

Shade Council of Colonels & Captains

Joint Agreement for Shade in Clothing and Textiles

(SCC&C-JAS)

DLA * Army * Air Force * Navy * Marine Corps * Coast Guard

11 February 2015

**Joint Agreements Compiled by:
DLA Troop Support, Clothing and Textiles
On behalf of the Shade Council of Colonels & Captains**

SHADE COUNCIL OF COLONELS & CAPTAINS

JOINT AGREEMENT FOR SHADE IN CLOTHING AND TEXTILES

Executive Summary

The Shade Council of Colonels and Captains (SCC&C) was formed in 2013 to address ongoing issues with Shade management within the Defense Logistics Agency's (DLA) Clothing and Textiles (C&T) Supply Chain. The Council consists of key Colonels and Captains from each branch Service (Army, Air Force, Navy NEXCOM, Marine Corps, and Coast Guard) and from the Defense Logistics Agency (DLA) Clothing and Textiles (C&T) Directorate serving as program managers and directors for uniform and textile procurement programs for the Department of Defense (DOD). In addition, the Council is diversified by including advisory, non-voting participation by leaders from the American Apparel and Footwear Association - Government Contract Committee (AAFA-GCC), mandatory source vendors, and various industry members. The Council is convened as an authoritative decision-making body for shade-related matters.

Shade issues have seriously impacted the DOD military uniform program supply chains for many years. In 2013, a survey of Industry and Government players within the C&T supply chain identified major concerns regarding shade management throughout the process. Government analysis showed that a significant portion of C&T procurements experienced regular shade failures, resulting in added expense and procurement delays, often on items where shade was not considered a critical feature. Industry parties reported financial strain due to frequent fabric lot rejections and processing delays, as well as difficulty in working with Government requirements.

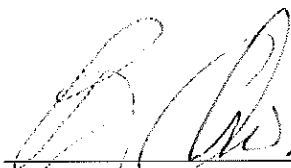
The Council met with the key stakeholders both from Government and Industry, gathered their recommendations, and selected seven major shade topics to pursue for analysis and improvement. Seeking to reduce costs, increase effectiveness, and find common-sense approaches to historic problems, the Council assigned seven Integrated Product Teams (IPTs), consisting of experienced government and industry members with interest, to propose solutions to achieve the following goals:

- Establish Shade Critical and Non-critical Items
- Establish Shade Criteria in Correct Substrate Prior to Solicitation
- Empower DLA to make rational decisions on Shade Failures
- Establish Shade Waiver time and Consistent Shade Waiver Fees
- Establish Shade Tolerance Ranges for Solid Colors
- Incorporate the Use of Spectrophotometric Color Measurement
- Adopt a tiered Shade Approval Process based on Past Performance

Over the course of 2013 and 2014, the IPTs worked to come up with ideas and propose solutions to the Council for adoption. The Council reviewed the recommendations and voted on whether to approve them.

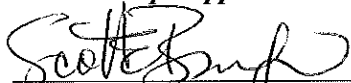
In October 2014, the Council voted to close the first five tasks as having been completed, with new decisions in place to improve future shade management. The last two original groups continue to work, while new tasks are being developed; future decisions will be documented as an addendum to this document.

This publication documents the agreements reached by the Shade Council of Colonels and Captains. The statements herein express the authoritative decisions made by the Shade Council, and confer directions to the Government parties involved regarding future administration of shade matters.

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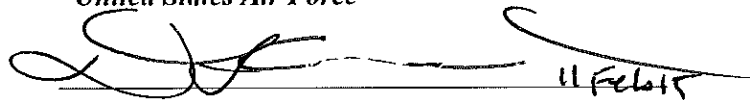
Col Patrick Owens Date

DLA Troop Support

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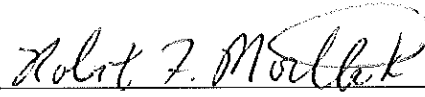
FOR Col William McGuffey Date

United States Air Force

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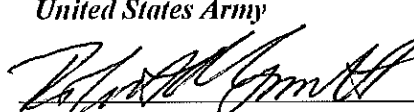
FOR Col Michael Manning Date

United States Marine Corps

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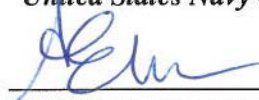
COL Robert Mortlock Date

United States Army

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CAPT Robert Gantt Date

United States Navy - NEXCOM

 2/5/15

CAPT Amy Kovac Date

United States Coast Guard

 Navy comment: I sign this document with annotating five (5) notable exceptions and statements of understanding. See Appendix A.

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1. Shade Standard Development

For every item where shade evaluation is applicable, a permanent or temporary shade standard shall be listed on all solicitations and available prior to the start of a contract. Government and Industry parties will work together to establish a permanent standard in the correct substrate within six months of contract award. Timeframes may vary depending upon availability of production lots.

1.1. Permanent Standards

If there is not a permanent physical shade standard in place at the time of contract award, Government and Industry parties will work together to establish a permanent standard in the correct substrate within six months of contract award.

Within six months of contract award, if a permanent shade standard has not been established, the temporary standard may become the official standard. In this case, DLA will set tolerances against this new official standard based on production lots submitted during the first six months.

1.1.1. Instrumental Readings for Permanent Standards

Instrumental values for solid colored shade standards will be listed and approved by Service and published on the website:

www.landandmaritime.dla.mil/offices/testcenter/shades.asp

The instrumental values are for reference only. Shade evaluation shall be performed in accordance with contract requirements.

1.2. Temporary Standards

If a contract has a temporary shade standard, DLA and the Services will work with Industry to identify potential permanent shade standards within six months from the contract award.

1.2.1. Instrumental Readings for Temporary Standards

Instrumental values for solid colored temporary shade standards will be listed and approved by Service and published on the website:

www.landandmaritime.dla.mil/offices/testcenter/shades.asp

The instrumental values are for reference only. Shade evaluation shall be performed in accordance with contract requirements.

1.3. Tolerances

Instrumental values for tolerance ranges will be listed and approved by Service and published on the website:

www.landandmaritime.dla.mil/offices/testcenter/shades.asp

The instrumental values are for reference only. Shade evaluation shall be performed in accordance with contract requirements.

1.3.1. Use of Physical Shade Tolerances in Evaluation

When a physical shade tolerance is available, DLA will use that tolerance in lieu of instrumental reading, unless otherwise stated in the contract.

1.3.2. Use of Instrumental Readings in Evaluation

When physical shade tolerances are not available, the following instrumental tolerance range (DeltaE) may be used:

For solid color shade critical items the tolerance value for Delta Ecmc will be less than 0.6

For solid color non shade critical items the tolerance value for Delta Ecmc will be less than 1.1

1.3.3. Submission of Proposed Standard or Tolerance Material

Suppliers will utilize Shade Standard and Tolerance Evaluation Form to submit potential standard or tolerance samples to DLA Product Testing Center (DLA PTC) for consideration.

Form for standard or tolerance submittal will be posted at:

www.landandmaritime.dla.mil/offices/testcenter/shades.asp

2. Shade Classification

2.1. Determination of Critical and Non Critical Shade Classification

Clothing and Textile end items will be categorized as Shade Critical or Non-Shade Critical prior to DLA Troop Support sustainment.

During the Supply Request Package (SRP) process, the Service will indicate the Shade Criticality determination (Critical/Non-Critical) for the end item and for any applicable component materials.

If end item shade criticality is not provided by the Services, DLA will determine shade criticality.

2.2. Listing of Shade Critical Clothing and Textile Items

Updates to the shade criticality list will be made quarterly by DLA-Troop Support.

The shade criticality list will be published and available at:

www.landandmaritime.dla.mil/offices/testcenter/shades.asp

2.3. Procedures to Add a New Item to Shade Criticality List

New items will be categorized by the Services upon item introduction as Shade Critical or Non-Shade Critical. The shade criticality determination will be included in Supply Request Package (SRP).

2.4. Procedures to Change an Item's Shade Classification

The Service will provide shade classification changes to DLA-Troop Support. DLA-Troop Support will update and maintain the shade criticality list and publish it quarterly.

3. Shade Failures

3.1. Industry Waiver Request Procedure

Waiver requests, when desired by the Prime Contractor, shall be presented by the Prime Contractor to the Contracting Officer in accordance with procedures determined by the contracting activity.

3.2. Waiver Authority

3.2.1. The Services grant waiver authority to DLA based on the severity of the failure and the item's established shade criticality.

3.2.1.1. Government Shade Evaluator (at DLA Product Testing Center or wherever shade evaluation is required per the contract) will rate shade failures as Negligible, Significant, or Poor. Rating will be communicated internally to contracting activity.

3.2.1.2. See Section 2, above, for shade criticality classification.

3.2.2. The Services have granted waiver decision authority to DLA as described below. When waiver authority is granted to DLA, DLA may still elect to pursue advice from the Services. At any time, DLA may choose not to waive failing material with or without consulting the service. Services may also grant DLA a greater waiver authority in addition to authority specified below.

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3.2.2.1. Air Force grants authority to DLA to make waiver decisions on Negligible rated shade failures for Non-Shade Critical items.

3.2.2.2. Army grants authority to DLA to make waiver decisions on all Negligible rated failures for Shade Critical and Non-Shade Critical items and on Significant rated failures for Non-Shade Critical items.

3.2.2.3. Coast Guard grants authority to DLA to make waiver decisions on all Negligible rated failures for Shade Critical and Non-Shade Critical items and on Significant rated failures for Non-Shade Critical items.

3.2.2.4. Marine Corps grants authority to DLA to make waiver decisions on Negligible rated shade failures for Non-Shade Critical items.

3.2.2.5. Navy grants authority to DLA to make waiver decisions on Negligible rated shade failures for Non-Shade Critical items.

3.3. Waiver Evaluation Processing Time

3.3.1. Waiver requests from DLA to the Services (on behalf of the prime contractor) will include failing sample swatch(es), all applicable DD form 1222s, and a submitted Engineering Support Request (339) if required by the Service. Processing time begins when samples and DD1222s have been received by the lead Service. DLA will determine whether the request is non-emergency or emergency.

3.3.1.1. Non-Emergency- Services will respond to shade waiver requests within 15 calendar days of receiving samples swatches and DD 1222.

3.3.1.2. Emergency- Services will respond to shade waiver requests within 7 calendar days of receiving samples swatches and DD 1222.

3.3.2. If DLA does not receive the Service's response to the waiver request within the timeframes specified in section 3.3.1.1 and 3.3.1.2 above, DLA will make the waiver decision locally, regardless of shade criticality or failure rating.

3.4. Waiver Approval Fees

3.4.1. When requesting a waiver for failed fabric, Prime Contractors shall report the fabric cost per yard to the Contracting Office for the purpose of cost calculation. If the cost of the fabric is not provided to the contracting officer, fees will be determined by the contracting officer.

3.4.2. Based on the cost of the fabric, the following fees will apply for material waived for shade failures:

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Negligible Failure Approval- UP TO 0.5%

Significant Failure Approval- UP TO 1%

Poor Failure Approval- UP TO 3%

3.4.3. The contracting officer reserves the right to waive all waiver fees on a case-by-case basis.

4. Internet Links

4.1. DLA Product Test Center Color Science page:

<http://www.landandmaritime.dla.mil/offices/testcenter/shades.asp>

May be used to find the following items, referenced within this document, as well as other useful information:

Instrumental Values for Standards and Tolerances

Shade Critical/Non Shade Critical End Item List

Shade Standard and Tolerance Evaluation Form

4.2. C&T Portal for Requesting Shade Standard Swatches

<https://www.troopsupport.dla.mil/Portal/Authenticated/SpecReq.aspx>

4.3. DLA Clothing & Textiles, Supply Request Package (SRP) Submission Page

<https://www.troopsupport.dla.mil/clothingandtextiles/srp.asp>

5. Appendices

APPENDIX A: NAVY COMMENTS AND EXCEPTIONS

Subject: Navy Comments and Exceptions to Shade Council of Colonels and Captains

As the lead Navy signature on the Shade Council of Colonels and Captains, I sign this document with the following exceptions and statements of understanding.

1. NAVSUP/NEXCOM represents the majority of the Navy Shade Waivers (approximately 80%), but I don't necessarily represent the stance on support of NAVAIR and NAVSEA. I do endeavor to improve corroboration with them so that Navy will have a unified voice.
2. I do not agree with para 3.3. Although Navy endeavors to achieve the time standards, we cannot be held accountable for meeting these standards, and I do not agree or support 3.3.2 (DLA making a decision on emergency waivers where Navy does not meet processing times).
3. I disagree with 1.3.2 regarding instrumental readings, until NCTRF's Ms. Kate Young explicitly concurs.
4. I strongly believe industry should be required to submit a justification when requesting a waiver in 3.1.
5. In order to establish more clarity in this document, a glossary should be developed that includes pertinent terms like shade standard, shade tolerances, and instrument readings, etc.

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APPENDIX B: AIR FORCE COMMENTS AND EXCEPTIONS

Subject: Air Force Comments and Exceptions to the text of the SCC&C-JAS dated 11 February 2015

1. Regarding section 1.1, delete second paragraph and substitute:
“Within six months of contract award, if a permanent shade standard has not been established, the temporary standard may become the official standard with Service approval. In this case, the Service will set tolerances against this new official standard based on samples available from production lots.”
2. Regarding section 1.1.1, add the following sentence at the end of the section:
“Contract requirements for shade purposes shall be coordinated with the service prior to contract award.”
3. Regarding section 2.1, delete the last sentence and substitute:
“SRP may not be accepted if end item shade criticality is not provided by the Services.”

APPENDIX C: Shade Council of Colonels & Captains Charter

CHARTER for the COMPOSITION AND CONDUCT of the SHADE COUNCIL OF COLONELS & CAPTAINS (SCC&C)

I. AUTHORITY

The Shade Council of Colonels and Captains (SCC&C) is established by the key Colonels and Captains serving as program managers and directors for uniform and textiles procurement programs. Specifically, the Colonels and Captains of each branch service (Air Force, Navy, Marine Corps, Army, Coast Guard) and from Defense Logistics Agency's (DLA) Clothing and Textile (C&T) Supply Chain will be the Council / Steering Committee members and signatories of the charter. The Colonels and Captains will have the decision making authority on shade related matters and the authority is vested on the SCC&C as per the decision from the first Council meeting held on March 6, 2013.

The authority of the SCC&C is limited by applicable law and policy, and will in no way be construed to supersede contractual obligations in place between DLA, or the service branches, and other entities.

II. PURPOSE OF THE SHADE COUNCIL

This Charter shall serve as the foundation for the establishment of a Shade Council of Colonels and Captains ("SCC&C"). The charter provides the guidelines for and identification of the procedural interrelationships between the members of the SCC&C. The purpose of the Council is to develop strategies that will resolve or improve the effectiveness and efficiency of shade related procedures in connection with C&T acquisitions.

The SCC&C will focus on resolving and dampening the impact of shade problems across the entire DOD procurement enterprise – from the dye manufacturing plant to the warfighter in the field. The SCC&C seeks to identify the most effective and efficient shade processes and solutions for implementation by the military service branches, DLA Clothing & Textiles (C&T), DLA Laboratory and Industry. Among the issues the Council will address are establishment of tolerances for all standards of shades, rational shade evaluation process flows and decision points, shade performance analysis, shade criticality mapping and waivers. The SCC&C seeks to minimize shade problems, and find common-sense approaches for decreasing (or eliminating) process lead times within the shade waiver process. The SCC&C advocates stringent development of objective shade standards and tolerances on the front end of the procurement process for C&T items. The SCC&C advocates standardization of tolerances. The SCC&C advocates identification of shade as

critical or non-critical at the front end of the procurement process and strives to ensure that tolerances are developed in accordance with the criticality of shade to the end item. The SCC&C may periodically appoint collaborative teams—Integrated Process Teams (IPTs), comprised of members of DLA, the services, and industry, or subsets of these parties—to address specific shade issues and processes to attain and increase combat effectiveness. When tasked, IPTs will present their findings to the SCC&C either in person or in writing for approval and adoption. When specific process changes or policies are recommended for adoption by the SCC&C, the IPT will present specific process change recommendations in writing for signature. SCC&C will document agreement to the change(s) in policy, process, and/or procedure by signing the process change recommendation document. Tasks for formed IPT must be approved by the SCC&C in the form of a written charter or in the form of meeting minutes from SCC&C meetings.

III. COMPOSITION OF THE SCC&C

The Council shall consist of a lead service O6/GS-15-level program manager or director from each military service branch's Clothing and Textiles (C&T)-related acquisition program and DLA C&T. In addition, the DLA Laboratory, Senior Leaders from the American Apparel and Footwear Association – Government Contract Committee (AAFA-GCC), mandatory source representatives and various industry representatives will participate in an advisory, non-voting capacity. This range of membership permits diversity of experience without hindering effective discussion or diminishing individual accountability. Selection of advisory members from industry and mandatory sources should be conducted by the industry groups transparently and shall be approved by the SCC&C. Each council member shall serve until such member's successor is appointed or delegated. The services branch may appoint or elect a lead service to represent their collective position at SCC&C meetings. A quorum will be formed on representation at a Council meeting once at least two representatives from any of the services are present along with DLA and one representative either from the AAFA-GCC, mandatory-source, or other industry representative. The Director of C&T shall serve as the chair of Shade Council.

IV. MEETINGS OF THE SCC&C

The SCC&C shall meet with such frequency and at such intervals as it shall determine is necessary to carry out its duties and responsibilities, but not less frequently than biannually. Separate executive sessions may be held to discuss any matters that any of these groups or individual members believes should be discussed privately or in a more limited forum. These SCC&C meetings may be conducted virtually (video teleconference or teleconference) when travel to a single location is not practical. It is the responsibility of the SCC&C Chairperson to arrange for and coordinate the logistics of SCC&C meetings, though hosting events may be delegated to other members of the SCC&C. In addition, the SCC&C Chairperson should strive to meet and/or confer with SCC&C

membership quarterly to review, provide guidance to, and approve, Council-chartered Shade IPT efforts. The SCC&C, in its discretion, may ask non-SCC&C entities to attend SCC&C meetings (or portions thereof) and to provide pertinent information as necessary. However, when necessary the Council may meet in executive session without such other persons present. All non-management representatives who are not steering committee/signatories of the charter of the SCC&C may attend meetings of the SCC&C, but may not vote. Industry members may not vote on SCC&C matters pertaining solely to the conduct or behavior of government members of the SCC&C.

The SCC&C shall act upon the vote of a majority of its members at an aptly called meeting at which a quorum is present. Unless otherwise restricted by the chairperson, any action may be taken by a written instrument signed by all of the members of the Council; however, written guidance can be signed solely by the SCC&C Chairman when done on behalf of the SCC&C membership in execution of a previously agreed to action by a quorum of the SCC&C (for instance, a post-SCC&C meeting tasking to a Shade IPT which requires signature). The SCC&C shall record and maintain minutes of SCC&C meetings. SCC&C meeting minutes shall be distributed to SCC&C members and attendees within a timely fashion.

The Council shall have the authority to establish other rules and procedures for notice and conduct of its meetings consistent with the regulations and this charter.

V. CODES OF ETHICS

Each person owes a duty to the Council to act with integrity. Integrity requires, among other things, being honest, fair and candid. Deceit, dishonesty and subordination of principle are inconsistent with integrity. Service to the SCC&C never should be subordinated to personal gain or advantage; however, the SCC&C recognizes that the Council's purpose is never intended to usurp contractual or other legal obligations which SCC&C members must attend to.

Each SCC&C member must:

- Act with integrity
- Maintain SCC&C information confidentiality
- Observe all applicable governmental laws, rules and regulations
- Adhere to the highest standard of business ethics and not seek competitive advantage through unlawful or unethical practices
- Deal fairly with the SCC&C members, customers, suppliers, competitors, and/or employees.

- Refrain from taking advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair practice
- Refrain from taking for themselves any opportunities discovered through the use of industry assets or using industry assets, information, or position for personal gain outside the scope of employment or with the Council.
- Avoid conflicts of interest, wherever possible, except under guidelines or resolutions approved by the Council. Anything that would be a conflict for a person subject to this charter, or subsequent SCC&C-related tasks, will also be a conflict if it is related to a member of his or her family or a close relative.

Examples of conflict of interest situations include, but are not limited to, the following:

- any significant ownership interest in any supplier or customer
- any consulting or employment relationship with any customer, supplier or competitor
- any outside business activity that detracts from an individual's ability to devote appropriate time and attention to his or her responsibilities with the Council
- the receipt of any money, non-nominal gifts or excessive entertainment from any company with which the Council has current or prospective business dealings
- being in the position of supervising, reviewing or having any influence on the job evaluation, pay or benefit of any close relative
- selling anything to the Council or buying anything from the Council, except on the same terms and conditions as comparable service branches and or DLA are permitted to so purchase or sell
- any other circumstance, event, relationship or situation in which the personal interest of a person subject to this charter interferes – or even appears to interfere – with the interests of the Council as a whole.

VI. DUTIES AND RESPONSIBILITIES OF THE SCC&C

A. In carrying out its duties and responsibilities, SCC&C policies and procedures should remain flexible, so that it may be in the best position to respond or influence changing circumstances or conditions. The SCC&C shall periodically review its own performance and review/reassess the adequacy of this charter. In conducting this review, the SCC&C shall evaluate whether this charter appropriately addresses matters that are or should be within its scope.

The SCC&C shall:

- strive to improve the effectiveness and efficiency of shade-related processes

- strive to improve the efficiency of shade-related management processes
- strive to substantially reduce or eliminate waiver cycle times
- strive to establish shade standards in the correct substrate prior to commencement of all new sustainment contracts. In addition, strive to establish these standards in corresponding objective, spectrometer-based, formats.
- strive to establish standard mathematical shade tolerances; one range for shade-critical items, one range for nonshade-critical items for solid color items.
- strive to reduce shade-related costs across the C&T enterprise from dye manufacturers to warfighter
- strive to implement commercial best practices—particularly in the realm of shade grading and tiered, performance base acceptance
- avoid the sub-optimization of shade-related processes and tasks at the expense of the enterprise
- conduct analysis of shade-related issues as appropriate
- conduct/support shade-related value stream analyses as appropriate
- form and assign tasks in writing to Shade IPTs when needed
- conduct and/or communicate the results of shade-related studies
- implement use of spectrographic measurement to the extent possible consistent with improving effectiveness and efficiency of shade-related issues and processes
- seek innovative Human Resourcing strategies to bridge gaps in shade knowledge and expertise across the enterprise
- encourage agreement on new procedures and policies among SCC&C members in support of shade-related improvement activities. The SCC&C recognizes that non-agreement by all members does not preclude agreement and change implementation among sub-groups of SCC&C members.
- strive to meet at least twice per year--virtual meetings may replace face to face meetings when necessary
- publish minutes and distribute them within a reasonable time period after an SCC&C meeting

B. Shade Integrated Process Teams (IPT):

The SCC&C may appoint and championed IPTs. The SCC&C will document in writing the tasks, deliverables, and timelines applicable to the formation of (the) IPT(s). Any standing Shade IPTs should be prepared to report the current status of its efforts at meetings of the SCC&C. Periodic updates to the membership by other means may be taken periodically as established by the SCC&C or requested by the SCC&C Chairman. Formation of IPTs may require broader industry or governmental participation to effectively address the tasks established for it by the SCC&C. The SCC&C may appoint an SCC&C member to provide oversight to specific Shade IPTs.

To ease formation of IPTs, industry representatives from the following areas from the following areas should be considered for SCC&C attendance and IPT participation:

- Weavers
- Woven processing (dye/print/finishing)
- Knit processing
- End item manufacturers
- End item processing (permethrin, permanent press, any finishing application or process that affects shade)
- Mandatory sources (NISH/NIB/FPI)
- Active industry associations

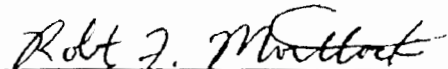
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JODY D. COX, Colonel, USAF
Director, Clothing & Textile Supply Chain
Defense Logistics Agency Troop Support

14 Jun 13

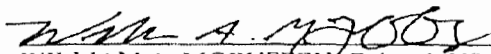
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ROBERT F. MORTLOCK, COL, USA
Project Manager, Soldier Protection & Individual Equipment
PEO-Soldier

20 Jun 2013

date



WILLIAM A. MCGUFFEY, Colonel, USAF
Senior Materiel Leader, Human Systems Division
AFLCMC/WNU

17 Jun 13

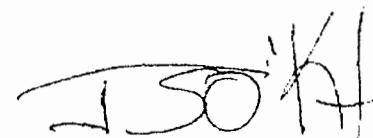
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ou=USMC, cn=MANNING.MICHAEL.ALAN.1048686628
Date: 2013.06.17 13:39:17 -0400

MICHAEL MANNING, Colonel, USMC
Marine Corps Systems Command Program Manager
Infantry Weapons Systems

date



O'KEFFE, CAPTAIN, USCG
CG Personnel Service Center

CAPT USCG

6/25/13

date



PAUL CONRAD
Manager, DLA Product Testing Center Analytical Unit
DLA Land & Maritime

6/27/2013

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