

UNITED STATES TRANSPORTATION COMMAND (USTRANSCOM)

**Contract: HTC711-12-D-CC01, 1 January 2012
Subcontracting Plan (Incorporated into the Contract by
Reference)**

**Civil Reserve Air Fleet (CRAF)
Alliance Contractor Team**

Awarded to: World Airways, Inc.

**CRAF Alliance Contractor Team
Small Business Subcontracting Plan
FY12 CRAF Charter Airlift Services**

I. Offeror/Contractor Identification Data

Company Name	CRAF Alliance Contractor Team
CCR	Active; Registration valid until 7/26/2012 Cage Code 6GKD3
DUNS	968724372
Address	213 Loudoun Street SW Leesburg VA 20175
Solicitation #	HTC711-11-R-C002
Date Prepared	July 11, 2011
Item/Service	Air Transportation Services
Reporting Plan Period	January 1, 2012 - September 30, 2012 ("FY2012")

The CRAF Alliance Contractor Team hereby submits this Small Business Subcontracting Plan as a requirement of our solicitation response to the afore listed Solicitation with the intention to satisfy the applicable requirements of Public Law 95-507 as implemented by FAR Clause 52.219-9 and our desire to comply in good faith with all subcontract plan requirements.

II. Type of Plan Individual Contract Plan

III. Goals

1. The total estimated dollar value of all planned subcontracting (to all types of business concerns) under this contract is \$700,000,000

2. The following dollar values and percentage goals (percentage of total planned subcontracting dollars) are applicable to the contract awarded under the solicitation cited and are the total estimated value of all planned subcontracting, including small and other than small business concerns, based on the overall value of the solicitation.

CRAF Alliance Contractor Team	Contract Spend	
Total Spend (with subcontracting opportunities)	\$700,000,000	100%
Large Business Concerns	\$350,000,000	50%
All Small Business Concerns	\$350,000,000	50%
	% of Small Business Concerns	
Small disadvantaged business concerns	\$35,000	0.0001%
Women-owned small business concerns	\$35,000	0.0001%
Hubzone small business concerns	\$700	0.000002%

Veteran-owned small business concerns	\$17,500	0.00005%
Service-disabled veteran-owned small business concerns	\$35,000	0.0001%

3. The following lists the principal types of products and/or services the CRAF Alliance Contractor Team anticipates to be subcontracted under this award, and the distribution among small business, service-disabled veteran-owned small business, veteran-owned small business, HUBZone small business, small disadvantaged business and women-owned small business (SB, SDVO, VOSB, HUBZone SB, SDB and WOSB) concerns is as follows:

Product/Service	Large	SB	SDVO	VOSB	HZSB	SDB	WOSB
<i>Charter Airlift Services</i>	X	X					
<i>Aircraft Components</i>	X	X					
<i>Aircraft Catering</i>	X	X					
<i>Janitorial Services</i>	X	X	X	X	X	X	X
<i>Printing Services</i>	X	X	X	X	X	X	X
<i>Baggage Services</i>	X	X				X	X
<i>Linens</i>	X	X	X	X	X	X	X
<i>Office Supplies</i>	X	X	X	X	X	X	X
<i>Aircraft Repair Services</i>	X	X		X		X	
<i>Food, Snacks and Beverages</i>	X	X	X	X	X	X	X
<i>IT Consulting, Hardware and Software</i>	X	X				X	X
<i>Logistics</i>	X	X		X		X	
<i>Misc Equipment, Supplies & Services</i>	X	X	X	X	X	X	X
<i>Passenger Services</i>	X	X				X	

4. For the development of this subcontracting plan, the CRAF Alliance Contractor Team analyzed actual and forecasted revenue and subcontracting under the current FY11 contract. The continuing volatile economic environment, planned outsourcing efforts and strategies, and other planned subcontracting opportunities are considered in these projections. Continued uncertainties in the airline industry force all Team members to be prudent with spend and these conditions are projected to continue to impact all levels of business including small businesses. However, spend continues to remain fairly constant.

5. Indirect and overhead costs have been included in the goals specified above and are based on proportionate revenue versus total company spend as well as our Large team members existing GSA plans regarding subcontracting. Products and services that are considered as part of the indirect costs include Janitorial Services, Printing Services, Office Supplies, and Food, Snacks and Beverages.

6. As this plan is being submitted on a contract that has yet to be awarded and the value to the CRAF Alliance Contractor Team is not definitively known, the amounts of total subcontract and small business subcontract award may need to be revised if award is materially different than anticipated.

IV. Program Administrator

Name	(b)(6)(c)
Title	Manager, Contract Administration
Company/Address	Aviation Management and Consulting Services, LLC 213 Loudoun Street SW Leesburg, VA 20175
Phone	703-443-7676
Fax	703-443-8952
Email	(b)(6)(c)@amcsusa.com

The Program Administrator has the general overall responsibility for the CRAF Alliance Contractor Team's Small Business Subcontracting Program to include monitoring of performance relative to the contractual subcontracting requirements contained in this plan. Additionally, the administrator will call upon respective Supplier Diversity Representatives from all Team members for assistance with calculating subcontracting spend. Duties include, but are not limited to, the following activities:

- Promoting company policy within Team members that demonstrates the Team's support for utilization of SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns
- Promoting within Team members the use of SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns to participate to the maximum extent possible in the fulfillment and performance of awarded business under this solicitation
- Assuring that Team members are aware of SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns and are considered for every subcontract opportunity of products and services they are capable of providing
- Ensuring that Team members document their reasons for not selecting any low bids submitted by SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns for needed services
- Promoting the establishment and maintenance of subcontract award records by all Team members
- Monitoring attainment of proposed goals
- Preparing and submitting timely reports.

V. Equitable Opportunity

The CRAF Alliance Contractor Team will make every effort to ensure that SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns will have maximum practicable opportunity to participate in contract performance consistent with efficient performance. These efforts include, but are not limited to, the following activities:

- Promotion of outreach efforts by all Team members to obtain sources by:
 - ✓ Contacting minority and small business trade associations
 - ✓ Contacting business development organizations
 - ✓ Requesting sources from the Central Contractor Registration (CCR) database
 - ✓ Being members of multiple small and disadvantaged service organizations, and subscribing to and advertizing in multiple small business focused trade publications
- Internal efforts to guide and encourage purchasing personnel of all Team members to include:
 - ✓ Presenting workshops, seminars and training program
 - ✓ Attending or arranging for the attendance of Team representatives at business opportunity workshops, minority business enterprise seminars, trade fairs, etc.
 - ✓ Establishing and maintaining small business source lists, guides and other data for soliciting subcontracts
 - ✓ Monitoring activities to evaluate compliance with the subcontracting plan.

VI. Clause Inclusion and Flow Down

The CRAF Alliance Contractor Team agrees that FAR 52.219-8 entitled "Utilization of Small Business Concerns" will be included in all subcontracts that offer subcontracting opportunities, and that all Team members, except SB concerns, who perform services in excess of \$650,000 (\$1,500,000 for construction) will be required to adopt and comply with a subcontracting plan similar to the plan required by FAR 52.219-9 "Small Business Subcontracting Plan."

VII. Reporting and Cooperation

As required by FAR 19.704 the CRAF Alliance Contractor Team agrees to:

- Cooperate in any studies or surveys as may be required
- Submit Individual Subcontracting Reports (ISR) and Summary Subcontract Reports (SSR), respectively, to eSRS via www.esrs.gov replacing SF 294 "Subcontracting Reports for Individual Contract" and SF 295 "Summary Subcontract Report" in accordance with the electronic Subcontracting Reporting System (eSRS).

Calendar Period	Report Due	Date Due
01/01/12-03/31/12	ISR	04/30/12
04/01/12-09/30/12	ISR	10/30/12

VIII. Recordkeeping

A. Records to Demonstrate Subcontracting Compliance

The CRAF Alliance Contractor Team will promote the maintenance of records by respective Supplier Diversity Representatives from each Team member of at least the following types of records as described in FAR 19.704 (a) (11) to demonstrate compliance of the requirements and the procedures adopted in this subcontracting plan. These records include, but are not limited to:

- Source Lists, guides and other data that identify SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns
- List of organizations contacted in an attempt to locate sources of SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns to include records of why or why not each category of small business was solicited and if not awarded, why
- Records of any other outreach efforts with small business trade associations, small business procurement conference and trade fairs
- Records to support internal guidance and encouragement provided to Team members through workshops, seminars, training programs, and incentive awards.

B. Records to Document Small Business Solicitation Activity and Awards

The CRAF Alliance Contractor Team will promote the maintenance of records by the respective Supplier Diversity Representatives from each Team member on each subcontract solicitation resulting in an award of more than \$150,000 per FAR 52.219-9(d)(11)(iii) including documents on whether the small business concern was solicited and if not, why not, for all SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns. These records will include the name, address and business size of each subcontractor solicited and amount of award on a contract-by-contract basis. It should be noted that the members of the CRAF Alliance Contractor Team classified as a Large Business have established GSA commercial plans recorded as required.

IX. Timely Payment to Subcontractors

The Alliance Contractor Team uses procedures to ensure timely payments of amounts due to each Team member and will promote the timely payment by all Team members to its subcontracts with small business concerns, as required in FAR 19.702.

X. Description of Good Faith Effort

The Alliance Contractor Team will promote in good faith all activities that ensure the maximum practicable utilization of SB, SDVO, VOSB, HUBZone SB, SDB and WOSB concerns as subcontractors in the fulfillment of this FY11 International Airlift Services Solicitation. We recognize that including small businesses in US Government and, specifically, DOD contracts is a matter of national interest with both social and economic benefits and have hereby outlined our steps to ensure the success of this effort.

XI. Signature Required

Submitted by: Alliance Contractor Team

Dennis Kemery
President
Aviation Management and Consulting Services LLC

Signature

Date

(b)(6)

8/1/2011

Reviewed by: Alliance Contractor Team

Brian S. Gillman
Executive Vice President, General Counsel & Corporate Secretary
Global Aviation Holdings

Signature

Date

(b)(6)

7-27-11

Accepted by:

AGENCY NAME: USTRANSCOM Directorate of Acquisition

SIGNATURE:

Samuel J. Fournier

TITLE: Contracting Officer

DATE: 1 Dec 11