



DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY



Source Approval Request (SAR) NDIA Supply Chains Conference and Exhibition June 11-13, 2012

Dave Szczublewski
DLA Land and Maritime
614-692-8854
david.szczublewski@dla.mil



Agenda



- Background
 - Desired Outcome
 - Measures of Success
- SAR Black Belt Project
 - Overview of Project
 - Suppliers Perspective
 - Summary of Completed Actions
- Next Steps
 - Discussions with ESA's
- How to find Source Approval Request (SAR) Guidance
- POC's: How to Contact Us
- Questions



Background



- **SAR process identified as industry concern**
 - DLA Land and Maritime Commander sent letter to all of our suppliers requesting ideas for cost reduction
 - Command had numerous discussions during Industry Conference in August 2011
- SAR project initiated as **Material Cost Reduction (MCR) Initiative**
 - Lean Six Sigma Black Belt team formed in Aug 11
 - Internal SAR process
 - **Supplier perspective**
 - Continued as MCR effort for FY12 and beyond

Material Cost Reduction: DLA “Big Idea”



Definition of a SAR



What is a SAR?

A Source Approval Request (SAR) is a **manufacturer's proposal supplemented by data** that includes all of the Engineering Support Activity (ESA) data required for a competent manufacturer to produce an item that is **equal or better** than the Original Equipment Manufacturer (OEM) designed part.



Desired Outcome



- **Increase number of acceptable SAR packages by 100%**
- **Educate suppliers on the SAR submittal process**
 - Update website and links
 - Update SAR guidance on submitting SAR packages
 - Provide common reasons packages are rejected
 - Establish POC's
- Standardize the internal SAR process
 - **Track all SARs received**
 - Document all SARs are reviewed in a timely fashion
 - **Ensure all SAR submitters receive a response**
- Review/update SAR process with ESA's
 - Can review process be shortened?
 - Minimize the amount of testing required

Command Top 10 Initiative for FY12



Measures of Success



- **Future material cost reduction savings**
 - Monitor procurement actions after SAR approval
 - Calculate savings based on previous procurements
- **Significant increase** in acceptance of SAR packages
 - Track all SAR packages
 - Maintain metrics and report to Command
 - Acceptance rate
 - Timeliness
 - **Response rate back to submitters (Goal 100%)**
- Positive Feedback from SAR vendors
 - Brief at Supplier's Conference and obtain feedback
 - Send out future survey to SAR package submitters

DLA Must Lower Material Costs: "Big Idea"



Source Approval Request (SAR) Black Belt Team



Problem Statement



Problem: Less than 10% of SAR packages received from contractors have been accepted and sent to ESAs, this has been happening for the past several years at DLA Land and Maritime

Scope: The project is limited to how DLA Land and Maritime internally reviews SAR packages and how suppliers know what to submit. The project does not include how the ESA reviews such packages.

Goal: Increase the number of SAR packages accepted and sent to the applicable ESA's by 100%.

Significantly Improve SAR Acceptance Rates



SAR Black Belt Team



- **Champion:** Dave Szczublewski, Operations Support
- **Sponsors:** Procurement Policy
Technical and Quality Policy
- **Project Lead:** Technical and Quality Analyst
- **Black Belt:** Lean Six Sigma Analyst
- **Team Members:** Land Product Assurance Specialist
Maritime Product Assurance Specialist
Land Buyer
Maritime Buyer
Value Engineering Specialist
Small Business Office
Competition Advocate Office

Targeted Tollgate Completion Dates

DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
30 Sep 11	11 Nov 11	6 Jan 12	30 Apr 12	15 Jun 12



Source Approval Request (SAR) Black Belt Team Supplier's Perspective



Base Line Data



Unsolicited SARs: Since Aug 09- Oct 11

	SAR Received Comp Ad	SAR Forward to VE	SAR Forward to ESA	ESA Approved
Total	363	161	35*	24
% Approved		44.35%	21.73%	68.57%
Total % Approved			10.19%	6.61% **

* 2 SARs Locally Approved

** 3 Awaiting ESA Status



Why Low Acceptance Rate?



Root Cause

1. **Current Policy Not Followed** ✓
 - a. Limited Feedback to contractors
2. **No Clear Path to SAR Guidance** ✓
 - a. Broken links in DIBBS
 - b. Location of guidance not obvious
3. No Tracking of Solicited SAR's
4. Cost savings threshold for multiple ESAs limit the # of approved packages

Potential Solutions

1. Standardize work process and establish one process path.
2. Fix DIBBS links, update local web pages, update SAR Guidance, educate contractors, update FAQs
3. Standardize work process, establish one process path, modify current SAR database, get demo of DLA Aviation's SAR database
4. Expand reasons to waive cost savings threshold. Expand annual demand rate to 3 year historical. Provide buyers with formula

✓ = Completed Solution



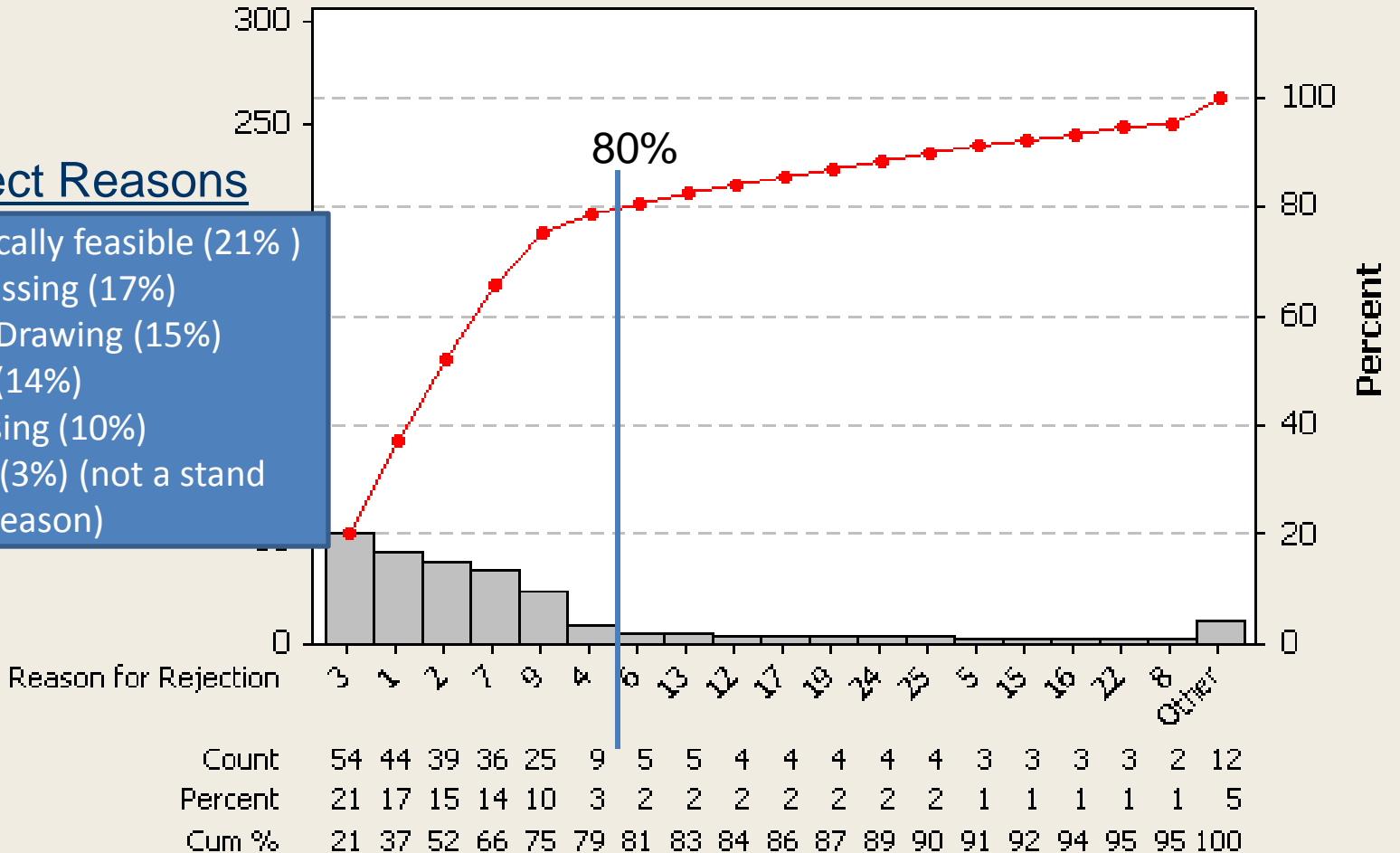
SAR Reject Reasons



Pareto Chart of Reason for Rejection

Top 6 Reject Reasons

- Not economically feasible (21%)
- OEM Data Missing (17%)
- Unapproved Drawing (15%)
- No Test Plan (14%)
- Drawing Missing (10%)
- No Unit Cost (3%) (not a stand alone reject reason)



Most Packages Fail for Multiple Reject Reasons



Not Economically Feasible



Root Cause

1. **Low Consumption Rate**
2. Low Dollar Value
3. Do not know where to find SAR Guidance
4. Contractor did not complete research
5. No Target/Demand List of NSN's

21% Reject Rate for Submitted Packages

Potential Solutions

- ✓ 1. **Add Demand link to local web page**
2. For future buys, revisit cost savings threshold to look at 3 year historical
- ✓ 3. Fix DIBBS links, Update local web pages, Update SAR Guidance, Educate Contractors
4. Post Demand link and establish mailbox for questions to local web page
5. Establish target list

✓ = Completed Solution



OEM Data Missing



Root Cause

1. **Contractor has no legal rights to drawings**
2. Government does not have rights to provide OEM data to Contractor
3. Cost money for Contractor to acquire drawings

17% Reject Rate for Submitted Packages

Potential Solutions

1. Contractor has to purchase rights through OEM or Reverse Engineer part
- ✓ 2. Check ESA, Medals, and Program Office for drawings (If Contractor demonstrated they have manufactured part in the past)
3. Nothing we can do to provide money for contractors at this time.

✓ = Completed Solution



Unapproved Drawings



Root Cause

1. **Drawing not signed**
2. Contractor submitted wrong revision

Potential Solutions

- ✓ 1. If only reason, reach out to contractor requesting a corrected drawing. Otherwise provide feedback via notification letter
- ✓ 2. Reach out and educate contractors (Notification letter)
- ✓ 3. If correct drawing, but wrong version, reach out to contractor and request correct version. Otherwise provide feedback via notification letter

15% Reject Rate for Submitted Packages

✓ = Completed Solution



No Test Plan



Root Cause

1. **No quality methodology**
2. Contractors do not know how to write test plan
3. Do not have OEM drawings

Potential Solutions

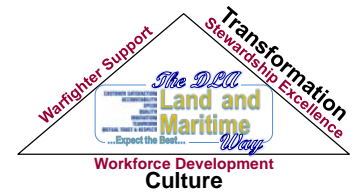
- ✓ 1. Enhance data on web page
- ✓ 2. Provide model/example of test plan with notification letter, include in SAR guidance
3. Contractor has to purchase rights through OEM or Reverse Engineer part

14% Reject Rate for Submitted Packages

✓ = Completed Solution



Drawing(s) Missing



Root Cause

1. Contactor has no rights to drawings
2. Government has limited rights to distribute drawings
3. Contactor has poor quality control

10% Reject Rate for Submitted Packages

Potential Solutions

1. Contactor has to purchase rights through OEM or Reverse Engineer part
- ✓ 2. Check ESA, Medals, and Program Office for drawings (If Contactor demonstrated they have manufactured part in the past)
- ✓ 3. Reach out and provide link to SAR guidance and use table for check list

✓ = Completed Solution



What Does a Supplier See?



- Limited references to use SAR Guidance (TKO conference)
- **Hard to find SAR Guidance**
 - From DLA Land and Maritime Home Page “Selling to DLA Land and Maritime”
 - Four pages deep and not obvious
 - From DLA Land and Maritime Home Page “News and Events”
 - Three pages deep
- **No Hyperlinks** on DIBBS screens to SAR Guidance
- Link to Frequently Asked Questions on the DIBBS RFQ broken
 - **Hard to find FAQ** on DLA Land and Maritime Home Page
- FAQ portion for Alternate Offers needs to add references
- DIBBS Quote Summary needs to **add hyperlinks** and **update address** of where to send a package to



Source Approval Request (SAR) Black Belt Team Summary of Completed Actions



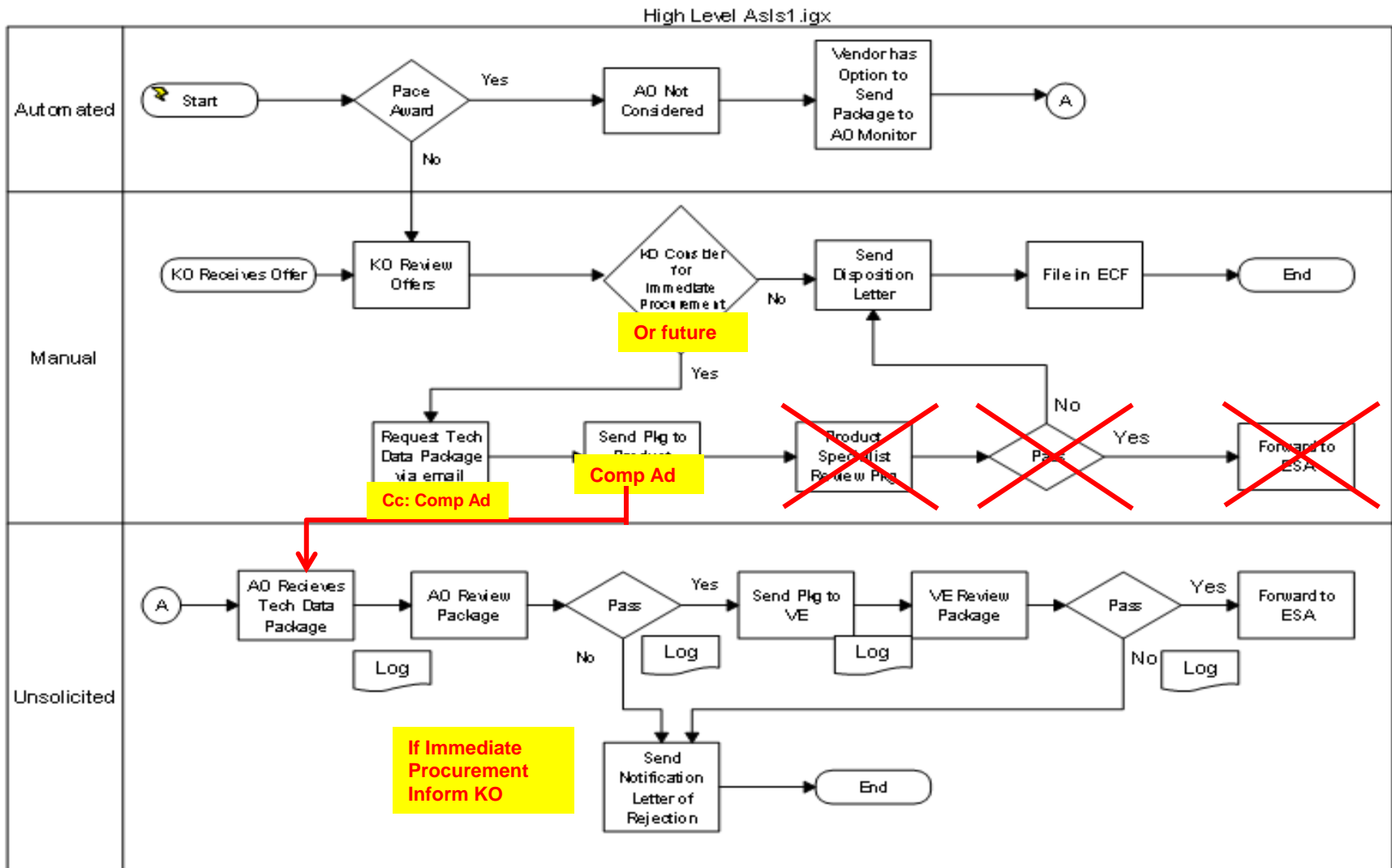
What Did We Accomplish?



- **Single flow for SAR review**
 - All SARs go through Competition Advocate's Office
 - Training provided to workforce
- SAR review must include
 - Tracking All SAR packages received
 - Standard guidelines for package review
 - **100% response back to supplier**
 - Details to supplier on all rejections
- **Websites/Links updated**
- **SAR Guidance updated** and examples provided
- Metrics developed and reported
 - Include acceptance rates and timeliness



High Level "To Be" Process





Next Steps: ESA Issues



- SAR Package Requirements from Services
 - Review Current Guidelines: Can We Simplify?
 - Discuss/Clarify Areas of Concern
 - Need for OEM Drawings
 - Test Requirements
- Review Why SARs are Rejected at the Services
 - Requirements too Stringent??
 - Perceived Reluctance to Approve New Sources
- Meeting with ESA's to Discuss

DLA and the Services Must Team Together!!



How to Find Source Approval Request (SAR) Guidance

DLA Home Page http://www.dla.mil



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AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY



Tuesday, May 15, 2012

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TOP NEWS



- DLA Headquarters
- DLA Web Gateway
- DLA Aviation
- DLA Central
- DLA Disposition Services
- DLA Distribution
- DLA Document Services
- DLA Energy
- DLA Europe and Africa
- DLA Joint Reserve Force
- DLA Land and Maritime
- DLA Pacific
- DLA Strategic Materials
- DLA Transaction Services
- DLA Troop Support

Opens DLA Land and Maritime Home Page

McNamara HQC employees compete in annual MWR golf tournament
 Nearly 120 employees and guests of the McNamara Headquarters Complex braved threatening skies to enjoy a day out of the office May 9 at the HQC Golf Tournament on Fort Belvoir, Va.'s Woodlawn Golf Course. Several teams and individuals took home prizes.

DLA PORTAL

- About DLA
- From the Director
- DLA Web Gateway
- No Fear Act
- DLA Today (.Mil Only and CAC Required)
- DLA Acronyms List
- Media Information
- Customer Handbook (.Mil and CAC Required)



HQ DLA Operating Status

DLA's 3 Areas of Focus

- WARFIGHTER SUPPORT
- STEWARDSHIP EXCELLENCE
- WORKFORCE DEVELOPMENT

Find us on Facebook | Watch us on YouTube

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DEFENSE LOGISTICS AGENCY

Hotline Program



DLA Land and Maritime Home Page <http://www.landandmaritime.dla.mil/>



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DLA Land and Maritime

May 15, 2012

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IMPORTANT - Users experiencing Internet Explorer certificate issues, please view these instructions.

Buying from DLA Land and Maritime

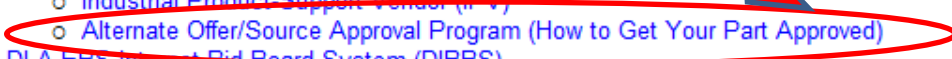
- [Doing Business with DLA Land and Maritime](#)
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 - [Industrial Product Support Vendor \(IPV\)](#)
 - [Alternate Offer/Source Approval Program \(How to Get Your Part Approved\)](#)
- [DLA-EBS Internet Bid Board System \(DIBBS\)](#)
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- [Value Management Unit](#)
- [Automated Best Value System \(ABVS\) Program](#)

This will open the Alternate Offer Web page





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Vendor Programs

Alternate Offeror

Welcome to DLA Land and Maritime's Alternate Offer Program

Suppliers should submit alternate offers in response to a solicitation or open purchase request directly to the assigned contracting officer. Suppliers must submit a valid quote along with the complete technical data package to the assigned contracting officer. Suppliers should submit "unsolicited" alternate offers along with a complete technical data package to the Source Development Office. An economic analysis of alternate offers will be performed and the contractor will be notified of the results. The integrity of the alternate offer review process followed in each commodity/application group is monitored to ensure a quality review has been performed.

Points of Contact

DSCC_AO-SAR@dla.mil

For submitting complete Alternate Offer/SAR package

DSCC.AltOffer.PM@dla.mil

For Questions in submitting Alternate Offer

The definition of an Alternate Offer per Integrated Policy Memorandum NO. 97-0011:

An Alternate Offer is an offer, under an active solicitation, to provide an item, which is from other than an approved source and/or is not the exact part numbered item cited in the Acquisition Identification Description (AID). To be approved the alternate offeror's product must be identical to, or be physically, mechanically, electrically, and functionally interchangeable with, the product cited in the AID.

A Source Approval Request (SAR) is a manufacturer's proposal supplemented by data that includes all of the Engineering Support Activity (ESA) data required for a competent manufacturer to produce an item that is equal or better than the Original Equipment Manufacturer (OEM) part.

[Alternate Offer/Source Approval Program](#)

This will open the SAR Guidance Documents

Please be aware that 80% of Alternate Offer/Source Approval Request packages fail for the following reasons:

- Not economically feasible due to low annual demand. (see <https://www.dhhs.bsm.dla.mil/ra/srva/default.aspx> for estimated forecasting requirements)
- Contractor failed to provide qualification item data and drawings (OEM).
- Drawing approval signature blocks not signed and dated.
- Test Plan not provided. (see [DI-NDTI-80809B](#) for an example test plan)
- Drawings not included.)

Top Reasons SAR Packages are rejected

Note - Unsolicited Offer packages may be submitted to the Alternate Offer Monitor (AOM) BPP without waiting for an active Solicitation to be released for future procurement requirements consideration.

DLA Land and Maritime Home Page <http://www.landandmaritime.dla.mil/>

- System (DIBBS)
- Points of Contact
- Administrative Services
- DOD EMALL
- Small Business Program
- Freedom of Information
- Columbus Federal Voice
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 - Global War on Terrorism (GWOT) Initiative
 - Mine Resistant Ambush Program (MRAP)
 - Industrial Product-Support Vendor (IPV)
 - **Alternate Offer/Source Approval Program (How to Get Your Part Approved)**
- DLA-EBS Internet Bid Board System (DIBBS)
- DLA Packaging Web Site
- Value Management Unit
- Automated Best Value System (ABVS) Program

This will open the Alternate Offer Web page



Library Documents

- Mil Specs and Drawings Search Tool
- QMLs and QPLs
- Qualified Suppliers List of Distributors (QSLD)
- Quality Assurance

Links to Related Sites

- Lodging Close to Defense Supply Center Columbus
- Directions to Defense Supply Center Columbus
- Columbus Area
- Government Links
- Employment Opportunities

News & Events

- What's New
- Columbus Federal Voice
- **Supplier Training (TKO)**
- DLA Land & Maritime Memorial Wall

**How to find SAR Guidance.
Vendor that may have attended
Small Business Conference (TKO)**

Search Options for DLA Land and Maritime

TKO Program Agenda

All TKO seminars are dedicated to teaching vendors how to do business with DLA Land and Maritime, however there may be additional topics featured each session. All vendors are welcome and encouraged to participate. Seminars are held at the Defense Supply Center Columbus, in Columbus, Ohio.

Vendors are encouraged to sign up for a seminar as early as possible. This will help alleviate possible conflicts or being closed out of a seminar.

Foreign Nationals Attending TKO Seminars: Foreign national visits must be approved prior to the actual visits to any DLA activities. All foreign visitors must be sponsored officially by a foreign government or international organization. Such sponsorship is reflected in an official visit request from the embassy of the nation concerned or from the international organization for which the individual acts as a representative. The embassy of the visitor will submit visit request to DLA at least 60 days prior to the visit. A visitor cannot be hosted if the visit is not approved prior to scheduled date. Please contact the Foreign Visit Coordinator, Defense Logistics Agency at (671) 594-6214 to submit necessary information. Once your information is submitted and processed, you will be immediately contacted by the DSCC TKO Host if your application is approved. Please allow at least 30 days for processing. If you have any questions contact TKO Administrative Support, DSCC Business Counseling Center at 1 800 262 3272.

Registered participants should arrive between 45 minutes to one hour before the TKO session in order to check in at the gate and in Building 11.

TKO Seminar Schedule

March 13-14, 2012	May 15-16, 2012
August 21-22, 2012	October 16-17, 2012

Dates and Locations for Outreach events - DSCC Small Business Programs Office participates in training and outreach events across the country. COMING SOON!

[Register here for TKO training.](#) Sessions fill fast, so early registration is key. If you experience difficulties with the registration process, please email the registration form to DSCC.BCC@dlm.mil or call the TKO program assistant at (814) 692-3948. The two-day session will cover "How to do Business with DSCC". This includes the registration process with Central Contractor Registration (CCR) and the DSCC Internet Bid Board System (DIBBS). The TKO Seminars located in Columbus, Ohio will also highlight a special topic of interest.

As with all TKO Seminars, Contractors will learn how to find open solicitations on our website, learn procedures for viewing and downloading drawings, and how to submit a quote through the DIBBS quoting process. Contractors will also be advised on the Defense Finance and Accounting Service (DFAS) Web Invoicing System (WInS) where contractors are encouraged to register in this on line electronic invoicing process. If you have any questions on DSCC TKO Programming, please contact the DSCC Business Counseling Center at:

Phone: 1-800-262-3272 Email: DSCC.BCC@dlm.mil

Defense Supply Center Columbus Building 20, Room A117S P.O. Box 3990 Columbus, Ohio 43218-3990

[Maps & Directions to Defense Supply Center Columbus \(DSCC\)](#)

[Lodging Proximate to Defense Supply Center Columbus \(DSCC\)](#)

Provided is a sample agenda of the TKO Seminar. Topics

[Download Handouts from TKO Seminar here.](#)

Download handouts from the Small Business Conference (TKO)

Contractor remarks of previous sessions:



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DLA Land and Maritime

Training Knowledge Opportunities (TKO)

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[TKO Page](#) | [Business Counseling Center \(BCC\)](#) | [Offices of Assistance](#) | [Map To Defense Supply Center Columbus](#) | [Lodging Proximate to Defense Supply Center Columbus](#)

TKO Presentations

* All presentations are in Adobe PDF format unless otherwise indicated

- [Accounts Payable Reconciliation Challenges](#)
- [Acquisition Code Definitions](#)
- [Acronym Listing](#)
- [Alternate Offer/Source Approval Program \(How to Get Your Part Approved\)](#)
- [Automated Best Value System](#)
- [cFolders: Accessing Technical Data Packages](#)
- [Commodities Purchased by DLA](#)
- [Defense Contract Management Agency Overview](#)
- [DLA Internet Bid Board System \(DIBBS\)](#)
- [Document Data Code \(DDC\) Definitions \(for technical documents\)](#)
- [DoD EMAIL](#)
- [Doing Business with DLA 101](#)
- [Foreign Acquisition](#)
- [Getting Paid - Helpful Hints](#)
- [Life of a PR](#)
- [Packaging Information and Procedures](#)
- [Procurement Technical Assistance Center \(PTAC\) Overview](#)
- [Prospective Offeror's Guide to Preaward Surveys](#)
- [Qualification Program](#)
- [Radio Frequency Identification Requirements](#)
- [Replenishment Parts Borrow or Buy Program](#)
- [Small Business Program Set Asides - Definition and Overview](#)
- [Submitting Alternate Offers](#)
- [Wide Area Workflow Overview](#)

This will open the SAR Guidance Documents

REQUEST FOR QUOTATION (THIS IS NOT AN ORDER)

DLA LAND AND MARITIME
MARITIME SUPPLY CHAIN
PO BOX 3990
COLUMBUS OH 43218-3990

REQUEST NO.	DATE ISSUED	RETURN BY	DELIVER BY:	PURCHASE REQUEST NUMBER
SPM7M311T7265	03/07/11	03/21/11	AWD DT + 20	0040937501

SOLICITATION POC

BUYER CODE	BUYER NAME	BUYER PHONE	BUYER FAX
CMDDA	DSCC- FMDD.Inquiry@dla.mil	(614) 692-3983	(614) 693-1558

SOLICITATION POC INFORMATION:

QUESTIONS REGARDING THE DLA-BSM INTERNET BID BOARD SYSTEM SHOULD BE E-MAILED TO DibbsBSM@dla.mil FOR IMMEDIATE ASSISTANCE, PLEASE REFER TO THE FREQUENTLY ASKED QUESTIONS (FAQS) ON BSM DIBBS AT <https://www.dibbs.bsm.dla.mil/Refs/help/BSMDibbsHelp.htm> OR PHONE 1-877-DLA-CALL (1-877-352-2255).

DISCREPANCIES FOUND IN BIDSETS SHOULD BE E-MAILED TO BSM.Dibbs@dla.mil

Link doesn't work and in process of changing to:

<https://www.dibbs.bsm.dla.mil/Refs/help/FrequentlyAskedQuestions/FrequentlyAskedQuestions.htm>

NSN or Part Number	Unit of Issue	Quantity	
4730-00-413-5482	EA	1	
Rating	FOB	North American Industry Classification System	Small Business Size Standard
DOC9	DESTINATION	332996	

QUOTING INFORMATION



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IMPORTANT - Users experiencing Internet Explorer certificate issues, please view these instructions.

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Vendor can find FAQ from here



Navigation: Navigation/Documents

Database Search: Choose Search

Value:

Notice: - There is a issue with the surplus certification which causes a quote was not successfully submitted error. Technicians are working on it. The work around is to input NSNs without hyphens, that is, use 4820012345678 instead of 4820-01-234-5678.

- Small Disadvantaged Veteran Owned Small Business (SDVOSB) Webinar > [Read Notice](#)

Please read notices posted on the [Notices page](#).

Location: **Home**

LOGGED OFF
[136] 5/15/2012 2:19:30 PM

The DLA Internet Bid Board System (DIBBS) is a web-based application that provides the capability to search for, view, and submit secure quotes on Requests For Quotations (RFQs) for **Defense Logistics Agency (DLA)** items of supply. DIBBS also allows users to search and view Request For Proposals (RFPs), Invitations For Bid (IFBs), Awards and other procurement information related to DLA.



Help

On-Line Help

- [Frequently Asked Questions ~ FAQ](#)
- [DIBBS On-Line Quoting Help](#)
- [Batch Quoting Help](#)

Contact Us

Vendor Registration

- [Vendor Registration](#)
- [Registration Guidelines](#)

Solicitations

- [Requests for Quotation \(RFQ\)](#)
 - [Batch Quoting](#)
 - [Submitted Quote Searching](#)
- [Requests for Proposal \(RFP \) / Invitation For Bid \(IFB\)](#)
- [Other DLA Opportunities \(FedBizOpps\)](#)

Awards

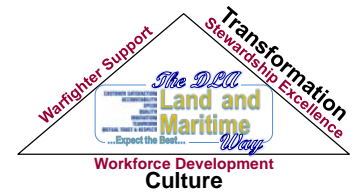
- [Awards](#)
- [Subsistence Market Ready Orders](#)
- [Post Award Request \(PAR\)](#)
PAR allows register users the ability to make requests on contract and modifications.
- [Other DLA Awards \(FedBizOpps\)](#)

References

Technical Data



POCs: How to Contact Us



Alternate Offer/SAR Questions

John.Blaine@dla.mil

Technical Questions

Contact the Contracting Officer listed in the solicitation to request routing to a Product Assurance Specialist

Or

Contact Value Engineering
Robert.Volk@dla.mil



Submit SAR Packages



DSCC_AO-SAR@dla.mil

OR

DLA Land and Maritime

Alternate Offer Monitor – BPP

Directorate of Procurement

P.O. Box 3990

Columbus, OH 43218

(If via UPS or FEDEX use ZIP “43213”)



Questions??