean a small business concern that appears on the List of Qualified HUBZone Small Business Concerns maintained by the US Small Business Administration.

Subcontract - As used in this Plan, the term “subcontract” means any agreement (other than one involving an employer-employee relationship) entered into by a Federal Government Prime Contractor or Subcontractor calling for supplies or services required for the performance of the contract or subcontract.

Commercial Product - As used in the Plan, the term “Commercial Product” means a product in regular production that is sold in substantial quantities to the general public and/or industry at established catalog or market prices. A product which, in the opinion of the contracting officer, differs only insignificantly from the Contractor’s commercial product.

Individual Contract Plan – As used in this Plan, the term “Individual Contract Plan” means a subcontracting plan that covers the entire contract period (including option periods), applies to a

specific contract, and has goals that are based on the offeror's planned subcontracting in support of the specific contract, except that indirect costs incurred for common or joint purposes may be allocated on a pro-rated basis to the contract.

Master Small Business Subcontracting Plan - As used herein means a subcontracting plan that contains all the required elements of an individual contract plan, except goals, and may be incorporated into individual contract plans, provided it has been approved by the Defense Contract Management Agency ("DCMA") and hereafter referred to as the "Master Plan".

2. GOALS

- a. LM TSS Small Business Subcontracting Plan goals are established in an addendum to this plan. Specific goals are established for the base year and each option period.
- b. LM TSS Small Business Subcontracting Plan goals will be planned and/or based upon statements of work, preliminary designs, estimated bill of materials, LM TSS previous experience in producing similar items, and the quotes and/or proposals received from planned subcontractors and suppliers. In addition, subcontracts identified on an individual plan basis, will be scrutinized for aggressive goals and participation by Small Business, HUBZone Small Businesses, Service-Disabled Veteran-Owned businesses and Veteran-Owned Small Businesses, Small Disadvantaged Businesses and Women-Owned Small Businesses (hereinafter referred to as "SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's"). LM TSS includes in its definition of SDB's Historically Black Colleges and Universities, Minority Institutions and Tribal Colleges and Universities. (HBCU/MI/TCU). Subcontracts may be "targeted" for SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's in individual plans although specific small business subcontractors may not have been identified. LM TSS will evaluate proposed goals to maximize awards to SB/SD-VOSB/VOSB/ HZSB/ SDB/WOSB's and will provide technical justification in the rationale section of the goals to support the established goals. LM TSS will solicit information about HBCU/MI/TCU's areas of expertise in the Research and Development areas.
- c. Indirect and overhead purchases are by definition not identifiable to a specific contract and are not included in LM TSS SF294 reports
- d. Procurement personnel use several means to identify potential SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's suppliers and subcontractors. They include, but are not limited to, Lockheed Martin Corporation supplier/source lists, SBA PRO-Net, national, regional or local small and minority business directories, referrals from federal agencies and past performance.
- e. This plan reflects LM TSS' continual commitment to identify, assist and identify SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's concerns and afford these firms maximum practicable opportunity to compete for LM TSS subcontracts. The subcontracting goals set forth in individuals plans are based on LM TSS' proposals. Goals will be increased or decreased proportionately should contract scope/level of effort be materially changed before or after award.
- f. Information on the principal types of supplies and services to be subcontracted and identification of same planned for SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's will be included in the individual contract plans.

3. SMALL BUSINESS PROGRAM ADMINISTRATOR

The name and address of the Small Business Liaison Officer (SBLO) for Lockheed Martin Transportation & Security Solutions is:

Lockheed Martin Transportation & Security Solutions
9231 Corporate Boulevard
Rockville, MD USA 20850

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Responsibilities of the SBLO include ensuring all levels of management are aware of pertinent Lockheed Martin corporate, sector and business unit policies as well as U.S. Government laws and regulations as they apply to Small Business, HUBZone Small Businesses, Service-Disabled Veteran-Owned businesses and Veteran-Owned Small Businesses, Small Disadvantaged Businesses and Women-Owned Small Business Concerns.

Further, the SBLO's responsibilities include:

- a. Distribution of business area policy statements in support of LM TSS' Small Business program and encouraging increased participation in the program by all personnel who influence procurement decisions.
- b. Company focal point for obtaining SB/SD-VOSB/VOSB/HZSB/SDB/WOSB sources.
- c. Approving subcontracting goals for SB/SD-VOSB/VOSB/HZSB/SDB/WOSB utilization, and measurement of performance against established goals.
- d. Encouraging procurement personnel to afford every reasonable opportunity to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's to participate in contract awards.
- e. Maintaining an awareness of Government regulations and disseminating same to procurement and contracts personnel for compliance.
- f. Conducting periodic training and motivation sessions to assure all LM TSS procurement and contracts personnel are familiar with Lockheed Martin and government policies and procedures on SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's (i.e., obtaining Small Business Subcontracting Plans and SF 294 Reports from large business subcontractors; seeking out SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's; making efforts to assist SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's
- g. The maintenance of records relative to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's.
- h. Monitoring and reporting commitment data to appropriate LM TSS management and Government personnel.
- i. Participating at Federal Procurement Conferences, Business Opportunity Fairs, etc., to counsel SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's in order to establish a broad range of potential suppliers.
- j. Acting as focal points for incoming inquires relative to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's



4. DESCRIPTION OF CONTRACTOR EFFORTS

Lockheed Martin Transportation & Security Solutions will continue to expend significant efforts in order to assure that Small Business, Veteran-Owned small business concerns, Service-Disabled Veteran-Owned small business concerns, HUBZone small business concerns, Small Disadvantaged business concerns and Women-Owned small business concerns will have the maximum practicable opportunity to compete for subcontracts. This effort is underpinned by the following:

- a. Policy Statements
 1. Corporate Policy Statement 040 (“CPS-040”) entitled “Small Business Development Program” issued by Lockheed Martin Corporation’s corporate office states the corporation’s overall commitment to the Small Business program.
- b. Socioeconomic Program Procedures
 2. Lockheed Martin Acquisition Procedure 5.710 entitled “Complying with Socioeconomic Requirements”
- c. Management Interest and Involvement

All levels of Lockheed Martin Transportation & Security Solutions’ management are committed to affording Small Business, Veteran-Owned small business concerns, Service-Disabled Veteran-Owned small business concerns, HUBZone small business concerns, Small Disadvantaged business concerns and Women-Owned small business concerns the maximum practicable opportunity to compete for LM TSS’ business.

To highlight that interest:

1. Goals are established annually for SB/SD-VOSB/VOSB/HZSB/SDB/WOSB’s on a company/divisional basis and communicated to all procurement and subcontract managers.
 2. Quarterly divisional commitment reports are sent to sector and corporate management, which appraises management of LM TSS’ involvement.
 3. As required, Small Business Commitment Activity Reports are sent to LM TSS customers and the SBA (Standard Forms 294 and 295). These reports identify commitments made to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB’s, not only in terms of dollars, but in percent of total commitments as well.
 4. The Subcontracting Report for Individual Contracts (SF 294) is forwarded to individual LM TSS Program Managers for information and action as required.
- d. Motivation and Training
 1. Personnel Training

Training is provided to all Procurement and Contracts personnel annually to apprise them of developments in SB/SD-VOSB/VOSB/HZSB/SDB/WOSB areas.

1. Personnel Motivation

Those employees showing exceptional achievement in seeking out and developing SB/SD-VOSB/VOSB/HZSB/SDB/WOSB’s are eligible for recognition in LM TSS’ Awards Program.

e. Special Assistance

The following procedural guidelines have been established to assure that LM TSS Procurement personnel afford SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's the opportunity to compete for LM TSS business.

Procurement personnel are instructed to:

1. Award subcontracts to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's to the maximum practicable extent consistent with efficient contract performance.
2. Actively seek out SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's. LM TSS Procurement personnel have available on-line system access, directories and other publications for the purpose of identifying such concerns, their products and services, and to determine their capabilities of meeting contract requirements.
3. Counsel such concerns with reference to business opportunities with LM TSS for the purpose of enhancing their potential for participation in procurements.
4. Ensure that sufficient time is allowed for submission of offers, extend reasonable delivery schedules, and make sure other allowances as will facilitate the participation of SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's.
5. Consistent with efficient contract performance, provide adequate and timely consideration of small and small disadvantaged concerns in all "make-or-buy" decisions. Procurement personnel are members of the Make or Buy committee. Procurement personnel are trained regarding the requirement to identify SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's early in the make or buy process.

f. Subcontracting Opportunities

LM TSS is active in participating in counseling activities to assist the SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's to better understand subcontract opportunities that exist, and keeps records on file that reflect this participation.

g. Technical Assistance Programs

If it is determined that technical assistance is required by SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's LM TSS will make every effort to provide the necessary assistance. Examples of such efforts may be in the areas of: understanding RFP requirements; offering advice regarding acquisition procedures; assistance in understanding the FAR; referring SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's to local/regional Small Business Development Centers; financial assistance; or possibly loaning required equipment.

h. Restricting Competition

The Procurement Manager may restrict competition to SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's exclusively based on the nature of the procurement as well as the pool of eligible SB/SD-VOSB/VOSB/HZSB/SDB/WOSB's.

5. CLAUSE FLOW DOWN

Lockheed Martin Transportation & Security Solutions' standard Terms and Conditions reference the following appropriate regulations:

- FAR 52.219-8 "Utilization of Small Business Concerns"
- FAR 52.219-9 "Small Business Subcontracting Program".

Pursuant to the flowdown of FAR 52.219-9, LM TSS requires all large business subcontractors that receive subcontracts in excess of \$500,000 to adopt a subcontracting plan that complies with the requirements of the clause.

6. REPORTS

LM TSS will submit periodic reports as required (Standard Form (SF) SF-294 Subcontracting Report for Individual Contracts and SF-295 Summary Subcontract Report). Optional Form (OF) 312 or a similar reporting format of LM TSS design will be submitted with all "final" SF-294 reports. LM TSS will also participate in studies or surveys as required for determine the extent of compliance with the Subcontracting Plan.

LM TSS will ensure first tier large business subcontractors agree to submit the SF-294 and SF-295 reports as required.

7. RECORDS

a. Small, Veteran and Service Disabled Veteran, HUBZone, Small Disadvantaged and Women-Owned Small Business Source Lists:

1. LMC corporate-wide Trading Partner Management supplier lists
2. LM TSS Supplier name and address file
3. Files on inquiries from SBs, SD-VOSB's, VOSB's, HZSBs, SDBs & WOSBs
4. Regional Minority Purchasing Council Directories
5. National Minority Business Campaign's "Try Us" Directory
6. Organizations contacted for Small, Small Disadvantaged Business and Women Owned Small Business Sources

and utilizing

1. Government Procurement Contracting Officers
2. National and Regional Minority Purchasing Councils
3. Other Lockheed Martin divisions/locations
4. Other companies/firms
5. The U.S. Small Business Administration PRO-Net
6. The Defense Contracts Management Agency
7. The Research and Information Division of the Minority Business Development Agency, Department of Commerce
8. Procurement Technical Assistance Programs: George Mason and Bowie State Universities; State of Maryland PTAP, College Park, MD
9. Existing corporate and company source lists,

10. National Minority Purchasing Council Vendor Information Service
11. Small business trade associations
- b. Lockheed Martin Transportation & Security Solutions will maintain records on all subcontract solicitations expected to result in an award of >\$100,000 indicating:
 1. Whether any Small Business was solicited and if not, why not.
 2. Whether any HUBZone Small Business was solicited and if not, why not.
 3. Whether any Small Disadvantaged Business was solicited and if not, why not.
 4. Whether any Woman-Owned Small Business was solicited and if not, why not
 5. Whether any Service-Disabled or other Veteran-Owned Small Business was solicited and if not, why not
 6. Reasons for the failure of solicited SB/SD-VOSB/VOSB/HZSB/ SDB/WOSB to receive award.
- c. Records are maintained to show such efforts as:
 1. Contacts with Small Business Trade Associations and Small Business Development Organizations
 2. Attendance at Small Business Procurement Conferences, Trade Fairs, and Training Seminars
 3. Monitoring activities to evaluate compliance.
- d. Records that support SF294's submitted to the Government will be maintained in the Small Business Office. These records include name, commitment amount and business size of subcontractors on an individual contract basis.

8. CONTRACTOR'S AGREEMENT

As a designated representative of the Contractor, I, the undersigned, do hereby state that LM TSS agrees to carry out the Government's policy to provide the maximum practicable opportunity for small business concerns, HUBZone small business concerns, small business concerns owned and controlled by socially and economically disadvantaged individuals and Women-Owned small business concerns to participate in performance of its prime contracts, consistent with its efficient performance.

FOIA
(b)(6)

Manager, Subcontracts & Procurement
Lockheed Martin Transportation & Security Solutions



ADDENDUM TO SUBCONTRACTING PLAN

**FOR SMALL, VETERAN-OWNED, SERVICE-DISABLED VETERAN-OWNED, HUBZone,
SMALL DISADVANTAGED and WOMEN-OWNED SMALL BUSINESS CONCERNS**

Submitted to: *National Archives and Records Administration*
8601 Adelphi Road
College Park, MD 20740

Contract Name: *Electronic Records Archives*

RFP/Contract #: *NAMA-03-R-0018*

Contractor: *Lockheed Martin Corporation*
(d.b.a. Lockheed Martin Transportation & Security Solutions)
9211 Corporate Boulevard
Rockville, Maryland 20850

Submitted By:

|

FOIA (b)(6)
Date: 2/5/04

Manager, Subcontracts & Procurement

Approved By:

|

FOIA (b)(6)
Date: 6/8/04

Small Business Liaison Officer

1. Goals (Estimated Value) - Base Year

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)**2. Goals (Estimated Value) - Increment (Option) 1**

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)**3. Goals (Estimated Value) - Increment (Option) 2**

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)

4. Goals (Estimated Value) - Increment (Option) 3

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)**5. Goals (Estimated Value) - Increment (Option) 4**

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)**6. Goals (Estimated Value) - Increment (Option) 5**

	<u>Dollars</u>	<u>Percentage</u>
a. Total Program Planned Purchases		
1. Large Business		
2. Total Small Business		
Small Disadvantaged Business		
Women Owned Small Business		
HUBZone Small Business		
Veteran-Owned Small Business		
Service-Disabled Veteran-Owned Small Bus		

FOIA
(b)(4)

Type	Subcontractor	Work Scope
	Merlin Software	S/W Distributor - BEA

a. Rationale for Developing Goals

FOIA (b)(4)

This Plan's overall Small Business goals (all contract periods inclusive) represent a total of *of total purchases*. In addition, the plan exceeds the RFP's small business goal of *of the total contract value* of each optional increment. Lockheed Martin's plan is to maximize opportunities for all types of small business. This will be accomplished in part through the purchase of Commercial Off the Shelf materials through small business providers found to be reliable on past contracts. In addition, Lockheed Martin plans to continue to actively seek qualified HUBZone and Service Disabled Veteran Owned firms for bidding and performing work under the contemplated contract/program. These objectives will be similarly considered in the staffing and delivery of additional requirements issued during the term of the contract which would result in an increase to the contract value. We believe it is probable that similar or greater small business goals will be achievable during any follow-on activity.

Through our pre-award activities, Lockheed Martin identified and selected small businesses to perform important portions of the Electronic Records Archives program. We also focused on building relationships and positioning small business participation in future tasks. We are not only committed to the participation of small businesses, but also to the assurance of successful performance by these businesses

Our major subcontractor and teaming partner, EDS, is equally committed to supporting ERA small business goals and initiatives.