



Comprehensive Small Business Subcontracting Plan

GE Aviation

Supply Chain –Sourcing

DUNS 137488664

(CAGE 07482 Evendale, OH & CAGE 99207 Lynn, MA)

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This plan has been prepared in compliance with the requirement of Federal Acquisition Regulation (FAR) Subpart 19.7 and FAR 52.219-9, as well as the Defense Federal Acquisition Regulation Supplement (DFARS) Subpart 219.7 and DFARS 252.219-7004. This plan is applicable to all Department of Defense contracts or subcontracts entered into by the GE Aviation entities listed herein. The signature of the following authorized cognizant government representative evidences approval of this Plan.

FY14 GE Aviation Comprehensive Small Business Subcontracting Plan Signature Page

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Introduction

GE has been a pioneer in Aviation since 1917 when the U.S. Government selected GE to develop the first airplane “booster” or turbo supercharger for the fledgling U.S. Aviation industry. Since then, the aircraft division of GE Aviation has scored many firsts. Among them: America’s first jet engine, the first turbojet engine to power flights at two and three times the speed of sound, and the world’s first high bypass engine to enter service. Today, GE Aviation (GEA) is a global provider of engines, systems, and services. As a leader in aviation technology, GEA continues to design develop and manufacture jet engines, components and integrated systems for military, commercial and business and general aircraft as well as aero-derivative gas turbines for marine applications.

GEA is one of the major businesses within the General Electric Company and is headquartered at the Evendale Plant in Cincinnati, Ohio. The scope of GE Aviation’s activity also covers advanced state-of-the-art concepts for future aeronautical and aerospace uses employing high technological manufacturing processes.

This Comprehensive Subcontracting Plan (CSP) outlines the goals and reflects the efforts to provide Small Business (SB), Small Disadvantaged Business (SDB), Woman Owned Small Business (WOSB), HUB Zone, Veteran Owned Small Business (VOSB), Service Disabled Veteran Owned Small Business (SDVOSB), Alaskan Native Corporations (ANC), and Indian Tribes, the opportunity to compete for and participate in the performance of contracts awarded by federal agencies. This plan applies to all active Department of Defense (DoD) prime and subcontracts awarded through 30 September 2014.

GE Aviation Leaders have long recognized that Small Business performance plays a key role in satisfying customers and remaining competitive in the marketplace. Sourcing continues to actively pursue relationships that will benefit SB as well as enhance GEA’s competitive posture in the marketplace. The GEA Sourcing team is committed and believes that the initiatives discussed in this document are targeted to advance GEA towards the established goals.

Statement and Dissemination of Policy

It is the policy of the General Electric Company “To provide a competitive opportunity for SB, SDB, WOSB, HUB Zone, ANC, Indian Tribes, VOSB, SDVOSB, Large Business (LB), local, national and international suppliers to qualify for and earn a share of GE’s current and long term purchase volume, commensurate with the merits of their offerings and their proven qualification or demonstrated performance as suppliers.”

This plan hereinafter is referred to as the FY14 Comprehensive Subcontracting Plan (CSP) which covers GE Aviation (DUNS 137488664) locations in Evendale, OH cage code 07482 and Lynn, MA cage code 99207. It is the implementing document of GE Aviation policy and Public Laws, such as 95-507, 99-661, Public Law 1207, 100-656, 106-50, Public Law 100-180, Section 806, Executive Order 13157, and Public Law 105-135.



GEA has written and disseminated group wide policy statements in support of this plan, and has developed procedures, and assigned specific responsibilities to assure implementation. The following procedures include responsibilities for implementation of these requirements and give guidance to Sourcing personnel:

- Procedure 522.05 “U.S. Government Subcontract Plans” is disseminated throughout the group and is referenced in the Sourcing Procurement Manual (PM).
- PM-2.101 “Small Business Subcontracting Plan Implementation”

These documents can be found on Sourcing’s Supplier Diversity webpage on the GE Intranet and contains most updated documents and includes other resources on SB matters.

I. Small Business Goals

Small Business at GEA has been impacted due to the challenges of the U.S. economic conditions. We have seen many businesses retire and/or sell to larger firms. For these reasons, in 2013, GE’s Supplier Development team was focused on establishing a process for identifying and qualifying suppliers to produce engine hardware. GEA remains committed to setting realistic and challenging goals and ensuring maximum practical subcontracting opportunity for small business. The following goals have been established for FY 2014.

Total Planned Subcontract	\$ 750,000,000	100%
LB	\$ 502,500,000	67%
SB	\$ 255,000,000	34%
SDB	\$ 11,250,000	1.5%
WOSB	\$ 35,250,000	4.7%
HUB ZoneSB	\$ 7,500,000	1.0%
VOSB	\$ 15,000,000	2.0%
SDVOSB	\$ 2,250,000	0.3%

Basis for Goals:

These goals are based on best forecast schedule of known GEA domestic subcontracts directly tied to DoD contracts and are realistic to market conditions. GEA has and will continue to work aggressively to find new suppliers and increase opportunities for current suppliers in these categories.

Goals were determined by considering:

1. The forecasted sub-contract opportunity for small businesses,
2. The pool of eligible subcontractors,
3. Long term agreement awards that are already in place,
4. Business class changes that will occur with small business, and order schedule release timing issues



Additionally, GEA military contract orders are expecting a 5% decrease from last year due to sequestration. All of these considerations will impact the utilization of small business concerns. It should be noted; however that GEA provides much of the small business opportunity on the commercial side of the business. In most cases more than half of the work that a small business does with GEA will be on commercial products. The declining trends in small business goals are largely due to a number of suppliers who have changed business class over the past two years and will have a negative impact to military spend.

The financial impact is summarized below:

Impact Categories	# Suppliers	Avg Annual Impact (\$)
Small	12	\$ 34,100,398
WOSB	3	\$ 870,895
VOSB	2	\$ 4,150,812
SDB	4	\$ 5,515,332
HUB Zone	1	\$ 2,959,050
Total Impact	22 suppliers	\$ 47,596,487

The list of impacted suppliers with NAICS code 336412 who have changed are:

Supplier	Prior Status	Current Stat
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	Small	Large
	WOSB	Small
	WOSB	Small
	WOSDB	Small
	VOSB	Small
	VOSB	Small
	SDB	Small
	SDB SDVOSB	SDVOSB
	VOSDB	VOSB
	WOSB Hub Zone	WOSB



In Summary, due to the significant loss in the number of **Small and SDB's**, these two categories are predicted to decrease in spend/goals. GEA's initiatives will address remediation plan on improving this metric. **WOSB's** will most likely remain flat; however GEA is proposing slight increase in goals in this category. **HUB Zone** suppliers have been difficult to find due to re-zoning and GEA will work with PTAC's to help find more suppliers in this category. Finally **VOSB's and SDVOSB's** historically have been challenging to grow due to the difficulty in part manufacturing. GEA has made efforts to RFQ more complex hardware and has not proven successful.

GEA's goals have been adjusted and the GEA is working to develop new suppliers to eventually replace the loss of the suppliers seen in the past year. In order to fully realize the success, the development of the suppliers will take time to train, certify and grow. The goals were estimated based on all of the aforementioned considerations and is GEA's most realistic yet challenged forecast.

II. Goals Methodology

The FY14 domestic subcontract dollars were derived from the business forecast that was available at the time of the plan preparation. The data is used to forecast anticipated input from suppliers against DoD related contracts. The data provided to Sourcing is tops down number versus a drawing/part number's specific dollar figure. As such GEA is looking at actual and forecasted requirement for engine parts that include both new and spare parts on contract through FY14. Sourcing utilizes this top-level data to make analysis of the anticipated supplier purchases for the period of the subcontract plan. As a result the numbers listed in the previous section are not firm but our best estimate for FY14. GEA will continue to provide SB's with the opportunity to compete for business.



III. Products and Services Offered

Typical parts (new make and spares) with potential for SB sector suppliers including SDB's, WOSB's, HUB Zone, VOSB's, and SDVOSB's are listed on the next page.

Engine Part (NAICS 336412)

- | | |
|-----------------------------------|-----------------------------|
| - Washers (various kinds) | - Sleeves |
| - Mounts | - Bushings |
| - Seal Rings | - Inserts (metal) |
| - Links | - Brackets (various kinds) |
| - Clevis (various kinds) | - Covers (various kinds) |
| - Adapters (various kinds) | - Harnesses |
| - Manifolds | - Retainers (various kinds) |
| - Supports | - Cover Plates |
| - Housings | - Laminated Shims |
| - Guides | - Lugs |
| - Baffles (various kinds) | - Heat Shields |
| - Gussets | - Oil Slingers |
| - Plugs | - Identification Plates |
| - Shields (various kinds) | - Balance Weights |
| - Lock Plates | - Spacers (various kinds) |
| - Shroud Supports | - Boss |
| - Oil Seals (various kinds) | - Flanges |
| - Bearing Housings | - Flange Tabs |
| - Hub Tie Clamps (various kinds) | - Bumpers (various kinds) |
| - Cables | - Nuts (various kinds) |
| - Leads | - Bolts (various kinds) |
| - Check Valves | - Studs |
| - Solenoid Valves | - Braces (various kinds) |
| - High Pressure Seals | - Fan Blades |
| - Bearings | - Spray Bars |
| - Casings (Compressor & Diffuser) | - Frames (front, main, mid) |
| - Thermocouple Harnesses | - Seals (carbon & shaft) |
| - Power Turbine Assys | - Fuel Nozzles & Pumps |
| - Liners | - Oil Pumps |
| - Tubes | - Manifolds |

AIRCRAFTGROUNDSUPPORTEQUIPMENTNAICS334519

- | | |
|---------------------------|----------------------------------|
| - Adapter | - Puller Mechanical |
| - Hoisting Rotor Assembly | - Alternator Rotor |
| - Fixture, Assembly | - Kit, Pusher/Puller No. Bearing |
| - Spring Pin | - Support Adapter |
| - Fixture, Support | - Shaftgear |
| - Forward Cover | |



IV. Selected Industry Categories

In accordance with DFARS 252.219.7004 (2) ii of the CSP instructions, this section addresses the ASCD Sourcing's targeted commodities for the selected industry categories. The SBLO will track the progress of these two selected commodities and report them formally within the comment section of the Summary Subcontract report (SSR) on a semi-annual basis and informally quarterly 30 days after the close of the quarter.

Historically, GEA's Global Machining and Fabrications organization has the largest buy and is the commodity with the most opportunity for small business concerns. The target industries are selected by determining engine parts on Long Term Agreements (LTA's) that are going to expire and due for RFQ. During LTA expiration analysis, efforts are made to identify targeted engine parts that are manufactured by large businesses and could potentially be manufactured by small and SDB suppliers. The small and SDB suppliers are then identified and included in the RFQ of the targeted engine hardware with the end goal of winning and awarding purchase order's 100% of the time. For FY14, the targeted commodity parts are [REDACTED].

[REDACTED]
This commodity will continue to be an Industry Category to fully realize the spend opportunity. The [REDACTED] will be transitioned to [REDACTED]. [REDACTED] is a Hispanic owned SDB, WOSB who has proven to be both cost competitive and capable. The FY 2014 planned subcontracts awards for brackets and tubes are summarized below.

[REDACTED]	\$	[REDACTED]	[REDACTED]
	\$		
	\$		
	\$		
	\$		

[REDACTED]
This commodity will continue to be an Industry Category as both parts were part of long-term agreement (LTA) re-negotiation. The [REDACTED] will be transitioned to [REDACTED], who has also proven to be both cost competitive and capable. The FY14 planned subcontract awards for these rings are summarized below.

[REDACTED]	\$	[REDACTED]	[REDACTED]
	\$		
	\$		
	\$		
	\$		



GEA's future plans are to quote more opportunities with both suppliers. This is an excellent opportunity for GE Aviation to work together with [REDACTED] on the Industry Categories increasing our SDB placements.

V. Method to Identify Potential Sources

Due to the nature of quality, requirements for engine hardware and the need for the supply base to be approved prior to awarding a contract GE Aviation has chosen to solicit suppliers directly. Once a potential supplier is identified, ASCD Sourcing, Quality and/or technical personnel determine the feasibility of establishing a business relationship with that supplier. Potential small business inquiries can also be filed via a capability survey that is found on GEA's website at www.geaviation.com under the Doing Business with GE section.

Sourcing Leaders utilize and participate in a variety of action-oriented programs designed to increase the number of SB concerns available for solicitation and participation in our business. Such resources and tools are utilized for locating various SB Sources include but are not limited to the following:

- Use of the government tool called System for Award Management (SAM), which replaced the Central Contractor Registration (CCR) on-line database. In addition to this resource, other source lists are: and source lists are:
 - www.sam.gov – System for Award Management
 - www.sba.gov –U.S. Small Business Administration
- www.thomasnet.com – Thomas Net Supplier Discovery
- www.manta.com - Small Business search engine
- Publications, such as Aerospace Industries Association
- Contact with various organizations such as the
 - National Minority Diversity Council (NMSDC),
 - Minority Business Development Agency
 - PTAC's
 - Manufacturing Technical Assistance Productions Program
 - Greater Cincinnati Chamber of Commerce
 - Southern Ohio Minority Supplier Development
- Participation in various government and privately sponsored conference, trade fairs and symposiums. Sourcing personnel also counsel and discuss subcontracting opportunities



with various SB firms and cooperate with government agencies to increase participation with diverse suppliers.

GEA also is listed in the Small Business Administration (SBA) SUB Net, the Air Force SB website for suppliers to make contact with the SLBO, however GEA does not post open requirements to these sites.

During FY13, GEA attended the following conferences/trade shows: NDIA Small Business Conference, National Minority Supplier Diversity Council Trade Show, Florida Defense & Technology Showcase, and Society for Advancement of Material and Process Engineering (SAMPE) Supplier conference. GEA also hosted supplier symposium to attract small business at a new jet engine component factory in Auburn, AL and also hosted with another GE business in New Albany, IN.

ENGINE PROGRAM BASELINE

The baseline organizations for this pilot are Lynn, MA and Evendale, OH. Both of these organizations have been included in the past-consolidated CSP. Subcontracts with funding related to the DoD segment for engine programs including:

Air force	F101, F103, F108, F110, F118, F404, TF34, TF39
Navy	F404, F414, T64
Army	T700

Spare parts of GEA's business are placed by ASCD Sourcing and become the dollars utilized in tracking performance against the subcontract goals in the CSP. This CSP does not include any subcontract activity from GE's wholly owned affiliates including but not limited to Engine Services Inc. (062W2), Elano (96941), Johnson Technology (3S9S6) or Aviation Systems (30TF8). These operations will continue to track and report DoD subcontracts as they have historically done. To try and incorporate the affiliates into this plan at this point in time is not practical because of the multitude of purchasing systems.

VI. Indirect Overhead Cost

GE Aviation indirect cost/expenses will not be included as part of FY14 goals/dollars or plan and reporting.¹

VII. Responsibilities for Implementation

Within GE Aviation, The buyer/contract administrator assigned to a particular commodity is responsible for contractual requirements included in the subcontracting plan, the reporting of accomplishments in meeting established goals, and liaison with the customer on matters concerning contractual obligations. Maria Esquibel-King is GEA's Small Business Liaison

¹ In fall of 2013, OSD Janice Buffer, made a statement at a CSP break out meeting regarding Indirect Costs. She stated that CSP participants can opt to exclude indirect costs. She also noted that eSRS did not reflect reporting requirements and replaces the old 295 Form thus indirect reporting is not required as part of the SSR.



Officer (SBLO) and is located in Cincinnati, Ohio.

Maria can be reached with the following contact information:

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1 Neumann Way, M/D E120
Cincinnati, OH, 45215
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The Aviation Small Business Liaison Office (SBLO), or other designated office, is responsible for administering the small business subcontracting program. This includes the following:

1. Counsel to both suppliers and Sourcing personnel in matters regarding the program and maintaining liaison with various U.S. Government agencies and GE management.
2. Write up and submittal of CSP for each government fiscal year which includes:
 - a. Gathering input from Sourcing team on initiatives and industry categories
 - b. Determining projected spend and analyzing area to focused efforts for improvement to CSP goals and initiatives.
 - c. Proposing and negotiating goals of program with DCMA representative.
3. With regards to implementing and monitoring the progress of the CSP inside GE, duties include:
 - a. Instruction, counseling, and assisting buying personnel in locating and supporting the participation of SB, SDB, ANC, Indian Tribes, HUB Zone, VOSB, SDVOB and WOSB concerns
 - b. Maintenance and dissemination of SB category lists
 - c. Assurance that government funded Assurance that government funded requests for quotation where the anticipated value of a purchase order will be over \$650,000 and all government funded subcontracts over \$650,000, except those awarded to SB or International suppliers include the requirement for the adoption of a SB subcontracting plan and reporting requirements.
 - d. Review subcontract plans submitted by submitted by first tier subcontractors.



- e. Advise potential subcontractors on basic requirements of Subcontract Plan
 - f. Provide quarterly updates on performance to plan and host reviews with Sourcing Leaders on progress of CSP implementation.
4. Preparation and submittal of periodic reports including SSR's to the government and management for assessment of the extent to which goals for various Small Business categories are being met.
- a. Report goal progress bi-annually using the eSRS (government provided system).
 - b. Provide quarterly updates on status of plan implementation to DCMA representative.
 - c. When applicable, review and approve ISR's provided by sub-contractors bi-annually.
5. Cooperation with the government in any studies or surveys, which may be required to determine the extent of compliance with this plan.
6. Maintenance of records to demonstrate compliance in good faith with the terms of this CSP.
7. Participation in local and national minority purchasing committees.
8. Participation in government and privately sponsored symposia, conferences and trade fairs to promote greater subcontracting opportunities for all SB concerns.

VIII. Efforts to Assure Opportunity

It is the policy of GE Aviation to offer Small Business concerns the opportunity to provide services, supplies, parts, subcontract manufacturing, etc., consistent with the ability of these suppliers to meet GE's quality, delivery, and cost requirements. The company also actively encourages its employees to participate in and support community organizations, which, directly or indirectly, assist the company's efforts to implement this plan.

The Corporate "JJ Murphy Extra Step" Award is utilized as motivation and reinforcement for over and above efforts in improving GE Aviation's use of Minority and WOSB suppliers and maintaining a fully effective program. In FY13 seven Aviation employees won this award. Award Winners are normally sent to corporate headquarters for the award ceremony and presented with a plaque and GE stock in recognition of going the Extra Step to support Minority and WOSB by, CIO of GE.



Utilization of all segments of the SB supplier base is the responsibility of the buyer. The buyer for a particular procurement is responsible for assembling a bid list of potential suppliers for the item(s) being purchased. It is the buyer's responsibility to include on the bid list known capable suppliers that the buyer has determined to be responsible with regard to quality, financial capability, delivery, performance, and service. It is the buyer who has the final say as to what firms are included on a Request for Quote (RFQ). However per GEA Procurement Manual 2.101, Section 3.3.2, the buyer is required to inform and receive approval from the SBLO at required threshold levels on RFQ's greater than \$150,000. The SBLO provides a known list of suppliers and the buyers are also encouraged to only bid SB in commodity areas where there is enough competition to have a competitive procurement.

Additionally, PM 2.101 requires a buyer to advise the SBLO if there are no known SB suppliers for a product or service prior to RFQ being issued for open requirements. The SBLO and the buyer will collaborate to determine whether the product or service needed could be purchased/bid to a SB and include them on future RFQ's. The SBLO is part of the Supply Chain and Supplier Development Organization that supports Sourcing and the New Product Introduction Value Stream. See Appendix A for Organization Chart for clarity.

IX. Flow Down to Subcontractors

Aviation Supply Chain Division Sourcing assures all government-funded subcontracts include the appropriate flow down clause per FAR 52.219-8, and requires all domestic subcontractors (except SB concerns and foreign business) who receive subcontracts in excess of \$650,000 to adopt a plan and ensure that subcontractors agree to submit DUNS number, Individual Subcontract Reports (ISR) and/or SSR in accordance with FAR 19.704 (a) (10). The purchase order review performed by the management of ASCD Sourcing includes checking to ensure that the applicable government clause is incorporated in the order including the clause at FAR 52.219-9. With regards to subcontract reporting, the SBLO receives SSR's in compliance with 52.219-8 at mid-year and year end. On PO's requiring reporting, GEA references Remark H61 on the PO which requires the supplier to report. The remark states that if the supplier has a small business plan in association with the order, then reporting is required to be submitted to GEA's SBLO in eSRS. The GEA SBLO has received approximately 12-20 submissions during each reporting period.

X. Studies, Surveys and Reporting

GE Aviation will continue its cooperation with the government in any studies or surveys, which may be required to determine the extent of compliance with this plan. This includes submittal of periodic reports, including SSR's as required by public law, to the government and management for assessment of the extent to which goals for various SB categories are being met. GE Aviation submits quarterly reports to the DCMA program manager on the selected industry category and GE Aviation initiatives.



Service level small business performance breakouts are not required or regulated for CSP participants. However, GE Aviation will cooperate with requests from Army, Navy, Air Force and Missile Defense Agency to provide service level performance breakouts semiannually. As requested breakouts will be provided with semiannual SSR submissions under the Section titled “Subcontracting Dollars for Military Services and Other Defense Agencies” of the SSR. GE understands the need to provide visibility to performance by service, however it should be noted, such reporting shall not become separate goals nor shall GE be penalized for performance in such categories. The aggregate Summary Subcontract Report remains as the final, measureable and most accurate report on the company’s small business spend.

XI. Record Systems

ASCD Sourcing maintains statistical records on solicitation and actual performance as well as records on participation in conferences, trade fairs, distribution of source lists, and other activities, i.e., supplier evaluations, to facilitate SB participation. These records demonstrate compliance with this plan and provide data to generate periodic reports; these records include, as a minimum, the following:

1. SB source lists of all small business concerns.
2. Contacts with organizations to locate additional SB, SDB, WOSB, HUB Zone, VOSB and SDVOSB sources.
3. On a contract-by-contract basis, records on subcontract solicitations over \$150,000 in support of government-funded programs including statistics on whether SB, SDB, WOSB, HUB Zone, VOSB and SDVOSB were solicited and if not, why not; and reasons for the failure of responsive SB to receive the award.
4. Records to support such efforts as contacts with trade associations, business development organizations and participation in conferences and trade fairs.
5. On a contract-by-contract basis, records to support award data submitted to the government, including identification and business classification of the subcontractors receiving awards.

XII. Size/Status Representation

ASCD Sourcing acting in good faith relies on written representations by subcontractors regarding their status as a SB, SDB, ANC’s and Indian Tribes, WOSB, HUB Zone, VOSB, SDVOSB. When a supplier claims HUB status, the SBLO validates and the business may be required to produce their certification obtained from US SBA. The subcontractor provides written representations to ASCD Sourcing certifying its status via completion of Certifications and Reps (also known as “Standard Remark C56” on the Purchase Order) rev 5/2/12.



XIII. Initiatives

The GE Aviation SBLO will execute focused initiatives for FY 14 targets to advance GEA towards the new goals and will report on this progress to DCMA on a quarterly basis 30 days after the end of each quarter. The following three initiatives will be implemented in FY14 to improve performance in all business class categories. The objectives/milestones are outlined in detail so that quarterly updates will reflect progress to each milestone.

1. ***Small Business Supplier Database*** –GE has a small business list of suppliers and process to collect information where new supplier can self-register their business via an on-line survey; however GE does not currently have a comprehensive tool that best describes the capabilities and capacity restriction of each supplier. GEA will create a robust and comprehensive tool/database that will serve as marketing tool for the GE Buyer. This is beneficial for the suppliers for several reasons:
 - a. The supplier can provide a complete description of their company and its core competencies such as part size, technical capabilities, and growth potential.
 - b. It increased communication between GE and the supplier to better understand the type of work the supplier currently does and the future work that a supplier want to invest and grow into.
 - c. Provides for maximum opportunity on potential RFQs that a buyer originally had not realized.
 - d. Allows for a more strategic look at supplier and its future growth with GE in a collaborative and transparent manner.

With this tool, a buyer can thoroughly determine whether a supplier has capability and capacity and can provide maximum opportunity to quote. Development of this database will help Buyers, Managers, and Leaders quickly identify current suppliers who are available for additional procurement opportunities. This database will be shared across the GEA Company and will serve as a comprehensive guide for existing suppliers and will be the foundation to sustain small and underutilized supplier potentials. Detailed objectives are outlined in Table on next page.



No.	Objective		Actions	Est. Completion
1	Establish a process to gather information on existing suppliers	1	Determine criteria on key questions (i.e. Capacity, part size capabilities, commodity type etc.)	Qtr. 1
		2	Develop survey with key questions for suppliers to complete.	Qtr. 1
		3	Gather contact information for suppliers (new and existing.)	Qtr. 1
		4	Send out survey to suppliers and track for 30 and 60 days for response	Qtr. 2
2	Educate and promote the existing small business database to key sourcing stakeholders	1	Communicate database to Sourcing Buyers/Engineers of known suppliers with capabilities to quote.	Qtr. 2
		2	Pulse Buyers on use of tool and ways to improve supplier list with detailed capabilities.	Qtr. 3

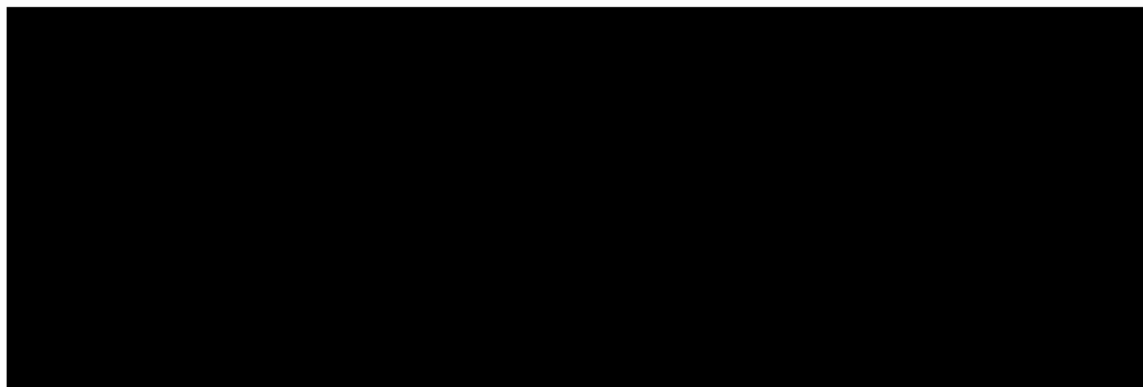


2. **SDB Supplier Focus** –Due to current environment, economical performance and/or company growth, there have been several small disadvantaged suppliers (SDB's) that have changed business class status over the past few years that has impacted GEA's goals. GE is committed to continue to work to find and develop SDB's. This initiative is focused at growing current SDB's and strong efforts at finding one to two SDBs to add to the supplier pipeline at GEA. Objectives are outlined on table on next page.

No.	Objective		Actions	Est. Completion
1	Review current list of SDB's	1	Determine number of SDB suppliers to review	Qtr. 1
		2	Conduct thorough analysis of current SDBs spend	Qtr. 1
2	Schedule and conduct business reviews with each one to understand their capacity, quality and delivery trends, and determine growth opportunities.	1	Work with assigned buyer and quality product engineer to set up supplier meetings.	Qtr. 2
3	Establish team to identify upcoming military proposals	1	Work with sourcing managers to identify and long term agreements or opportunity for military part orders to move to SDBs.	Qtr. 1
		2	Communicate to buyers current list of SDB's along with capabilities upon supplier reviews.	Qtr. 1
		3	Provide buyers list of SDB's to include on RFQs for identified parts orders/proposals	Qtr. 2
4	Conduct outreach by participating in conferences and seeking help from outside economic development offices/PTACs/SBA to find SDB's.	1	Establish contacts and reach out to PTAC and surrounding SBA's, and economic development offices for assistance in searching for SDB's.	Qtr. 1
		2	Develop schedule of Outreach events to target SDBs	Qtr. 1
		3	Review suppliers found in Outreach activities with goal of finding 1-2 new SDB suppliers	Qtr. 3



3.



No.	Objective		Actions	Est. Completion
1	Establish team and create process for identifying small businesses that have the capability and [REDACTED]	1	Identify team (led by [REDACTED] who will create list of business needs and types of suppliers needed.	Qtr. 1
2	Create a tool to track supplier capabilities and scorecard of status of readiness of supplier to manufacture. Goal is to have 8 new suppliers to develop.	1	Search suppliers by coordinating with Supplier Development and Sourcing.	Qtr. 2
3	Once supplier has been confirmed as a fit, informally mentor the small businesses through GEA's certification process, manufacturing learning curve and quality requirements.	1	Visit two to four suppliers per quarter that have been identified and determine if supplier is best fit and can be developed and/or mentored to become supplier to GE.	Qtr. 3-4
4	Request for quote (RFQ) on a mix of low, medium, and high complexity engine hardware.	1	Follow up on quotes with conference calls and site visits may be needed to ensure the supplier had a complete understanding of [REDACTED]	Qtr. 3-4
		2	Track information on each supplier that includes description of supplier capabilities, RFQ's sent out, results from RFQ's and next steps for suppliers with goal of having suppliers win Purchase Orders.	Qtr. 3-4



XIV. Mentor Protégé

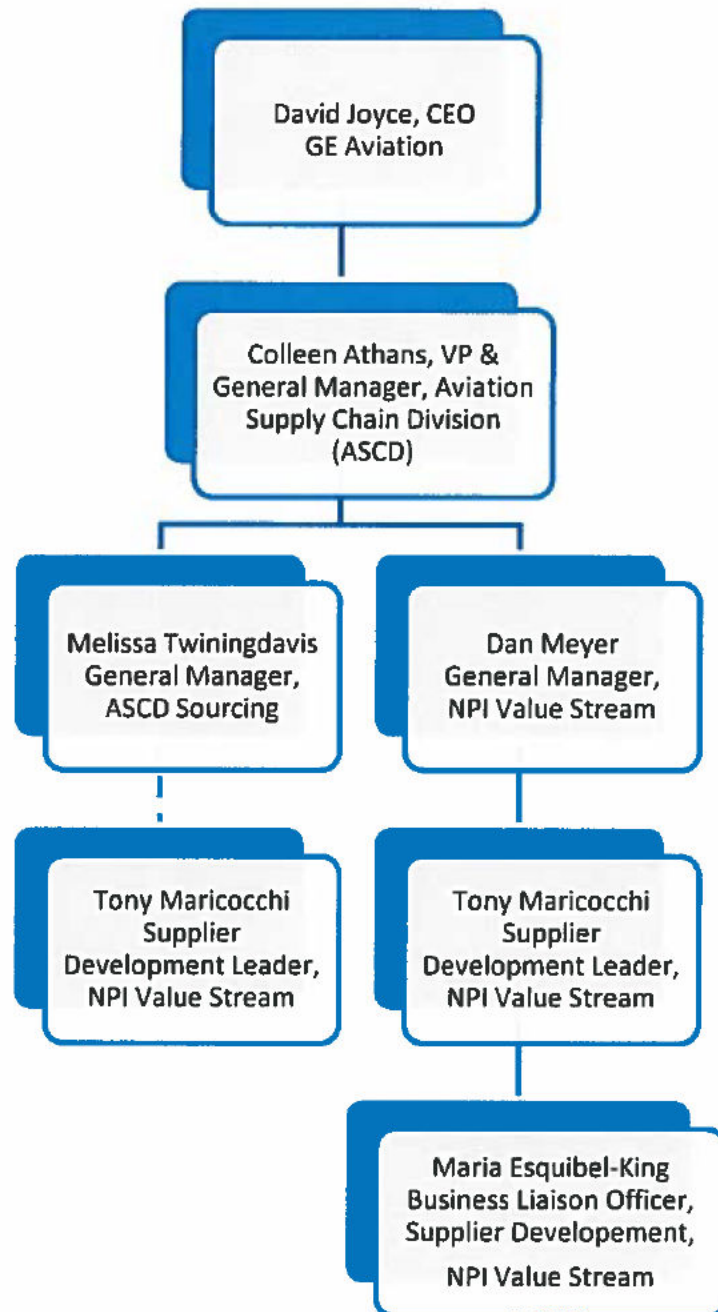
GEA's Mentor/Protégé agreement ended on 8/15/2010 and is not seeking any formal mentor protégé agreements but rather will informally continue to mentor existing suppliers as needed.

XV. Termination Clause

Upon expulsion from the Program or Program termination, the contractor shall negotiate and establish individual subcontracting plans on all future DoD contracts that otherwise meet the requirements of Section 211 of Public Law 95-507.

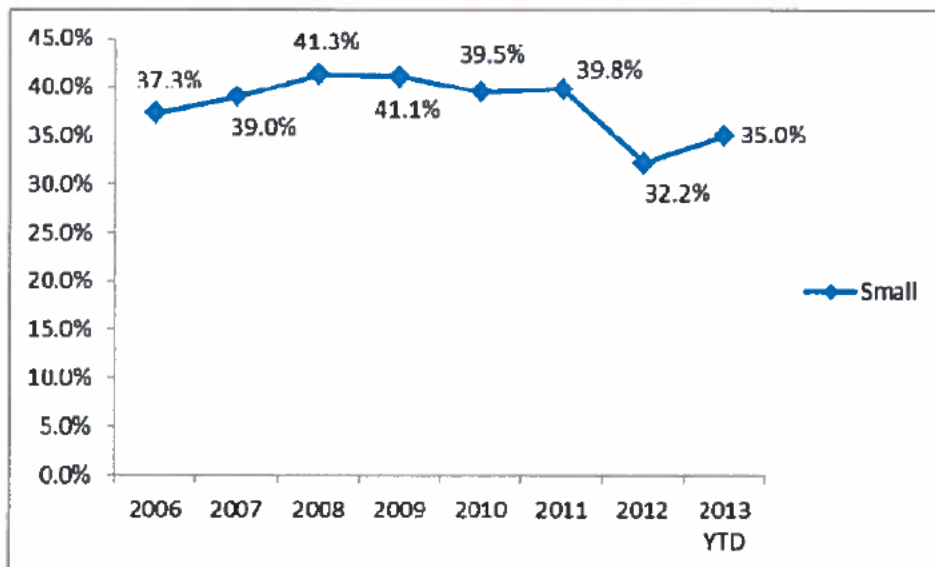
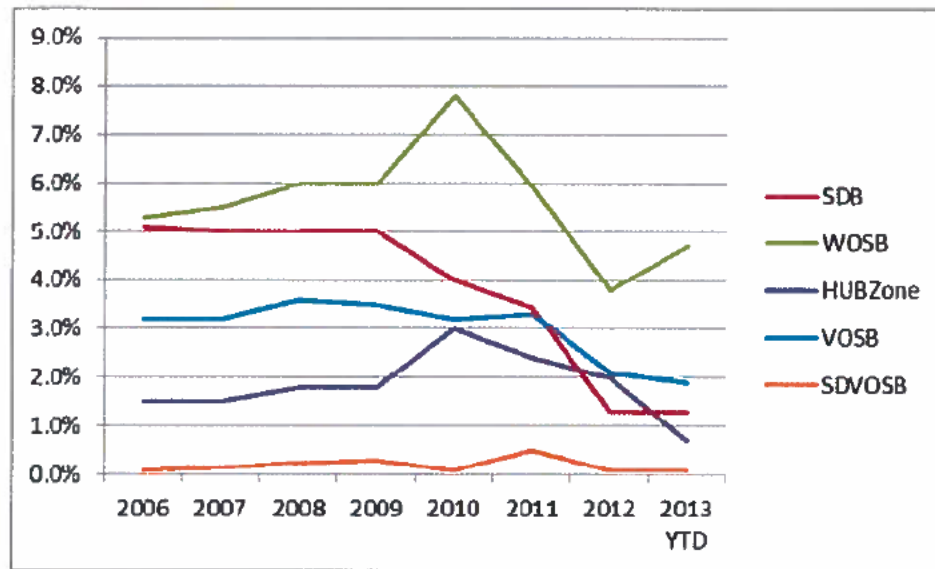


APPENDIX A FUNCTIONAL SUBCONTRACT ORGANIZATION CHART





APPENDIX B SMALL BUSINESS HISTORY CHARTS AND TRENDS





APPENDIX B – Continued

GE-Aviation					End of Fiscal Year Data			
Total Subcontracting Dollars					Small Business			
Fiscal Year	Goal	Actual			\$ Goal	\$ Actual	% Goal	% Actual
FY08	\$810,000,000	\$853,062,252			\$313,470,000	\$351,927,386	38.70%	41.30%
FY09	\$850,000,000	\$930,692,389			\$332,350,000	\$379,604,696	39.10%	40.80%
FY10	\$900,000,000	\$910,148,367			\$355,500,000	\$360,395,358	39.50%	39.60%
FY11	\$900,000,000	\$763,533,876			\$358,000,000	\$297,592,467	39.80%	38.98%
FY12	\$750,000,000	\$1,039,896,082			\$285,000,000	\$335,023,737	38.00%	32.22%
FY13*	\$640,000,000	\$867,236,364			\$211,200,000	\$302,317,766	33.00%	34.9%

Small Disadvantaged Business					Women-Owned Small Business			
Fiscal Year	\$ Goal	\$ Actual	% Goal	% Actual	\$ Goal	\$ Actual	% Goal	% Actual
FY08	\$40,500,000	\$43,004,866	5.00%	5.00%	\$40,500,000	\$51,393,738	5.00%	6.00%
FY09	\$42,500,000	\$46,093,518	5.00%	5.00%	\$45,900,000	\$56,133,488	5.40%	6.00%
FY10	\$45,000,000	\$36,600,096	5.00%	4.00%	\$48,600,000	\$71,328,247	5.40%	7.80%
FY11	\$40,500,000	\$26,280,484	4.50%	3.44%	\$53,100,000	\$57,090,648	5.90%	7.48%
FY12	\$30,750,000	\$13,029,203	4.10%	1.25%	\$42,000,000	\$39,739,516	5.60%	3.82%
FY13*	\$16,000,000	\$11,181,070	2.50%	1.29%	\$28,800,000	\$41,056,847	4.50%	4.73%

HBCU/MI					Hub-Zone Businesses			
Fiscal Year	\$ Goal	\$ Actual			\$ Goal	\$ Actual	% Goal	% Actual
FY08	\$0	\$0			\$13,770,000	\$15,239,654	1.70%	1.80%
FY09	\$0	\$0			\$45,900,000	\$16,915,876	1.80%	1.82%
FY10	\$0	\$0			\$17,100,000	\$31,191,175	1.90%	3.40%
FY11	\$0	\$0			\$21,600,000	\$21,251,271	2.40%	2.78%
FY12	\$0	\$0			\$21,600,000	\$20,960,909	2.50%	2.02%
FY13*	\$0	\$0			\$16,000,000	\$6,046,680	2.50%	0.70%

Veteran-Owned Small Business					Service Disabled Veteran-Owned Small Business			
Fiscal Year	\$ Goal	\$ Actual	% Goal	% Actual	\$ Goal	\$ Actual	% Goal	% Actual
FY08	\$25,110,000	\$30,351,688	3.10%	3.60%	\$2,025,000	\$2,091,826	0.30%	0.20%
FY09	\$27,200,000	\$32,543,910	3.20%	3.50%	\$4,250,000	\$2,766,772	0.50%	0.30%
FY10	\$28,800,000	\$29,094,259	3.20%	3.20%	\$4,500,000	\$1,219,022	0.50%	0.10%
FY11	\$29,700,000	\$22,198,425	3.30%	2.91%	\$4,500,000	\$931,137	0.50%	0.12%
FY12	\$2,325,000	\$22,170,082	3.10%	2.13%	\$2,250,000	\$1,365,701	0.30%	0.13%
FY13*	\$16,000,000	\$16,563,036	2.50%	1.91%	\$1,920,000	\$1,266,578	0.30%	0.15%

*All numbers in FY13 reflect actuals through June 2013