



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

August 17, 2017

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Defense Logistics Management Standards (DLMS) Program Office Pipeline
Measurement (PM) Process Review Committee (PRC) Meeting 17-1, July 20, 2017

The Defense Logistics Management Standards Program Office is forwarding the attached minutes of the subject meeting for information and action, as appropriate. The minutes and related agenda items are available on the DLMS PM PRC webpage at:
<http://www.dla.mil/HQ/InformationOperations/DLMS/DLMSPrograms/committees/pmprc/>.

The Defense Logistics Management Standards Program Office points of contact for this meeting are Mr. Kenneth R. Deans, e-mail Kenneth.Deans@dlm.mil, or Ms. Tonja Daniels-Carter, e-mail: Tonja.Daniels-Carter@dlm.mil.

HEIDI M. DAVEREDE
Program Manager
Enterprise Business
Standards Office

Attachment
As stated

cc:
ODASD(SCI)
PM PRC
Meeting Attendees

August 17, 2017

MEMORANDUM FOR RECORD

SUBJECT: Defense Logistics Management Standards (DLMS) Program Office Pipeline Measurement (PM) Process Review Committee (PRC) Meeting of July 20, 2017.

Purpose: The DLMS Program Office hosted the subject meeting at DLA Headquarters in Fort Belvoir, Virginia. Defense Collaboration Services (DCS) and a conference call telephone bridge provided real time sharing of the meeting materials for remote participants. The primary focus of the meeting was to update the PM PRC member list, and to review and discuss the Logistics Metric Analysis Reporting System (LMARS) and how the Services, Office of the Deputy Secretary of Defense/Supply Chain Integration (ODASD(SCI)), and other Agencies use the LMARS data.

The DLMS Program Office will post the meeting materials on the PM PRC Committee Archives webpage: <http://www.dla.mil/HQ/InformationOperations/DLMS/Archives/PMPRC/> (click “Quick Links” on the left-hand navigation frame, then select “Committees”) within 30 days of the date of these minutes. The related meeting materials are hyperlinked from each topic in the meeting agenda. Please refer to the briefing slides in the meeting materials for details of each presentation summarized in these minutes.

Summary of Agenda Items: Mr. Deans and the other briefers led discussion of each agenda topic (summarized below) to explain the different criteria from which LMARS calculates Logistics Response Time (LRT) and generates the monthly report data. The briefers also summarized how the Components and ODASD(SCI) use that data as input to generate the DOD enterprise metrics.

1. **Opening Remarks:** Mr. Kenneth Deans, DLMS Program Office/PM PRC Chair, asked the participants to introduce themselves. He introduced himself and provided brief introductory remarks. He introduced Mr. Paul Blackwell, ODASD(SCI), Ms. Heidi Daverede, Enterprise Business Standards Office Program Manager/DLMS Program Office, and Ms. Tonja Daniels-Carter, DLMS Program Office/PM PRC co-chair. Ms. Daverede announced that Ms. Daniels-Carter will become chair of the PM PRC when Mr. Deans retires on September 16, 2017.

a. Mr. Blackwell informed the participants that he had a schedule conflict and would need to leave before the conclusion of the meeting, but personally wanted to thank Mr. Deans for the work he did chairing the PM PRC. He said that ODASD(SCI) would not be able to complete its work without the input data provided by the LMARS under the direction of the PM PRC.

b. Ms. Daverede commended Mr. Deans on doing a “phenomenal job” chairing the PM PRC and recognized the good work the committee accomplished under his leadership.

2. Pipeline Segments: Mr. Deans provided a brief review of the twelve segments of the DOD pipeline, which the Customer Wait Time (CWT) Working Group (the forerunner of the PMPRC) established in 1995. The twelve segments form five sub-groupings, which the U.S. Transportation Command (USTRANSCOM) uses in its metrics reporting. He explained that LMARS registers the beginning and end of each segment based on transactions received by the Defense Automatic Addressing System (DAAS) from the Component systems.

Mr. Dennis Zimmerman, ODASD(SCI)/LMI, added that the pipeline segment data LMARS provides to SCI and other organizations is very important; it is the basis for the DOD enterprise Logistics Response Time (LRT) metrics ODASD(SCI) generates.

Ms. Daverede re-emphasized to the participants that LMARS functions as an “honest broker” of the pipeline data—it does not manipulate the data any way, but provides the raw data and reports to the Components so that they can perform the analysis necessary for their own business requirements. The only way to make the LMARS data useful is for Components to consume the data and use it to improve their business processes through business process re-engineering and other systemic process improvements.

Ms. Mary Maurer, Rainbow Data Systems/LMARS, added that although LMARS sends the monthly report data to the designated Component points of contact, anyone can receive/download the monthly reports/LMARS data with proper login access to the DAAS LMARS web page. She also noted that many of the reports have a drill-down capability that can simplify error analysis.

Mr. Blackwell commented that as part of its Materiel Distribution Improvement Plan (MDIP), ODASD(SCI) initiated a data quality (DQ) initiative to improve the quality and accuracy of the raw data that the systems provide to LMARS. Ms. Daverede asked that ODASD(SCI) let the DLMS Program Office know if its Supply Discrepancy Report (SDR) program could contribute in any way to the MDIP DQ program.

3. Pipeline Measurement: Mr. Deans reminded members that the DLMS Program Office released PDC 1211 DLMS Vol. 6 Ch.4, a re-write of DLM 4000.25 Volume 6, Chapter 4 Pipeline Measurement, for PRC member review, with a suspense date of July 30. He also said that recent changes to the Time Definite Delivery (TDD)/Uniform Materiel Movement and Issue Priority System (UMMIPS) section, and the reorganization of the Strategic Distribution Database (SDDDB) at USTRANSCOM probably will require additional updates to Chapter 4 in the form of a new, additional ADC after the DLMS Program Office publishes ADC 1211. USTRANSCOM has a new TDD/UMMIPS team in place, and they may need some additional time before submitting that new PDC. In response to a question from Mr. Blackwell, Mr. Frank Napoli, DLMS/LMI explained that a part of the revision of Chapter 4 was review, coordination, and synchronization with the DOD policies as outlined in DODI 4140.01 (particularly Volume 5).

4. LMARS Reports: Primarily for the benefit of new PRC participants, Mr. Deans provided an overview of the reports available from LMARS. He also provided year-over-year comparisons of the total composite LRT for each Component for which LMARS provides reports. For all the Components except GSA, the total composite LRT decreased or increased only slightly, over last year. (Please refer to the REPORTS slide deck hyperlinked from the agenda to view the details). Discussion regarding the GSA LRT trends ensued.

Sherman Summerville, GSA, provided background on GSA's processes: GSA supplies materiel to all of the Federal Agencies, but 85 percent of its shipments go to DOD. In 2014, GSA closed its two distribution centers and adopted a Direct Vendor Delivery (DVD)-based fulfillment model to provide materiel ordered from GSA. GSA awarded three supplier contracts: a Janitorial/Sanitation Supplies contract, an Office Supplies contract, and a Maintenance, Repair, and Operations (MRO) Supplies contract. GSA chose commercial off the shelf (COTS) software to manage its DVD delivery paradigm, and switched over to the COTS software in 2016. Customers send orders to one of three GSA centers, which correspond to the three contracts. If the item is under contract, the order goes directly to the vendor, but the vendor must wait for shipping instructions from GSA before shipping the materiel.

Mr. Zimmerman commented that GSA had said that moving to this commercial style, DVD-based fulfillment model would decrease fulfillment times, but since implementation, GSA LRT times have increased. Ms. Daverede asked if GSA has conducted root cause analyses and developed proposed "get well" solutions. (No, not at this time.)¹

Mr. Dave Irvin, U.S. Army, commented that current Army guidance is to place orders through The Exchange (formerly AAFES), vice GSA, since 100-day plus fulfillment times from GSA are unacceptable; in many cases units have moved/deployed within that 100-day window.

Mr. Blackwell shared that the GSA director will brief the Supply Chain Executive Steering Committee (SC ESC) on these issues next week.

5. (Agenda item 4.a) **Percentiles to Use for LRT.** At the December 2016 PM PRC meeting participants discussed what percentage of outliers LMARS should eliminate from consideration when calculating Total Pipeline Time; the PRC opened Action Item 4, assigned to the LMI SCI support team, to research what was the most appropriate percentage of outliers to eliminate from consideration for report calculation. Current LMARS procedures target that percentage at 95 percent; some other DOD supply chain systems use different percentages. Mr. Joey Kader, ODASD(SCI)/LMI, briefed the results of that research. Mr. Kader analyzed what affect eliminating percentages between 90 and 99 percent in one percent steps would have on overall metrics. His analysis showed that although average LRT numbers might be different, changing the percentage of outliers eliminated from consideration made no significant differences in the total pipeline time trends for IPG1 items, Army items, CONUS shipments, and OCONUS shipments. The recommendation from ODASD(SCI) is that because changing the 95 percent of outliers eliminated in the LMARS reporting will not lead to better analysis or identification of trends, we should not undertake the effort to make a change at this time.

¹ (Editor's Note): After the meeting, Mr. Summerville provided the following clarification: "Point of correction in my comments were GSA office of OMS (Order Management Systems) has been analyzing systems errors since implementation in August 2016. Several issues related to OMS expectations have been resolved and other challenges continues to be addressed in determining appropriate solutions. Get well date undetermined."

Participants raised several valid points during the ensuing discussion:

- The genesis of this question came from discussion of whether eliminating five percent adequately reflects the customer experience.
- Each one percent difference represents a significant change in the customer experience, but the overall trends were the same for percentages between 90 and 99 percent.
- Although for medical and food items, shipment times greater than several days may affect the process significantly, those items represent a small percentage of total DOD shipments, and it is unfair to “punish” much larger wholesale supply shipment processes in order to address issues in medical and food processes.

6. (Agenda item 5) **LMARS Source Data, DLA Special Feeds and Output files.** Mr. Deans provided a briefing summarizing the sources from which LMARS obtains its data:

- Logistics On-line Tracking System (LOTS),
- Department of Defense Activity Address Directory (DoDAAD),
- Federal Logistics Information Service (FLIS), and
- Special Feeds.

He reviewed the listings of the points of contact (POCs) responsible for sending each of the special feed data files to LMARS. Please refer to the briefing slides to view that POC list.

Mr. Deans also listed the organizations and POCs to whom LMARS sends the monthly output files. Please refer to the briefing slides to view that POC list. Individuals within the Components who would like to access the LMARS monthly report data should contact those POCs directly.

Please also refer to the briefing slides to view the listing of the output files that LMARS sends to each Component.

During the discussion that followed, Ms. Daverede asked if ODASD(SCI) used LMARS data or (Air Force internal) data from Logistics Installations and Mission Support - Enterprise View (LIMS-EV) as the basis for the DOD enterprise LRT metrics for the Air Force. Mr. Zimmerman replied that SCI uses LMARS data.

7. (Agenda Item 6) **Navy Production of LRT Metrics Using LMARS Data.** Mr. Simon Hernandez, NAVSUP, provided the participants with a briefing summarizing how the Navy uses the data it receives from LMARS. Navy processes the LMARS data to create standard monthly LRT reports for many internal and external customers including DOD, NAVSUP, HQ Navy, and Navy Fleet. Navy-generated reports include:

- Fleet Report Cards on LRT,
- CASREP Reports,
- LRC Maritime Reports, and
- Impact Analysis.

Mr. Hernandez' slides provide detailed descriptions and samples of the output data from each of the reports.

Captain Albright and Mr. Bob Klaczak (on the conference call bridge line) added that Navy Wholesale Supply System (WSS) customers use the Navy Fusion Center to obtain and analyze LRT data. The Fusion Center also includes additional data that augments the data feeds it receives from LMARS.

8. (Agenda item 7) **Army - Logistics Support Activity (LOGSA) CWT_RWT Metrics Using LMARS Data.** Mr. Gary Willke, Ms. Sherri Hollie, and Mr. Mike Nickle provided the participants with an overview of how LOGSA uses data from LMARS. Ms. Hollie began by clarifying the differences between Customer Wait Time (CWT) and Requisition Wait Time (RWT) in LOGSA:

- CWT starts with customer document number date and ends with the date of issue:
 - Sources of Fill include DVD, lateral Issue on or off post, local purchase, returns from maintenance, referrals on and off post, Supply Support Activity (SSA) fills, serviceable turn-ins, and wholesale fills.
 - CWT includes Classes 2, 3P, 4, and 9.
 - Data sources for CWT are Global Combat Support System (GCSS)-Army and database calculations (the actual CWT and CWT percentiles).
- RWT starts with the Standard Army Retail Supply System (SARSS) document number and ends at the receipt, similar to LRT logic. Detailed RWT calculations use LRT data for segment performance measurement
 - Sources of Fill include DVD, lateral Issue on or off post, local purchase, referrals on and off post, and wholesale fills.
 - RWT includes Classes 2, 3P, 4, and 9.
 - Data sources are GCSS-Army, LMARS (for LRT), and database calculations for RWT and segments.

In response to a question, Ms. Hollie explained that one of the main differences between CWT and RWT is that RWT includes the shipment time from the Supply Support Activity (SSA) to the end user.

Noting that the Army is in the process of replacing SARSS with GCSS-Army, Ms. Hollie showed the homepage for the Army Logistics Information Warehouse Portal, which provides access to the Army logistics metrics applications, highlighting the link to the Integrated Logistics Analysis Program (ILAP) that provides access to CWT and RWT data. Mr. Nickle explained that GCSS-Army would also replace ILAP. Ms. Hollie then navigated through several of the reporting options available to users, showing how users can select various options such as date range, supply class, and specific location both the CWT and RWT in the reports. She also showed samples of the CWT and RWT detail reports in LIW.

Mr. Deans asked if GCSS-Army would continue to use the LMARS data. In response, GCSS-Army will include data feeds from LMARS and additional internal data feeds from Army systems.

9. (Agenda Item 8) **USTRANSCOM – Long Term – S2DA replaces SDDB.** Ms. Lynn Jacobs, USTRANSCOM, provided an overview of USTRANSCOM's proposed plan to transition the Strategic Distribution Data Base (SDDB) to the Single Source of Distribution Analytics (S2DA). Currently, (please refer to Ms. Jacobs' first slide) SDDB processing starts with a data feed from the DLA Office of Operations Research and Resource Analysis (DORRA) that includes data from LMARS and 81 other systems of record and data sources. The Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC) provides USTRANSCOM with a 40 TB "sandbox" in which USTRANSCOM implemented "SDDB Enhanced." USTRANSCOM applies data quality control to the data in the sandbox (source data is never changed). As an example, Ms. Jacobs said the data quality process would change a location identified as "McGuire AFB" to "Joint Base McGuire" in the sandbox.

The proposed S2DA system, will automate data ingestion, quality/reliability checking, and application of business rules. Customers will access answers to their queries via selected tools from a "dashboard" type interface. At present, the dataflow diagram shown in slide 2 is notional. USTRANSCOM upper management needs to approve and sign the proposal before development can begin; the projected Milestone A decision is targeted for September 2017. At that time, Ms. Jacobs expects development to be a "sprint to the cloud" with the applications likely to be built on a cloud-computing platform such as Amazon Web Services (AWS).

Mr. Meyer asked if S2DA would be a transaction based system, rather than relying on data feeds from source systems. Ms. Jacobs said that the team is not yet proposing specific solutions that might limit them to transactional data.

Mr. Deans asked if S2DA would interface with solutions developed in response to the MDIP initiatives. In response, it will, but may also encompass more than just distribution processes—S2DA will also include passenger and household goods shipments.

Ms. Daverede told Ms. Jacobs that whatever final design USTRANSCOM approved/implemented for S2DA, she should coordinate with the PM PRC to implement any required changes to the LMARS data feeds to S2DA.

10. (Agenda item 9) **DLA and Military Service Support Mission.** Mr. Michael Boone, DLA J313A, is the DLA Army national account manager. He provided the PRC participants with an overview of the DLA-Services Liaison Office (LNO) mission. The DLA LNO

comprises five teams that interface with the Army, Navy, Air Force, Marine Corps, and “Other” (Civilian) agencies. Its mission is to represent Service requirements to DLA; communicate DLA capabilities to the Services; and to build, maintain, and strengthen DLA’s partnerships with the Services. One tool LNO uses to advance its mission is to sponsor DLA-Service day meetings at the 3-Star level with each of the Services.

The LNO does not address pipeline activity directly, however, some topics discussed between DLA and the Services may affect pipeline metrics. For example, during the recent DLA-Army day meetings, two of the goals participants identified were to increase DLA materiel availability to the Army from 90 to 95 percent, and to decrease backorder time. Mr. Zimmerman asked what the internal Army materiel availability was, and Mr. Boone replied it is less than 60 percent.

Mr. Deans said he was comfortable saying that many of the issues discussed at DLA-Army (and the other Service/Agency) day meetings influence Army LRT metrics, and he was glad to provide the opportunity for Mr. Boone to share information about the LNO with the PM PRC. He further mentioned the DLMS on-line e-training modules, stating he thought they would be a good resource for LNO to share with all of the Services/Agencies, particularly in light of the OSD-mandated migration to DLMS-formatted data by 2019.

11. (Agenda item 10) **Address Open Action Items – PDCs.** Mr. Deans reviewed the status of the four action items from the previous (December 2016) PM PRC meeting. All four items are closed. Please refer to the hyperlinked listing on the Agenda to view details. The participants did not open any new action items during this PM PRC meeting.

Mr. Deans said that the DLMS Program Office is working to finalize several PDCs that fall under auspices of the PM PRC, and expects to distribute them for review and approval shortly. He also reiterated to participants that he distributed PDC 1211, DLMS Vol. 6, Ch 4, to the PM PRC representatives for Component review and feedback, reminding representatives who have not yet responded to that tasker that the response is overdue, and requested they expedite their response.

12. **Wrap Up.** Ms. Daniels-Carter expressed her appreciation for all the participants’ time and effort, and asked members to let her know if she can be of assistance with any PM PRC issues.

Mr. Zimmerman reminded participants that he has been involved in the Defense Supply Chain for a long time, starting before the PM PRC existed. He expressed his appreciation to the PM PRC, saying that the work of the PRC makes his job supporting ODASD (SCI) easier.

Mr. Deans thanked Ms. Daverede for the opportunity to serve as chair of the PM PRC. He told participants that when he started working in Defense Logistics he documented shipments with paper and pencil and stored files in a filing cabinet. Defense Logistics “has come a long way since those days”, and the work of the PM PRC contributed significantly to technology updates and business process improvements that have driven that improvement. He closed his remarks by saying it has been his honor and pleasure to serve as the PM PRC chair.

Ms. Daverede thanked the participants for their time and contributions, saying that the input from the Components is key to the success of the PM PRC. She also added her final thanks to Mr. Deans for the work he has done as a member of the DLMS Program Office team and specifically as the PM PRC chair.

KENNETH R. DEANS

PM PRC Chair

Approved: _____

HEIDI M. DAVEREDE

Program Manager

Enterprise Business Standards Office

TONJA DANIELS-CARTER

PM PRC Co-chair