

eSRS for review and approval of the SBLO..." See DCMA's GFY13 Form 640, pg. 9 (emphasis added).

[REDACTED]

I. Recommendation No. 12: Inclusion of Internal Purchase Orders

[REDACTED]

DCMA was unable to determine if the internal purchases were included in the FY 14 SSR. It is recommended that Sikorsky provide assurances that internal purchases are not included in the SSR's.

[REDACTED]

[REDACTED]

As part of the 640 review, Sikorsky was requested to provide a report of all orders issued to large businesses with a total value over \$650K.

[REDACTED]

[REDACTED]

[REDACTED]

m. Recommendation No. 13: Missed Small Business Goal

Sikorsky achieved [REDACTED] with a goal of [REDACTED]. It is recommended that efforts to find additional Small Business supplier continue. DCMA has acknowledged that Sikorsky achieved most of the FY14 goals.

[REDACTED]

[REDACTED]

[REDACTED]

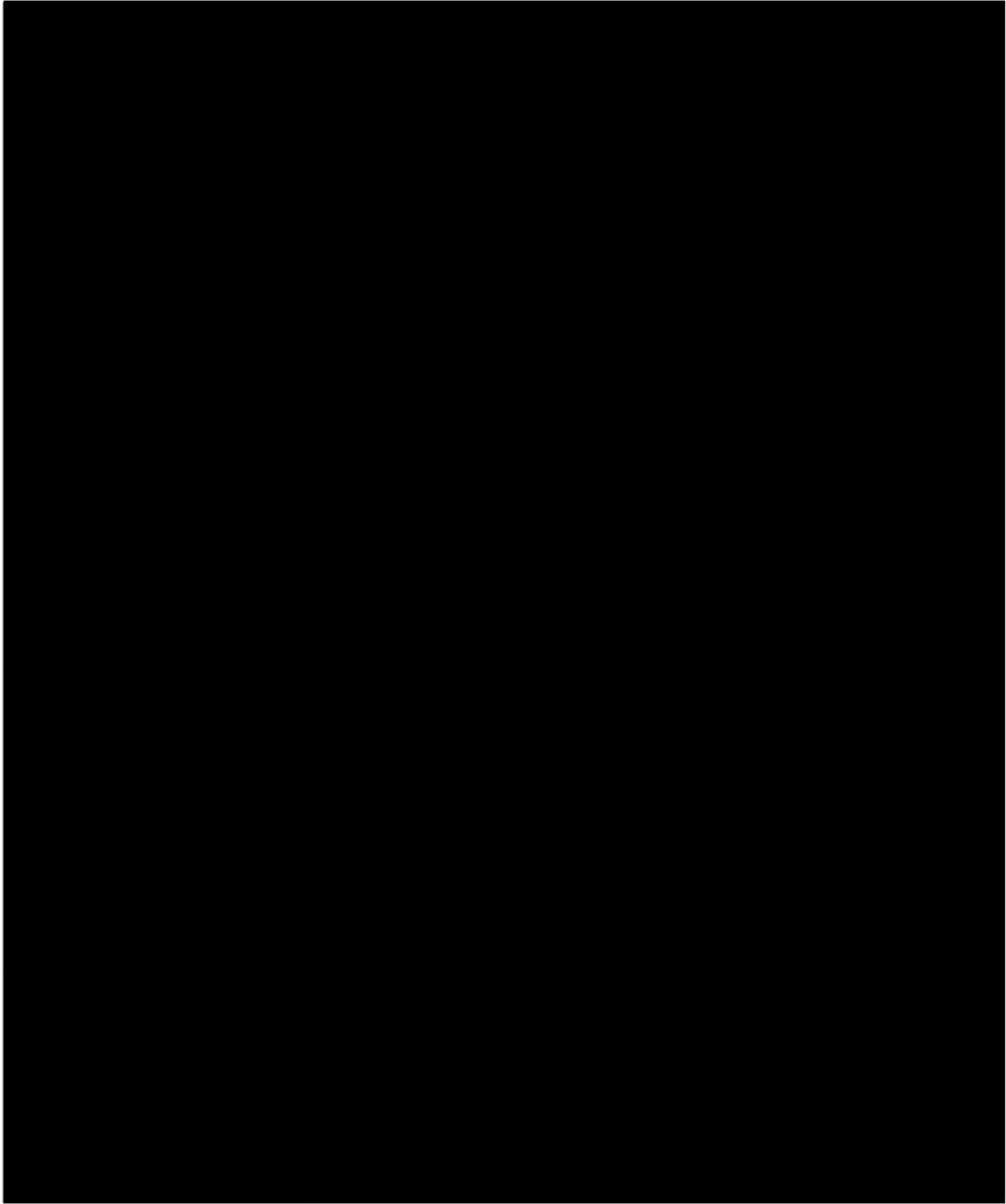
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



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USA00387

[REDACTED]

[REDACTED]

[REDACTED]

n. Recommendation No. 14: Communications from Sikorsky's President

On April 1, 2015 Sikorsky President Mick Maurer was replaced by Bob Leduc. DCMA recognizes that the change took place in 2015; however it is recommended that the new president disseminates a formal policy letter throughout the company advertising its commitment to the small business program.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] DCMA's assessment of a marginal rating on Sikorsky's FY14 small business program.

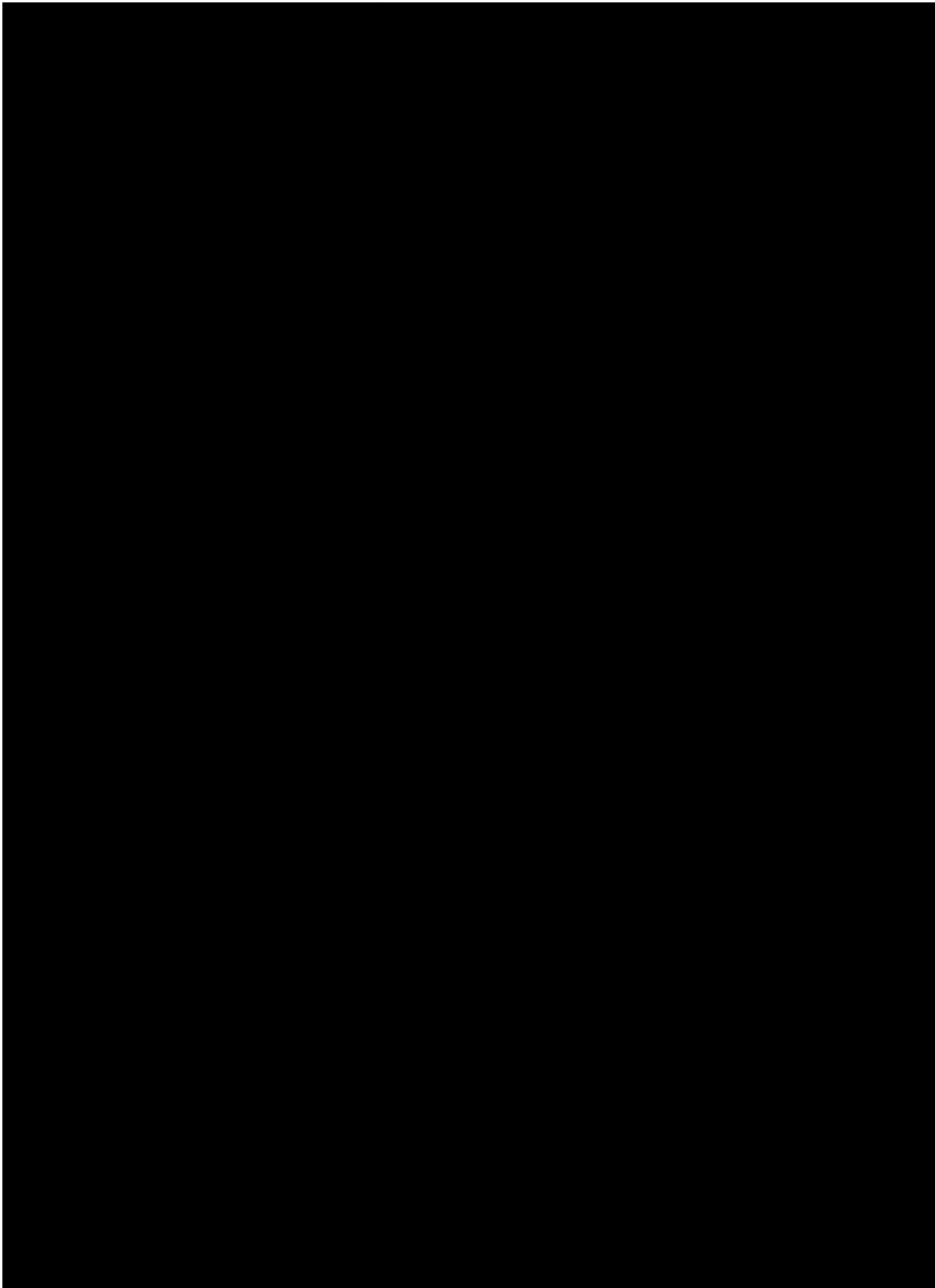
[REDACTED]

[REDACTED]



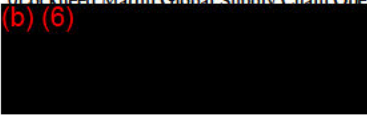
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(b) (6)



Nancy H. Deskins
Director, Supplier Diversity

May 1, 2014

Luz M. Vasquez
Program Manager
DCMA Small Business Center, DCMA Dallas
600 N. Pearl St., Suite 1630
Dallas, TX 75201-2843

Dear Luz,

This communication is a formal response to the 640 Review request for Corrective Action received 18 April 2014.

The regulation of concern cited by DCMA in the review is as follows:

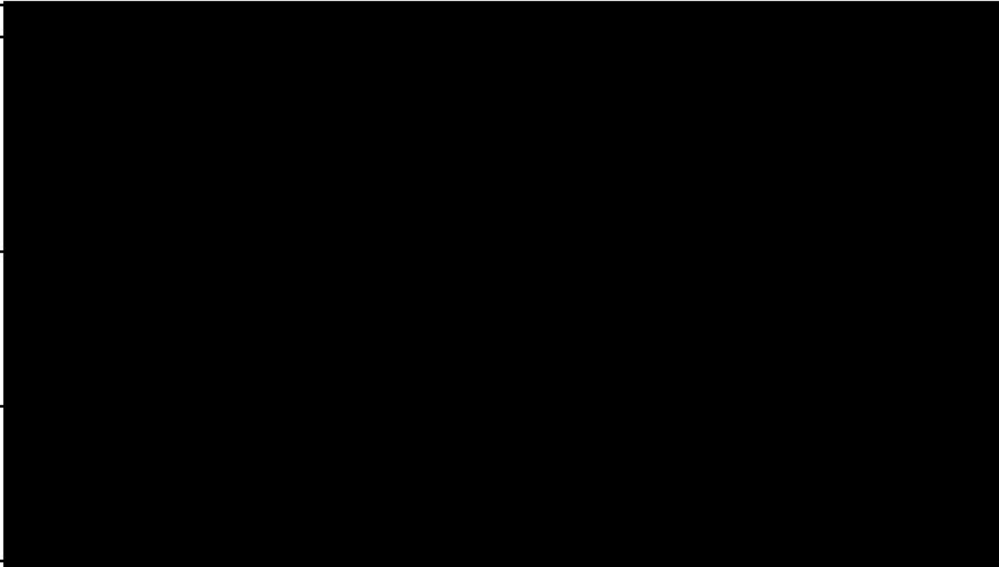
13CFR125.3(c)(v) The contractor must assign each subcontract the NAICS code and corresponding size standard that best describes the principal purpose of the subcontract (see §121.410).

The DCMA Program Manager review concluded:

- The purchase order does not contain the NAICS code.
- Procedures lacked instructions on how to assign the NAICS code.
- Procedures do not identify the responsible party for the NAICS process.



Concern:
1. The purchase order does not contain the NAICS code.
2. Procedures lacked instructions on how to assign the NAICS code.
3. Procedures do not identify the responsible party for the NAICS process.



Respectfully,

Nancy H. Deskins

From: Deskins, Nancy H
To: [Vasquez, Luz](#)
Cc: [Raheb, Susannah L](#); [Tanksley, Jim J](#)
Subject: RE: Aero Cutting Tool Suppliers
Date: Tuesday, June 3, 2014 1:55:16 PM

Thank you, Luz, for the update. I will await your contact.

Nancy

-----Original Message-----

From: Vasquez, Luz (b) (6) **b(6)**
Sent: Tuesday, June 03, 2014 2:48 PM
To: Deskins, Nancy H
Cc: Raheb, Susannah L; Tanksley, Jim J
Subject: EXTERNAL: RE: Aero Cutting Tool Suppliers
Importance: High

thanks Nancy, FYI your renegotiation package was submitted to OSD Friday May 30, 2014. We have exchanged few additional information with OSD. Right now, we are waiting on them to take prompt action and render a decision. If they decide to renegotiate, I will be issuing an amendment to the existing plan which will be signed by all parties. I will be on leave starting June 13 and returning the 30th. I hope the decision is rendered by then or little after.

Enjoy your day!
Luz M. Vasquez
Program Manager
Comprehensive Subcontracting Program
DCMA Small Business Center/DCMA-AQSCC
(b) (6)

b(6)

From: Deskins, Nancy H (b) (6) **b(6)**
Sent: Tuesday, June 03, 2014 11:33 AM
To: Vasquez, Luz
Cc: Raheb, Susannah L; Tanksley, Jim J
Subject: Aero Cutting Tool Suppliers

Luz,

During our meeting with Aero, you requested the name of the three small businesses that the Non-Production buying organization selected to manage LM Aero's cutting tool requirements and the additional cutting tool suppliers who have been identified to support the long-term requirements by year-end. The Non-Production team has been in preliminary discussion with two companies - (b) (4) to support the long-term requirement.

b(4)

The three new suppliers are classified as small business 'only':

(b) (4)

b(4)

b(4)

b(4)

SUPP000310

(b) (4) . needs to update their supplier profile to "small" and **(b) (4)** is a large businesses.

Please let me know if you require additional information.

Thank you,

Nancy

Nancy H. Deskins

Director, Infrastructure, Services & Supplier Diversity Global Supply Chain Operations

Telephone: **(b) (6)**

b(6)

Mailing Address:

Lockheed Martin Corporation

(b) (6)

b(6)

Check<<http://mediaservices.isgs.lmco.com/>> out Supplier

Wire<<http://www.lockheedmartin.com/us/suppliers/supplier-diversity-k.html>>, a dedicated resource for small businesses Follow us on Twitter<http://twitter.com/lmsupplier_div>

USA00394

MSJ000699

From: Deskins, Nancy H
To: [Vasquez, Luz](#)
Cc: [Raheb, Susannah L](#)
Subject: 640 Action Update 16 June 2014
Date: Monday, June 16, 2014 12:42:28 PM

Good Afternoon Luz,

Below please find a status on our 640 Actions. I have added the update into the body of the table. Please advise if you prefer a different format.

Concern:	Action:	Status:
1. The purchase order does not contain the NAICS code.	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
2. Procedures lacked instructions on how to assign the NAICS code.	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
3. Procedures do not identify the responsible party for the NAICS process.	[REDACTED]	[REDACTED]

Thank you,

Nancy
Nancy H. Deskins
Director, Infrastructure, Services & Supplier Diversity
Global Supply Chain Operations
Telephone: (b) (6)

Mailing Address:
Lockheed Martin Corporation

(b) (6)

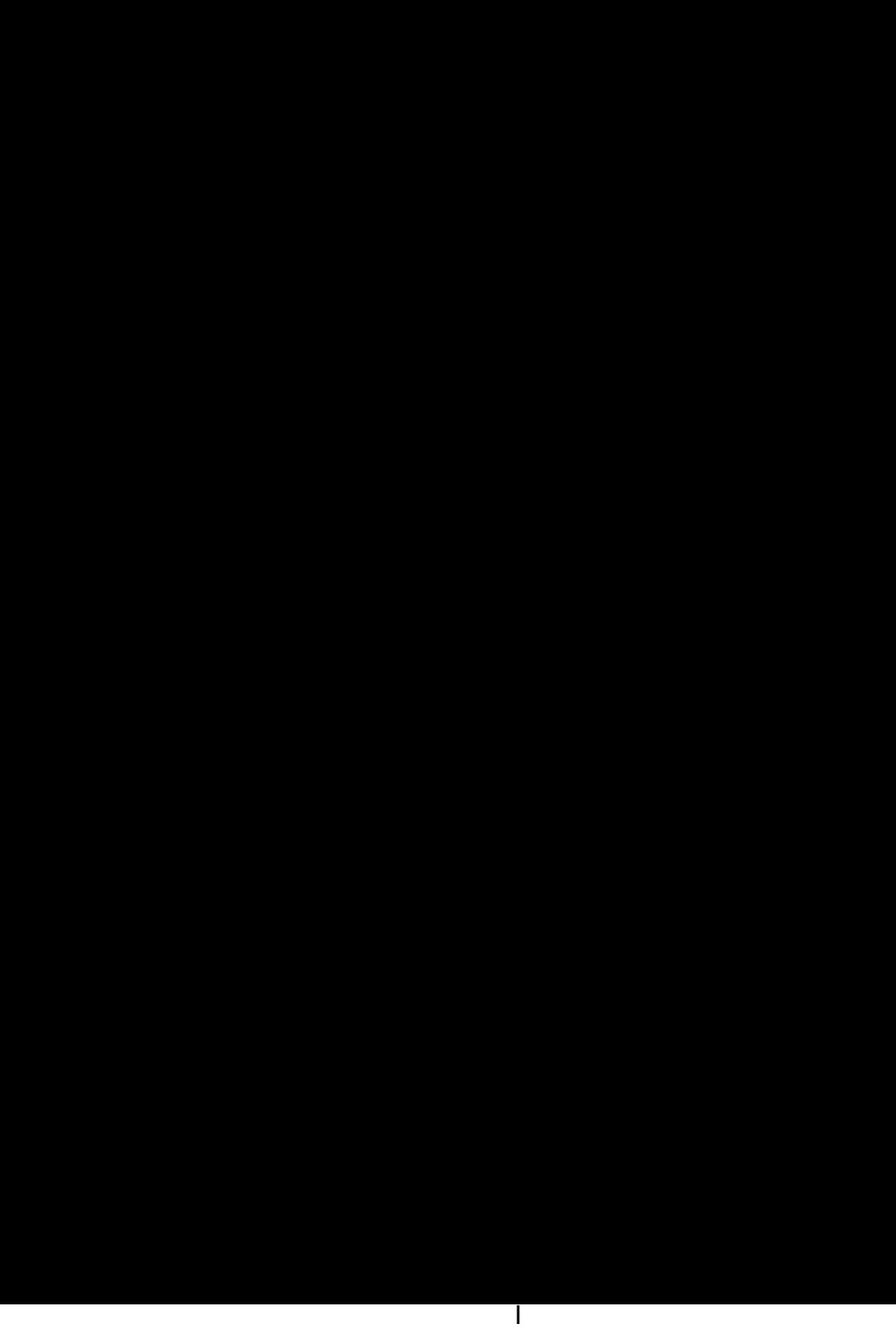
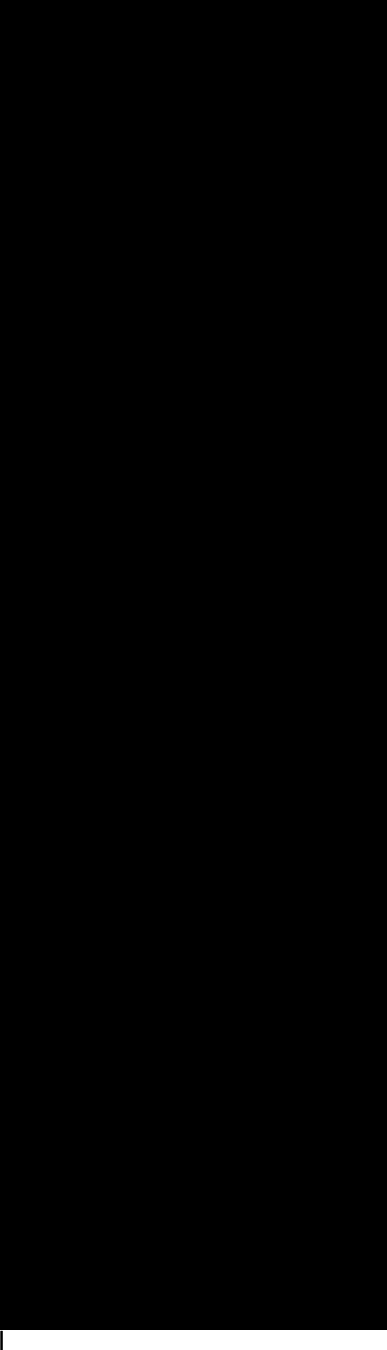
b(6)

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Follow us on [Twitter](#)

From: Deskins, Nancy H
To: [Vasquez, Luz](#)
Cc: [Raheb, Susannah L](#)
Subject: 640 Action item Update
Date: Monday, January 26, 2015 10:37:40 AM

Hello Luz,

Below please find a status on our 640 Actions. I have added the update into the body of the table.

Concern:	Action:	Status:
1. The purchase order does not contain the NAICS code.		

		<p>[REDACTED]</p>
<p>2. Procedures lacked instructions on how to assign the NAICS code.</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>

3. Procedures do not identify the responsible party for the NAICS process.

Thank you,

Nancy

Nancy H. Deskins
Director, Infrastructure, Services & Supplier Diversity
Global Supply Chain Operations

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Follow us on [Twitter](#)

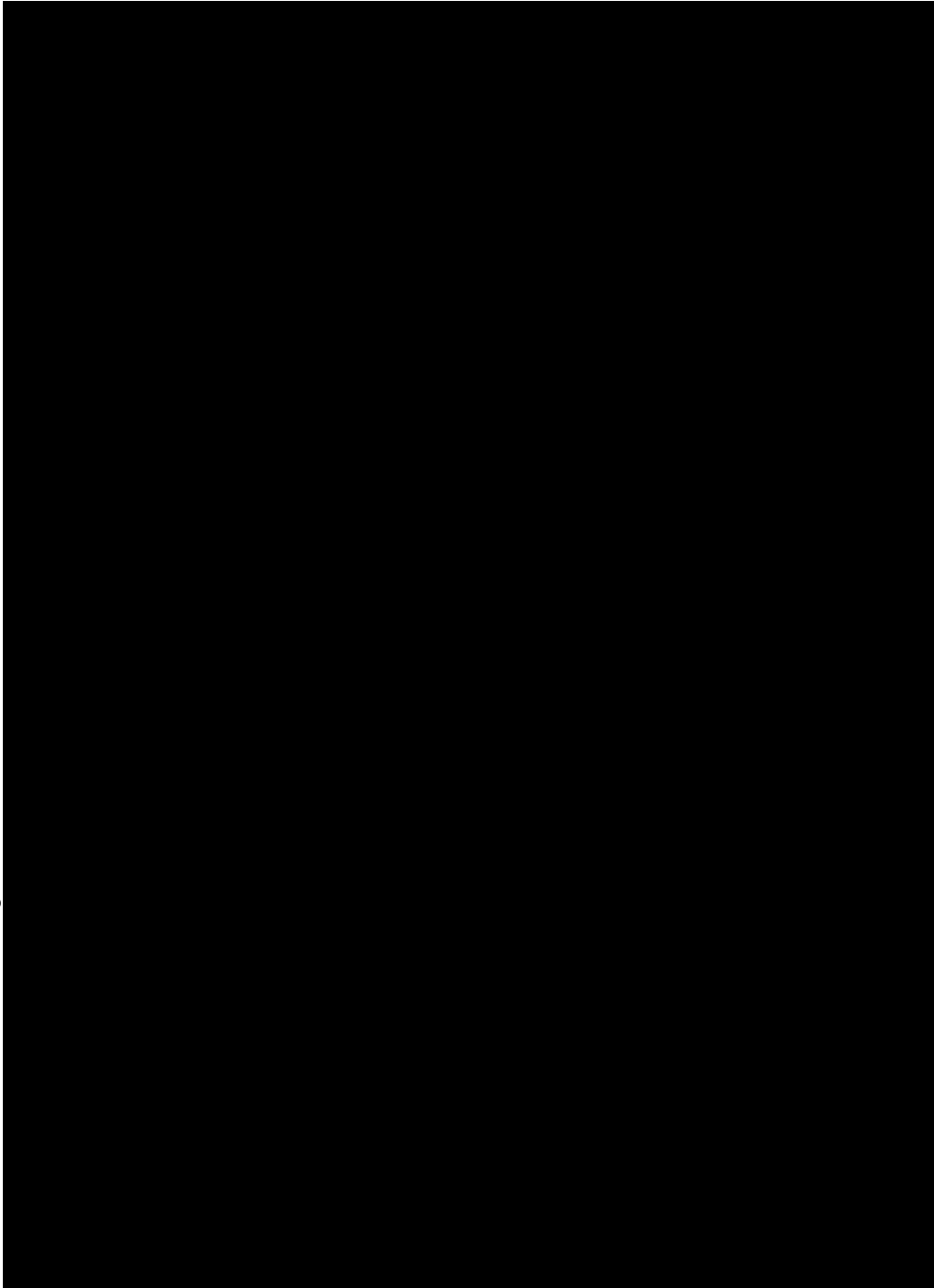
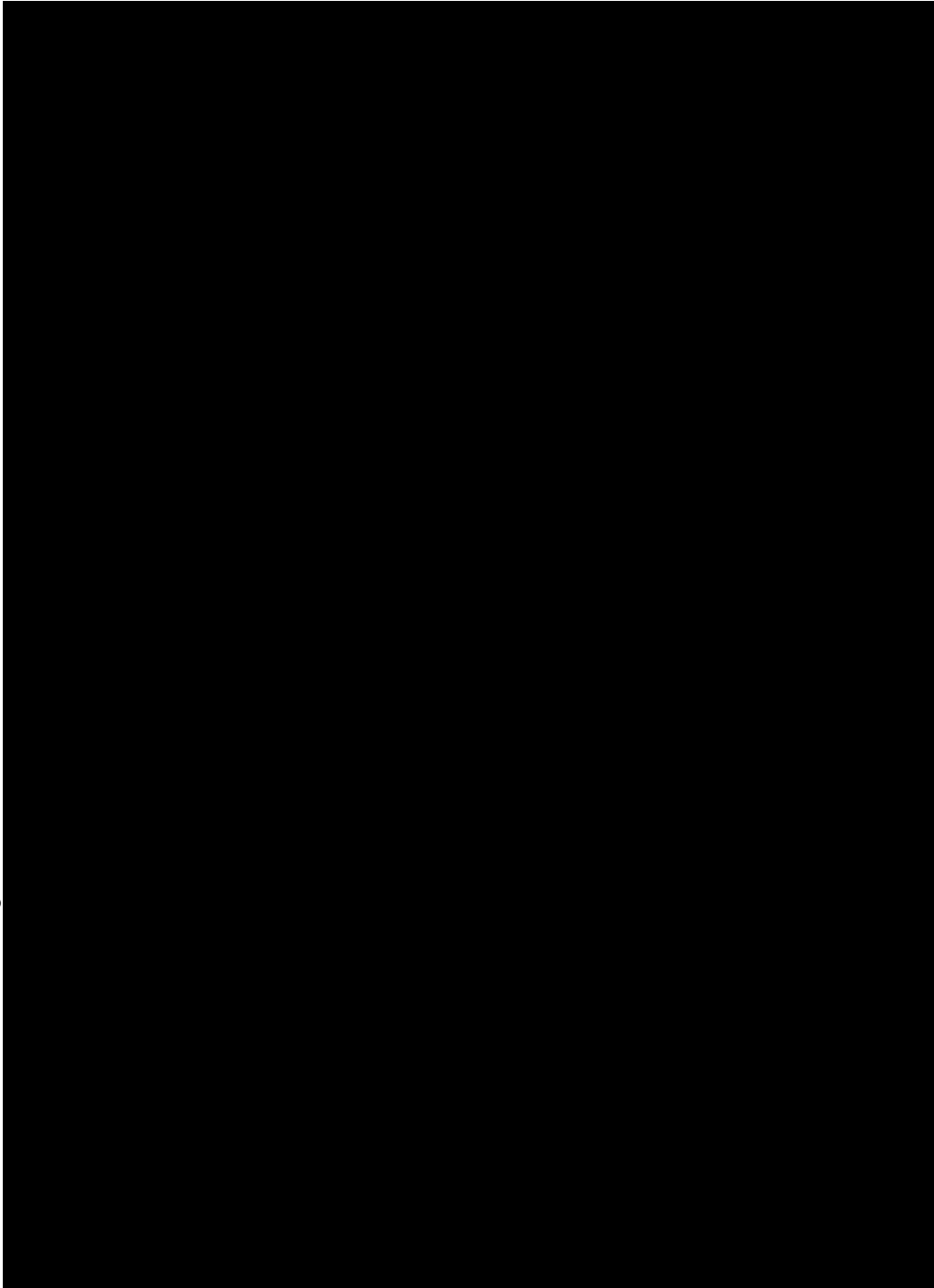
Nancy

Nancy H. Deskins
Director, Supplier Quality
Missiles and Fire Control
Telephone: (b) (6)

From: Deskins, Nancy H
To: [Vasquez, Luz](#)
Cc: [Raheb, Susannah L](#)
Subject: 640 Action Update 1 August 2014
Date: Friday, August 1, 2014 6:59:21 AM

Good Morning Luz,

Below please find a status on our 640 Actions. I have added the update into the body of the table.

Concern:	Action:	Status:
1. The purchase order does not contain the NAICS code.		
2. Procedures lacked instructions on how to assign the NAICS code.		

3. Procedures do not identify the responsible party for the NAICS process.

[REDACTED]

[REDACTED]

Thank you,

Nancy

Nancy H. Deskins
Director, Infrastructure, Services & Supplier Diversity
Global Supply Chain Operations
Telephone: (b) (6)

Mailing Address:
Lockheed Martin Corporation

(b) (6)

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Follow us on [Twitter](#)

From: Raheb, Susannah L
To: [Vasquez, Luz](#)
Cc: [Deskins, Nancy H](#) b(4)
Subject: FW: (b) (4)
Date: Tuesday, December 2, 2014 7:59:59 AM
Attachments: (b) (4).xlsx b(4)

Luz,

We made a mistake. We had a few programs that had decommits, so I thought this was one of those cases, but after further investigation it's actually an error. Our reporting specialist went back to her files and realized she posted the wrong file into the spreadsheet. She had originally identified the error and reran the report, but posted the old version in the file. The correct version is attached. She did double check all the other reports and verified they are correct. It's just this spreadsheet that had the error.

As always, great catch. If you would like for us to take further action to replace it in the master file, please let me know.

Thanks,
Suzanne

-----Original Message-----

From: Raheb, Susannah L
Sent: Monday, December 01, 2014 2:51 PM
To: McHugh, Patricia A; Desanto, Pasquale M
Cc: Deskins, Nancy H
Subject: FW: (b) (4) b(4)
Importance: High

Hello Pat D.,

Can you please see Luz's question below? I believe it had to do with a decommit in my past discussion with Pat M., but we'll need to provide a more detailed explanation. Can you please provide a response I can pass along to her?

Thanks,
Suzanne

-----Original Message-----

From: Vasquez, Luz (b) (6) b(6)
Sent: Monday, December 01, 2014 3:13 PM
To: Raheb, Susannah L
Cc: Deskins, Nancy H
Subject: EXTERNAL: (b) (4) b(4)
Importance: High

Suzanne,

Can you take a look at subject contract and let me know why the dollars went down from mid year (b) (4) to end year (b) (4) b(4) b(4)

Happy Monday!.

Luz M. Vasquez

Program Manager
Comprehensive Subcontracting Program

Small Business Center/DCMA-AQSCC

(b) (6)



b(6)

(b) (4)



b(4)

USA00516

MSJ000712

From: Raheb, Susannah L
To: [Vasquez, Luz](#)
Cc: [Deskins, Nancy H](#) b(4)
Subject: FW: (b) (4)
Date: Tuesday, December 2, 2014 7:59:59 AM
Attachments: (b) (4).xlsx b(4)

Luz,

We made a mistake. We had a few programs that had decommits, so I thought this was one of those cases, but after further investigation it's actually an error. Our reporting specialist went back to her files and realized she posted the wrong file into the spreadsheet. She had originally identified the error and reran the report, but posted the old version in the file. The correct version is attached. She did double check all the other reports and verified they are correct. It's just this spreadsheet that had the error.

As always, great catch. If you would like for us to take further action to replace it in the master file, please let me know.

Thanks,
Suzanne

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From: Raheb, Susannah L
Sent: Monday, December 01, 2014 2:51 PM
To: McHugh, Patricia A; Desanto, Pasquale M
Cc: Deskins, Nancy H
Subject: FW: (b) (4) b(4)
Importance: High

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Thanks,
Suzanne

-----Original Message-----

From: Vasquez, Luz (b) (6) b(6)
Sent: Monday, December 01, 2014 3:13 PM
To: Raheb, Susannah L
Cc: Deskins, Nancy H
Subject: EXTERNAL: (b) (4) b(4)
Importance: High

Suzanne,

Can you take a look at subject contract and let me know why the dollars went down from mid year (b) (6) to end year (b) (4) b(4)

b(4)

b(4)

Happy Monday!.

Luz M. Vasquez

Program Manager
 Comprehensive Subcontracting Program

Small Business Center/DCMA-AQSCC

(b) (6)

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b(6)

(b) (4)



USA00522

MSJ000724

(b) (4)



b(4)

From: Raheb, Susannah L
To: [Vasquez, Luz](#) **b(4)**
Subject: FW: [REDACTED] program
Date: Tuesday, April 21, 2015 2:27:58 PM

Luz,

b(4) Just as an update, Bob Thompson met with Lee Rosenberg and Jerrold Sullivan last week to discuss **(b) (4)**. Lee requested additional information, which Bob is working (see items below). We are also scheduled to meet with Lee on June 30 at his office in Huntsville. We'll be prepared to go through his programs in detail.

b(4)

Additional information:

1. Explained the numbers and the funding release cycle. Understood, however, focus changed. Why are **(b) (4)** numbers so low, compared to **(b) (4)** **b(4)**
2. What are we doing to review Single, sole source and to re-compete
3. Would like to see information to numbers and what LMC(IS&GS, MFC and SSC) is doing.
4. Do we anticipate increase in SB performance now that Missile body is with MFC?
5. Data showing performance was 1st qtr. data for 2015. Base should increase to roughly **(b) (4)** by year end.(does this number represent services also? IS&GS?)
b(4) A-Cat1 data shows what level of **(b) (4)** information? I am thinking this is where **(b) (4)** would show all levels of the program.
6. SBIR- what is being done to drive cost, and quality? While reducing risk to program/supply chain

Take care,

Suzanne

Sikorsky Aircraft

(b) (6)

**Sikorsky**

A United Technologies Company

b(6)

September 25, 2015

Ms. Micole Stephens
Program Manager
Comprehensive Subcontracting Program
Defense Contract Management Agency
DCMA Small Business Center/DCMA-ASQSCC
1523 Central Road
Arlington Heights, IL 60005

Dear Ms. Stephens:

We have prepared the enclosed document in response to DCMA's request for an explanation of "Blank Spend" as included in Sikorsky's Comprehensive Small Business Subcontracting Plan. We look forward to working with you to answer any additional questions you may have regarding this important component of our plan.

Thank you in advance for your consideration of Sikorsky's response. Please do not hesitate to contact me at (b) (6) should you have any questions or concerns.

b(6)

Sincerely,

Martha L. Crawford
Small Business Liaison Officer

Explanation of Blank Spend

b(4)

Introduction

(b) (4)



Categories of Spend

b(4)

(b) (4)



(b) (4)



b(4)

(b) (4)

(b) (4)

(b) (4)

Allocation Rate

b(4)

(b) (4)

Reporting

b(4)

(b) (4)

b(4)

Spend Value

b(4)

(b) (4)



Conclusion

b(4)

(b) (6)



b(4)

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USA00439

From: [Vasquez, Luz](#)
To: [Crawford, MARTHA](#) (b) (6) b(6)
Subject: Sikorsky FY18 CSP plan
Date: Friday, August 18, 2017 2:17:00 PM

Martha

I plan to review your plan this coming Monday; however, I scanned directly to your target Industry and Initiatives and didn't see where you addressed the following:

1. intended outcome, identify milestones and describe methods for measuring success.

In your target Industries you identify a goal of (b) (4) and (b) (4), what is the baseline for both commodities? What's the impact to your goals? Is (b) (4) going to significant change in your supplier base? It also state metrics will be provided quarterly. Define quarterly goals.

b(4)

In your initiatives,

1. Alternate source, is same initiative for the past few years with a migration of work estimated at (b) (4) At this point these estimated values should be firm values, please revise the narrative and take a closer look at the values and projected procurements. The goal should be an annual goal, we don't want to carry over efforts, we want to narrow it to a year projection. Your narrative also talks about a Mentor Protégé effort. That would be an excellent initiative on its own. Consider looking into this. Again we need milestones per quarter b(4)

2. training this is the same initiative as FY17, consider revising, and again we need outcome, milestones and method of measuring success

3. After Market spares. define numerous long term agreements, no need for open targets, needs to be measurable.

As I review the plan I will provide you with recommendations and will be available for discussions as well.

Thanks in advance

Luz M. Vasquez

Defense Contract Management Agency

Comprehensive Subcontracting Program

Small Business Compliance Center (AQS)

(b) (6)

b(6)

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From: [Vasquez, Luz](#)
To: [Crawford, MARTHA](#) (b) (6) b(6)
Subject: Sikorsky FY18 CSP plan
Date: Friday, August 18, 2017 2:17:00 PM

Martha

I plan to review your plan this coming Monday; however, I scanned directly to your target Industry and Initiatives and didn't see where you addressed the following:

1. intended outcome, identify milestones and describe methods for measuring success.

In your target Industries you identify a goal of (b) (6) and (b) (6) what is the baseline for both commodities? What's the impact to your goals? Is (b) (6) going to significant change in your supplier base? It also state metrics will be provided quarterly. Define quarterly goals.

b(4)

In your initiatives,

1. Alternate source, is same initiative for the past few years with a migration of work estimated at (b) (4) At this point these estimated values should be firm values, please revise the narrative and take a closer look at the values and projected procurements. The goal should be an annual goal, we don't want to carry over efforts, we want to narrow it to a year projection. Your narrative also talks about a Mentor Protégé effort. That would be an excellent initiative on its own. Consider looking into this. Again we need milestones per quarter b(4)

2. training this is the same initiative as FY17, consider revising, and again we need outcome, milestones and method of measuring success

3. After Market spares. define numerous long term agreements, no need for open targets, needs to be measurable.

As I review the plan I will provide you with recommendations and will be available for discussions as well.

Thanks in advance

Luz M. Vasquez

Defense Contract Management Agency

Comprehensive Subcontracting Program

Small Business Compliance Center (AQS)

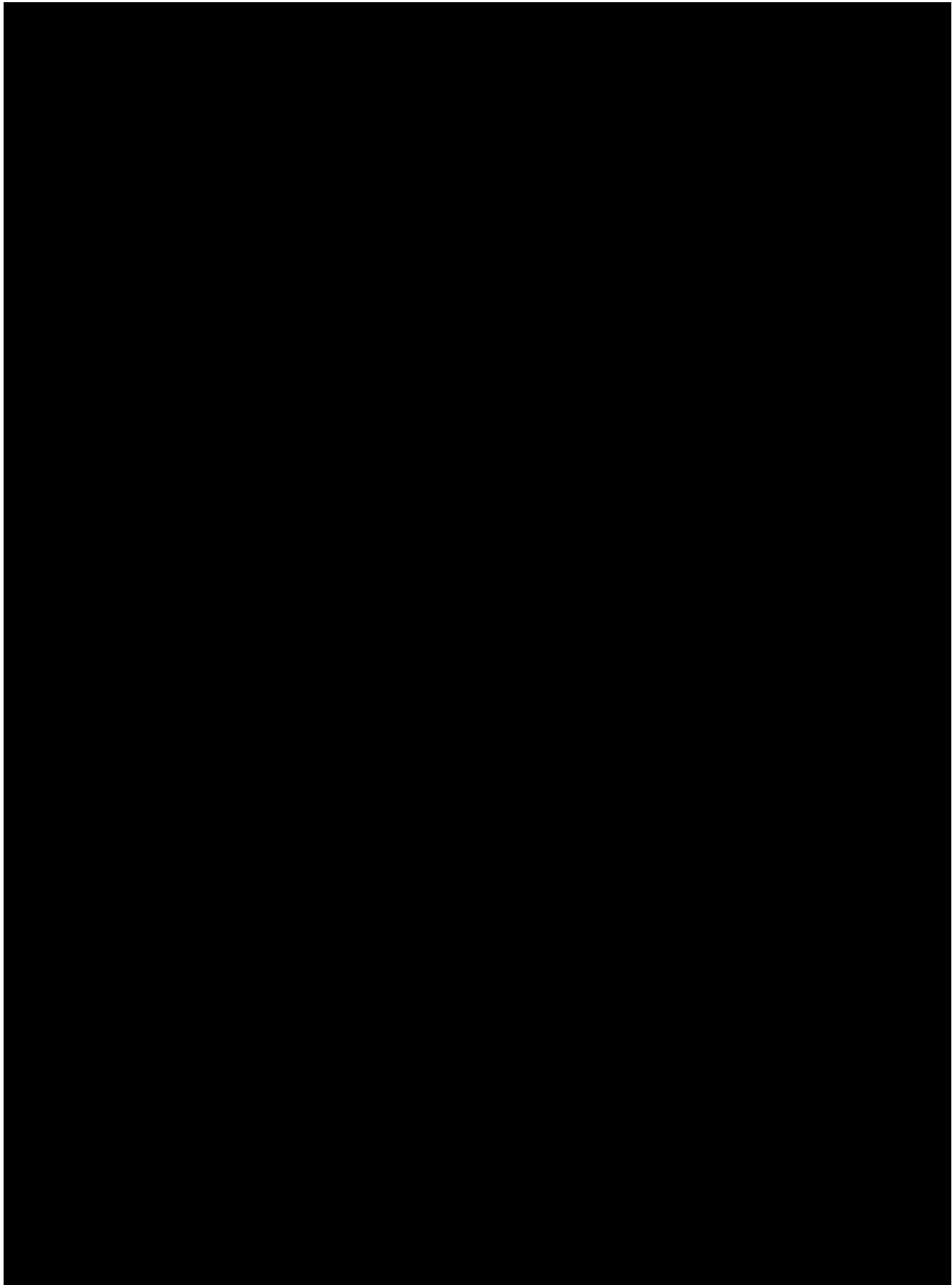
(b) (6)

b(6)

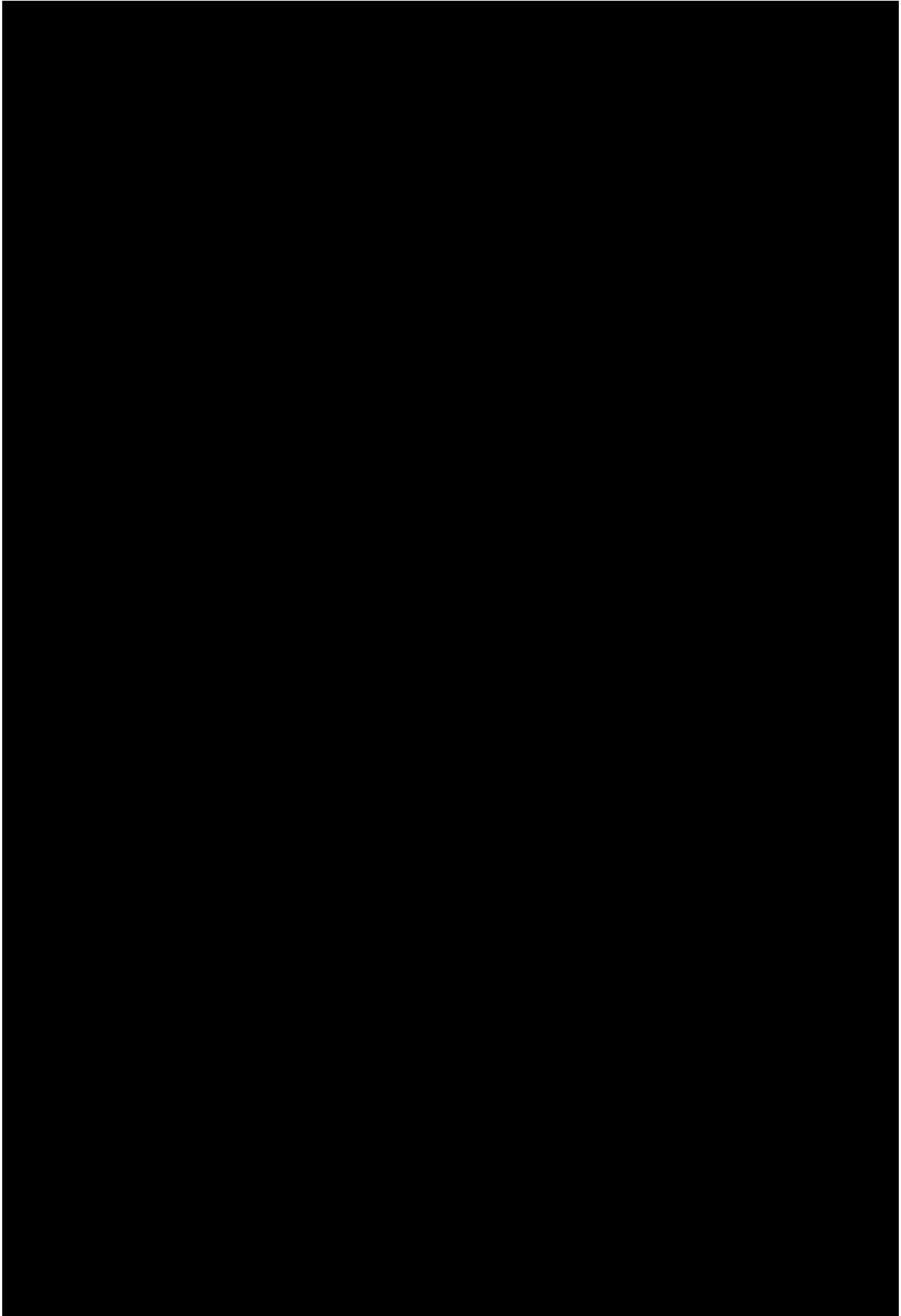
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Attachment to
USA00452 "GFY_2016_Receipt_V
alue_Luz_020617.xlsx"
WITHHELD IN FULL
pursuant to Exemption 4

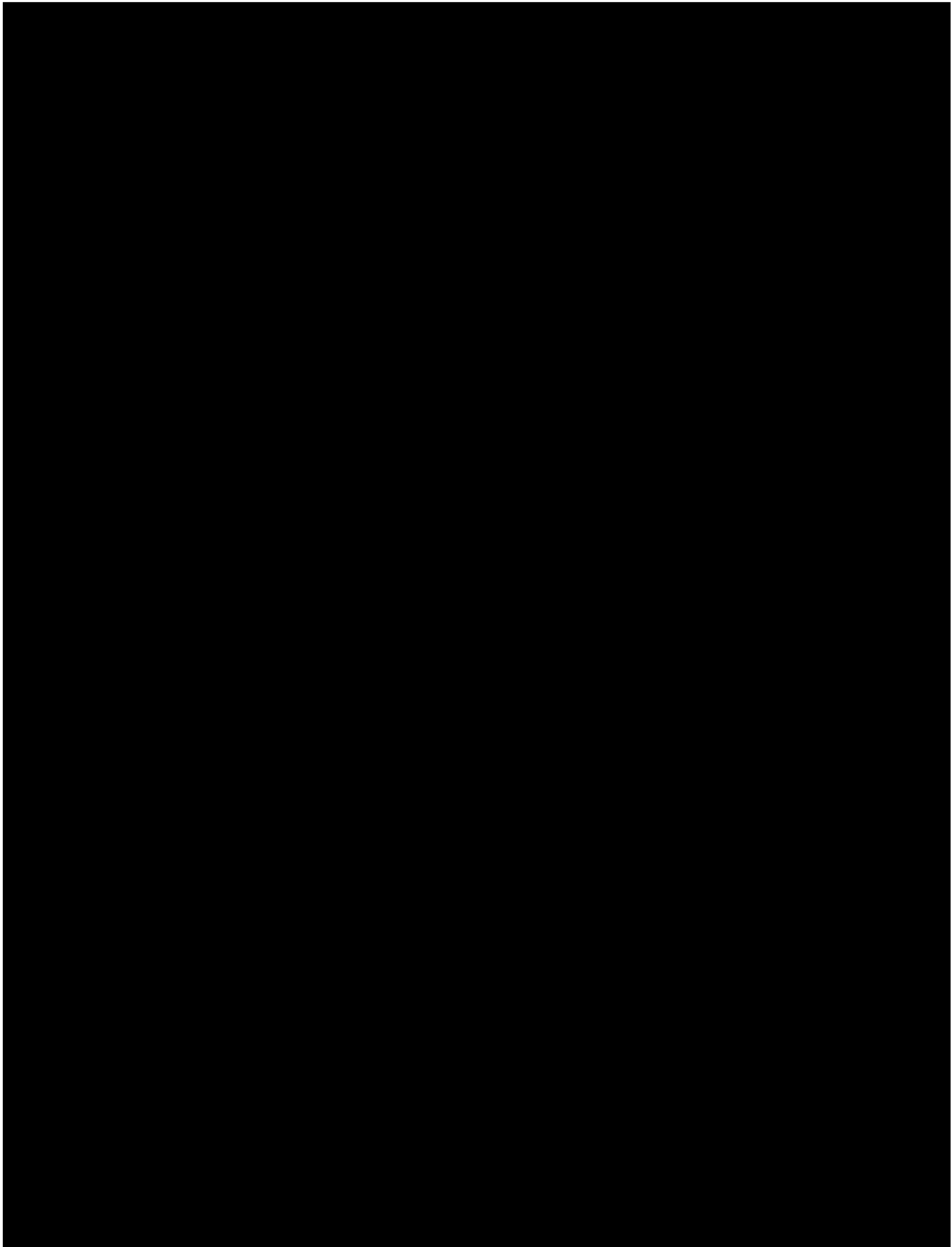
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DOCUMENT SAMPLE EXCERPT



DOCUMENT SAMPLE EXCERPT





DEFENSE CONTRACT MANAGEMENT AGENCY
DCMA Small Business Division/Center
Naval Weapons Station, Earle. Bldg. C-3, Wing 1
Colts Neck, New Jersey 07722

IN REPLY
REFER TO: DCMA-AQS

AUG 6 2009

Mr. Albert P. Altieri
Vice President-Supply Management
Sikorsky Aircraft Corporation
A United Technologies Company

(b) (6)

Dear Mr. Altieri:

This correspondence is written in response to Sikorsky Aircraft Corporation's (SAC) letter dated July 10, 2009 concerning your submittal of a Corrective Action Plan (CAP). The CAP was requested as a result of the DCMA Comprehensive Small Business Subcontracting Program Review report provided to you dated May 29, 2009. DCMA appreciates the time and effort expended to respond to the findings resulting from the FY08 DCMA 640 review and DCMA has taken equal diligence in reviewing the response.

SAC has responded in a timely manner to resolve all issues stated in the FY08 small business program review. The following information contains the recommendations, corresponding actions that will be taken by SAC and DCMA actions to accept and/or monitor recommended actions.

- **Recommendation #1** – It is recommended that SAC closely examine their programs, expected subcontracting spend and maximize opportunities where they exist. Performance goals set should be challenging but most importantly, realistic. SAC must engage in an effective goal setting process that will lead to better performance against goals.
- [REDACTED]
- **DCMA's Response** – DCMA agrees with the process that SAC has established to determine 35% completion. A copy of the results of the Score Card, with an explanation of successes and shortfalls should be attached to the Summary Subcontract Report (SSR) as supplemental data for review and acceptance by DCMA. This CAP will remain open until the strategies mentioned above can be validated by reviewing the FY09 year-end SSR submission and during the FY09 DCMA 640 Review.

USA00467

MSJ000866

- **Recommendation #2** – Indicated on Exhibit 1 in Part III, paragraph 2 are suppliers that were coded as SDB, without the current certification on file or reflecting expired certifications. Recommend all certifications be reviewed and that the system be updated with the appropriate size representations.
- [REDACTED]
- **DCMA's Response** – SAC provided data that included supplier name, small business category date and purchase order value. DCMA reviewed this data and found it to be acceptable. DCMA will consider this CAP open until the FY09 640 Review to verify accuracy of the certification process.
- **Recommendation #3** – Supplemental data was not attached to their FY08 final SSR to comment on why the goals were not achieved and what course of action will be taken to improve performance. Recommend this information be provided at this time as well as in all future SSR's.
- [REDACTED]
- **DCMA's Response** – Although the past due report was submitted, DCMA disagrees that this CAP is 100% complete unless the processes in VSM are tested with the year-end SSR submission. SAC's SSR mid-year report was due April 30, 2009 and SAC submitted their report June 12, 2009, 43 days after the due date without the requisite supplemental data. The supplemental data was requested and submitted. The success of the VSM process will be determined at the next reporting period to verify supplemental data is submitted on time with the SSR. This CAP will remain open.
- **Recommendation #4** – The SBLO was not provided training in order to become fully engaged at administering the Small Business Program..... the SBLO relies on the previous SBLO to answer questions concerning the implementation of the program.... This is the third SBLO assigned within the last 24 months to administer the small business programs and it appears SAC has not committed to have program continuity. Recommend SBLO request additional resources to assist him with his duties. This would be beneficial to the program.
- [REDACTED]

- **DCMA's Response** – DCMA Program Manager has been advised that the new Deputy SBLO position has been filled. This CAP will remain open until the FY09 640 Review is conducted to determine the effectiveness of this new program and the impact to the Supplier Diversity Program
- **Recommendation #5** – Insure that proper subcontracting plans are obtained from suppliers when applicable and that eSRS is utilized for future individual subcontracting reports from the suppliers.
- [REDACTED]
- **DCMA's Response** – DCMA will assess compliance by taking a random sampling of the subcontracts over \$550,000 that are required to have a subcontracting plan. This CAP will remain open until the FY09 640 Review is completed to validate compliance.

If you have any questions or need further assistance, please contact Linda J. Dowers at

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KEVIN LOESCH
Director
Small Business Division/Center

cc:

Jeffrey Pino, President
Albert P. Altieri, Vice President – Supply Management
Amy Johnson, Director – Supply Management
Dennis Proto, SBLO
Margarette Trimble-Williams, Division Chief, DCMA
Linda J. Dowers, Program Manager, DCMA
Joseph V. McDonnell, DACO
Sean Crean – SBA

Military Services
Tracy Pinson – Director, Army
Peggy Butler – Army
Ronald Poussard – Director, Air Force
John Caporal – Air Force
Dan Clark – Air Force
Emily Harman – Navy
Jill Moore – Navy
Patricia Obey – Navy
Lee Rosenberg – Director, MDA
Scott Crosson – MDA
Linda Oliver – Acting Director, OSD
Wendy Despres - OSD

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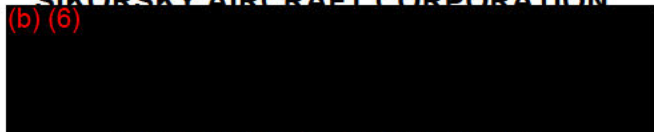
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SIKORSKY AIRCRAFT CORPORATION**

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**CAGE CODES: 78286, 6Y878
DUNS Numbers: 835551474, 107254062**

FOR FISCAL YEAR 2018

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Q1 Progress Report
For Fiscal Year 2018**

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Q1 Progress Report
For Fiscal Year 2018**

Status of CSP Goals

The Sikorsky percentages, dollar goals and achievements with Small Businesses (SB) including Alaska Native Corporations (ANCs) and Indian Tribes, Small Disadvantaged Businesses (SDB) including ANCs and Indian Tribes, Woman Owned Small Businesses (WOSB), Historically Underutilized Business Zone Certified Small Businesses (HUBZone), Veteran Owned Small Businesses (VOSB), and Service Disabled Veteran Owned Small Businesses (SDVOSB) for FY2018 are shown in the table below.

Socio Economic Category	FY2018 Negotiated Goals	
Large Business(Info only)	\$405,219,442	79.3%
SB(Including ANCs and Indian Tribes)	\$105,517,026	20.7%
Total Subcontracting Dollars	\$510,736,468	
SDB(Including ANCs and Indian Tribes)	\$18,900,720	3.7%
WOSB	\$16,047,428	3.1%
HUBZONE	\$3,129,170	0.6%
VOSB	\$5,101,786	1.0%
SDVOSB	\$2,048,938	0.4%

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Subcategory percentages ranged from 0.3% to 3.6% as indicated in the Small Business categories detailed. Sikorsky is working to maintain and meet its GFY18 goals for overall SB and the five socio economic subcategories. Currently the SDB, HUBZone and SDVOSB goals are proving to be challenging. The SBLO (Martha Crawford) has reviewed the results with Supply Chain leadership and together they are developing plans to ensure Sikorsky meets the full year commits for all social categories. This spend will continue to be monitored on a monthly basis with progress being communicated to senior management. The Small Business Liaison Officer (SBLO) will also participate in outreach events targeted specifically to these socio economic categories.

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Q1 Progress Report
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Industry Categories for Development

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Q1 Progress Report
For Fiscal Year 2018**

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Conclusion

Sikorsky is committed to enhancing the Small Business/Supplier Diversity Program, and continuing the use of multiple program management and performance based tools. Sikorsky Supply Management uses online supplier diversity metrics tools to measure each buying group's performance to goals. These metrics are presented regularly to senior leadership, and all action owners are held accountable for their portion of the program.

Sikorsky Aircraft Corporation is pleased to be a participant in the Comprehensive Small Business Subcontracting Plan Test Program. As detailed in this Report, Sikorsky will continue to focus its resources on direct ownership and increased accountability to Sikorsky's Small

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Business Program. Our commitment is to increase subcontracting opportunities for Small Businesses (including Alaskan Native Corporations and Indian Tribes), Small Disadvantaged Businesses (including Alaskan Native Corporations and Indian Tribes), Women Owned Small Businesses, HUBZone Certified Small Businesses, Veteran Owned Small Businesses, and Service Disabled Veteran Owned Small Businesses.

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From: [Vasquez, Luz](#)
To: [Crawford, MARTHA](#)
Cc: [Richardson, Keith](#)
Subject: RE: action items during 640 review
Date: Thursday, April 5, 2018 8:47:00 AM

Thanks Martha, the spreadsheet only show two POs issued in FY18, do you have a list for the ones issued in FY17?

Thanks

Luz

-----Original Message-----

From: Crawford, MARTHA (b) (6) b(6)
Sent: Thursday, April 5, 2018 8:39 AM
To: Vasquez, Luz (b) (6) b(6)
Cc: Richardson, Keith (b) (6)
Subject: [Non-DoD Source] RE: action items during 640 review

Good morning Luz,

Attached is a list of the LTAs issued for the (b) (4) target industry. I've also included the list of attendees for the ISR Refresher webinar conducted on 10/5/2017. You're correct, there was no buyer training in GFY17 as there were no new employees.

Martha

-----Original Message-----

From: Vasquez, Luz (b) (6) b(6)
Sent: Wednesday, April 4, 2018 4:17 PM
To: Crawford, MARTHA (US) (b) (6) b(6)
Subject: EXTERNAL: action items during 640 review

Martha

I have few action items from our review, would you confirm the entries? b(4)

1. What was the rollover of total POs issued in FY17 for your (b) (4) target industry? Please provide a spreadsheet showing PO number and value, if possible NAICS CODE 2. ISR tool training records, please provide list of attendees 3. Buyer training, there was no buyer training in FY17, I believe you mentioned no new employees?? Please correct me if that was not the case

Thanks

Luz M. Vasquez
 Defense Contract Management Agency
 Comprehensive Subcontracting Program
 Small Business Compliance Center (AQS)
 (b) (6)

b(6)

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Luz M. Vasquez
 Defense Contract Management Agency
 Comprehensive Subcontracting Program
 Small Business Compliance Center (AQS)

(b) (6)

b(6)

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From: Crawford, MARTHA
To: [Vasquez, Luz](#)
Subject: [Non-DoD Source] RE: Sikorsky FY18 CSP plan
Date: Friday, August 18, 2017 3:33:14 PM

Thank you Luz, we'll take a look and provide feedback.

Martha

-----Original Message-----

From: Vasquez, Luz (b) (6) **b(6)**
Sent: Friday, August 18, 2017 3:17 PM
To: Crawford, MARTHA (US)
Subject: EXTERNAL: Sikorsky FY18 CSP plan

Martha

I plan to review your plan this coming Monday; however, I scanned directly to your target Industry and Initiatives and didn't see where you addressed the following:

1. intended outcome, identify milestones and describe methods for measuring success.

b(4)

In your target Industries you identify a goal of (b) (4) and (b) (4) what is the baseline for both commodities? What's the impact to your goals? Is (b) (4) going to significant change in your supplier base? It also state metrics will be provided quarterly. Define quarterly goals. **b(4)**

In your initiatives,

b(4)

1. Alternate source, is same initiative for the past few years with a migration of work estimated at (b) (4) At this point these estimated values should be firm values, please revise the narrative and take a closer look at the values and projected procurements. The goal should be an annual goal, we don't want to carry over efforts, we want to narrow it to a year projection. Your narrative also talks about a Mentor Protégé effort. That would be an excellent initiative on its own. Consider looking into this. Again we need milestones per quarter

2. training this is the same initiative as FY17, consider revising, and again we need outcome, milestones and method of measuring success

3. After Market spares. define numerous long term agreements, no need for open targets, needs to be measurable.

As I review the plan I will provide you with recommendations and will be available for discussions as well.

Thanks in advance

Luz M. Vasquez

Defense Contract Management Agency

Comprehensive Subcontracting Program

Small Business Compliance Center (AQS)

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From: Crawford, MARTHA
To: [Vasquez, Luz](#)
Cc: [Johnson, Amy 1](#)
Subject: [Non-DoD Source] RE: Sikorsky FY18 CSP plan
Date: Thursday, August 31, 2017 2:13:05 PM

Thank you Luz, we'll review your recommendations and revise our plan accordingly.

Martha

-----Original Message-----

From: Vasquez, Luz (b) (6) **b(6)**
Sent: Thursday, August 31, 2017 2:48 PM
To: Crawford, MARTHA (US)
Cc: Johnson, Amy 1 (US)
Subject: EXTERNAL: RE: Sikorsky FY18 CSP plan
Importance: High

Hello Martha,

Please see below recommendations and findings on your FY18 CSP submission:

Section 10. Allocation rate Explanation: Please add a statement to your paragraph 2 of this section, after the SDB example to note that the methodology is the same for each small business category utilized.

Section 13. Equitable subcontracting. This section of your plan is incomplete as it leaves the government with a list of Sikorsky's procedures numbers and other compliance numbers and titles with no description of efforts. The plan should describe the efforts Sikorsky has in place to ensure small business concerns have an equitable opportunity to compete for subcontracts. You might consider price factors, however, that does not necessary translate to efforts to level the plain field. This section should have a description of efforts along with the references.

Section 14. Records. The plan does not provide assurances that Sikorsky will maintain source list, guides, or other data that identify each small business category for the purpose of soliciting in accordance with FAR 52-219-9(d)(11)(i). Please update to meet this requirement.

Section 15. Subcontracting Flow down provisions. The last sentence needs to be corrected as is it could be taken as if Sikorsky will be the one submitting periodic reports for its subcontractors. Please revise

Section 17 and Section 18. Target Industries. What is the relationship between work transition and your target industry proposed goals? Work transition should assist with Sikorsky's efforts to move spend from a commodity that is mainly large to small, as such increasing your SB base for that particular commodity. Based on your gate reviews, what percentage of your (b) (4) are subcontracted to large? When I read your plan, Section 17 and 18 have no relationship, it seems as the considerations made in your two commodities are based on an increase of purchase orders to your existing SB suppliers, not a work transition change. The issue with that approach is if the supplier changes size status the spend will move to large. **b(4)**

Further, in your target Industries you identify a goal of (b) and (b) goals, what is the baseline for each commodity? What's the impact to your goals? Is (b) going to significant change in your supplier base? It also states metrics will be provided quarterly. Define quarterly goals, if you are using the MRP system there should be an estimate on when these orders will be placed and the total value, the aggregate of total dollars should be reported quarterly and used as milestones. Keep in mind that the goal will not change. **b(4)**

In your initiatives,