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IN REPLY  
REFER TO J627

August 25, 2011

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Pipeline Measurement Process Review Committee (PM PRC) Meeting 11-01,  
August 2-3, 2011

The attached minutes of the Pipeline Measurement PRC Meeting (11-01) are forwarded for your information and action as appropriate.

The DLA Logistics Management Standards point of contact is Ms. Heidi Daverede, (703) 767-5111, DSN 427-5111; or email [heidi.daverede@dla.mil](mailto:heidi.daverede@dla.mil).

A handwritten signature in purple ink that reads "Donald C. Pipp".

DONALD C. PIPP

Director

DLA Logistics Management Standards

Attachment

cc:  
ODASD(SCI)  
Attendees  
PM PRC

## MEMORANDUM FOR RECORD

SUBJECT: Pipeline Measurement Process Review Committee (PM PRC) Meeting 11-01, August 2-3, 2011

**Purpose:** DLA Logistics Management Standards hosted the subject meeting at the LMI Government Consulting Office in McLean, Virginia. Specific discussion topics are summarized below; please use the hyperlinks embedded in the meeting agenda to view the briefing slides for more details. A list of attendees and briefing materials are available on the PM PRC Web page: [http://www.dla.mil/j-6/dlmsso/Archives/archives\\_pmprc.asp](http://www.dla.mil/j-6/dlmsso/Archives/archives_pmprc.asp)

**Brief Summary of Discussion:** Ms. Heidi Daverede, DLA Logistics Management Standards, and Chair, DoD Pipeline Measurement Process Review Committee, facilitated discussion. Action items identified below are to be worked within 15 days of this memorandum, unless otherwise noted.

**Review of Meeting Topics:**

**1. Pipeline Measurement PRC Orientation.** Ms. Daverede convened the meeting with a brief welcome and review of the meeting goals: (1) level set PM PRC membership knowledge base for Logistics Metrics Analysis Reporting System (LMARS) and the Defense Logistics Management System (DLMS) Change Process; (2) agree upon the governance process to perform configuration management of LMARS; and (3) agree upon the initial (Phase I) tasks for the PM PRC.

D. C. Pipp, Director DLA Logistics Management Standards, added his welcome and thanked the participants for their support in getting the committee off to a good start. He noted that the PM PRC is not a policy setting body; policy will be established by the Supply Chain Metrics Group (SCMG), under Paul Blackwell, Office of the Deputy Assistant Secretary of Defense (ODASD) for Supply Chain Integration (SCI), the SCMG chair.

Mr. Blackwell provided an overview of the SCMG, and noted some of the modernization efforts needed in LMARS. Of particular concern is that the lines between Customer Wait Time (CWT) and Logistics Response Time (LRT) are beginning to blur, particularly as a result of recent Base Realignment and Closing (BRAC) initiatives; the definitions of LRT and CWT need to be re-assessed to ensure that they are reflective of the current DoD supply chain and are agile enough to withstand future changes to the supply chain. A major focus area for the SCMG is Perfect Order Fulfillment (POF); the expectation is for LMARS to provide the time/velocity component of POF. He also stated that there is no OSD policy on POF and his office will have to develop it. Another future major focus area will be on retrograde metrics.

Lastly, Ms. Daverede provided a briefing that identified the LMARS and PM PRC sources of authority: DoD 4140.1-R, DASD (SCI) Memorandum dated September 24, 2010, and DoD 4140.01-M (Draft).

## **2. Component Briefs on LMARS Utilization.**

**a. Army:** Kenneth Deans, U.S. Army DALO-SAS-SI, presented the Army's briefing. The Army downloads the raw LMARS weekly and monthly LRT files into its Integrated Logistics Analysis Program (ILAP) for analysis. Analysis to date has shown that missing date-time stamp hinders effective analysis; migrating to DLMS exchanges may help improve this. LTG Stevenson identified receipt take-up time as a targeted area for improvement, which may require additional data points to break down that segment, clearly identifying where the Transportation and Supply responsibilities begin and end.

**b. Navy:** Chris Salvatore, U.S. Navy, presented the Navy's briefing. The Navy downloads the raw LMARS LRT files into its internal systems for analysis. Navy monitors pipeline performance from the command level down to individual NIINs, including Casualty Reporting (CASREP) analysis, Initial Operational Test and Evaluation reporting, and various logistics response time reporting within the Navy Supply (NAVSUP) enterprise, particularly with regard to weapon systems readiness..

**c. Air Force:** Gloria Torres, U.S. Air Force AF/A4LM, presented the Air Force's briefing. The Air Force currently does not use LMARS LRT data for analysis. Internal Air Force pipeline reporting is generated by Logistics Installations and Mission Support - Enterprise View (LIMS-EV). LIMS-EV obtains its input data from the Standard Base Supply System (SBSS) and the Stock Control System (SCS) via legacy data feeds and calculates the Air Force Pipeline metrics from that data. Since Air Force is computing pipeline metrics based on internal Air Force feeds, and not from the LMARS LRT raw data fed to Air Force Materiel Command by DLA Transaction Services, the Air Force is requested to advise what they are doing with the LMARS data. Because the Air Force is using internal Air Force (vice enterprise DoD) data to measure pipeline performance, two potentially different results may be reported up to OSD – one from LMARS, the DoD designated source for LRT computations, and one from LIMS-EV. While the business rules LMARS uses to collect and report LRT data were formally agreed upon by all Components during prior Customer Wait Time Committee meetings, it is not known if LIMS-EV applied those same business rules to its pipeline measurements.

**ACTION:** Air Force to confirm receipt of LMARS LRT files from DLA Transaction Services and how that data is being used.

**ACTION:** Air Force to provide additional background information on LIMS-EV to Mr. Pipp, to provide a greater understanding of LIMS-EV functionality and possible application to LMARS.

d. **Marine Corps:** Maj. Jason Hayungs, HQMC, presented the Marine Corps' briefing. The Marine Corps receives the LMARS LRT file from DLA Transaction Services and merges that data with internal retail data from the Supported Activities Supply System (SASSY). Mr. Blackwell noted that the Marine Corps is unique; its data is a mix of LRT and CWT, due to not having a retail system in the middle of its process. Several participants noted this highlighted the requirement to have enterprise definitions of CWT and LRT; these definitions should come from the SCMG.

e. **Defense Logistics Agency (DLA):** Bill Schaffer, DLA/J331, presented DLA's briefing. DLA receives the weekly and monthly LRT files from DLA Transaction Services. DLA Office of Operations Research and Resource Analysis (DORRA) integrates the LRT data with additional data into their analytical tools to produce internal reporting that is incorporated into calculation of POF metrics. The DLA unique reports generated by LMARS are not well understood at DLA. DLA identified several gaps in LMARS data, such as missing in-theater transit time data and raw transportation transaction/data. A major need is for LMARS to incorporate the Time Definite Delivery (TDD) regions and breakouts, thereby aligning LMARS and TDD. Incorporating new data sources such as Radio Frequency Identification (RFID) and Defense Transportation Coordination Initiative (DTCI) data into LMARS to help fill some of the missing date-time stamps in LMARS, will require a need to establish a hierarchy of business rules when multiple date-time stamps are available for the same data point (e.g., RFID versus DLMS transactions).

f. **United States Transportation Command (USTRANSCOM):** LTC Jeff Gullick, TCJ5, presented USTRANSCOM's briefing. USTRANSCOM incorporates LMARS data into the Strategic Distribution Database (SDDDB), consolidating the LMARS data with data from other data sources (including DORRA and RFID data feeds) to produce a more granular reporting capability than is possible using LMARS alone. LTC Gullick pointed out that SDDDB includes data on both open and closed orders and includes data not available in LMARS (e.g., transportation raw data). As DLA discussed during its presentation, USTRANSCOM also strongly supports DoD establishing LMARS as the official data source for distribution; thereby, eliminating the need for multiple "data marts" collecting similar information. In particular, to align SDDDB and LMARS data, LMARS needs to incorporate the Combatant Command logic resident in SDDDB and expand its transportation transaction data collection. Another major consideration is to assess SDDDB current capability to report TDD performance on closed records, but retain records in an open status until a receipt is reported. USTRANSCOM would like to see how LMARS speed/velocity reporting on orders and shipments could be used in their internal systems to facilitate "surge planning".

3. **PM PRC Administration.** Frank Napoli, LMI/DLA Logistics Management Standards, presented a briefing that described the DLMS purpose and mission, the PRC process including administration and governance, the individual actors and their responsibilities, and an introduction to the DLA Logistics Management Standards website. While the first PM PRC meeting was limited to a face-to-face meeting, the intent is to maximize use of Defense Connect Online (DCO) and teleconferences for future meetings. Agendas for PM PRC meetings will be posted to the PM PRC committee web page about a month before the meeting date, and include hotlinks to meeting read-ahead materials. The archive page of the website will contain the agendas with hyperlinked briefings, minutes, and attendee listings of previous meetings. LMARS process changes will be staffed using the established Proposed/Approved DLMS Change (PDC/ADC) processes, already in use by other DLMS PRCs (e.g., supply, finance, and DoDAAD). Implementation of changes to

LMARS will be coordinated through the Proposed DLMS Change Process; Component PRC representatives need to coordinate the responses from all segments of their organizations, and provide a single, coordinated response to the PDC to include any impacts to implementation. Mr. Napoli also presented a live demo of the website to reinforce how to access various bits of information available to committee members.

**ACTION:** Components shall update their PM PRC contact information. Provide the name, organization, role (e.g., primary, alternate, interested party), mailing address, phone numbers (e.g., commercial, DSN, fax), and email address. At a minimum, each Component should have a primary and alternate representative. A copy of the current contact information, based on information provided at the PM PRC, is available at <https://www.dla.mil/j-6/dlms/Programs/Committees/pmprc/pmprc.asp> (select Attendee list for August 2011 PRC).

**4. How to write a proposed DLMS Change.** Ms. Daverede presented a briefing that documented the process submitters will need to follow to create and submit a PDC, which is the same process used by other DLMS PRCs. Additional reference material was also provided as embedded links to the PM PRC agenda; specifically, DLMS Training Module 6 (Creating/Changing DOD Logistics Business Processes), and DoD 4000.25-M, Volume 1, Chapter 5 (Guidelines for maintaining the DLMS standards, DLMS Supplements to the Federal ICs, and procedures), Appendix 1 (Instructions for Preparation of Proposed DLMS Changes), and Appendix 2 ( DLMS Change Process Flow Chart)

**5. Introduction to LMARS, CWT/LRT and Reports.** Ms. Daverede provided a briefing demonstrating the process to obtain login credentials to access the LMARS website. Since all LMARS data and reports are only available on-line (no hard copies), all PM PRC members are encouraged to initiate the process to obtain LMARS login credentials as soon as possible. Access to LMARS does require the user to have a valid CAC.

CPT John Burnett, DLA Logistics Management Standards, presented a briefing that provided background on the 13 currently defined LMARS segments. The briefing also included specific definitions for each segment and the specific transactions that DLA Transaction Services uses as “trigger events” to define start and stop times for each segment. As the PM PRC begins its work, members need to consider whether we need to redefine these segments, how they need to be modified, and whether other technologies (e.g., RFID) might be used to augment the transaction data currently used to calculate the segment times.

CPT Burnett summarized the process that the Components currently use to provide Customer Wait Time (CWT) data to DLA Transaction Services. Monthly each of the Components self-report their CWT statistics to DLA Transaction Services, who then compiles the information into the DD Form 2829, which is then posted to the LMARS portion of the DLA Transaction Services portal. In lieu of the high-level DD Form 2829 CWT reporting, PM PRC members concurred that LMARS needs to get unfiltered, raw CWT data and integrate it into the LMARS processes, so that it can have the same degree of fidelity that currently exists for LRT. This capability cannot be accomplished in LMARS until the SCMG provides clear definitions of CWT. There are many factors that need to be considered in the formulation of this definition (e.g., DLA’s Prime Vendor, DVD and BRAC IMSP implementations which have extended the wholesale system closer to the consumer/customer; limit

CWT to certain classes of supply; establishment of tiered CWT standards).

CPT Burnett concluded his briefing by illustrating several hypothetical scenarios that illustrate the challenge of integrating CWT data within the current LMARS construct. The scenarios CPT Burnett illustrated included: (1) a customer goes to the local Supply Support Activity (SSA) and receives a repair part “over the counter”; (2) an Army MP Unit at Guantanamo Bay receives a repair part from their SSA, which is located in San Antonio, TX; (3) the local SSA is unable to fill an order and must obtain the item from the wholesale supply system in CONUS, demonstrating a combination of CWT and LRT; and (4) the local SSA (OCONUS) is unable to fill an order and must obtain the item from another SSA in a different theater of operations.

**ACTION:** DLA Logistics Management Standards to work off-line with PM PRC members to draft a paper for presentation to the Chair, SCMG, identifying some of the considerations that need to be taken into account, when trying to formulate a definition for CWT. Getting the definition clear and succinct is critical; otherwise, there will be no way for the PM PRC to differentiate the myriad of transactions as LRT versus CWT using existing data values (RI codes, DODAACs, requisition alert flags).

**6. Presentation/Demonstration of LMARS and Reports.** After brief introductory remarks, a summary of the previous day’s work, and an overview of the agenda for the second day, Ms. Daverede introduced Ms. Maurer, who presented a “deep dive” training session into LMARS’ current functionality.

Ms. Maurer introduced Steve Norman, DLA Transaction Services, who is the government POC for LMARS. She then logged on to LMARS. Noting that detailed business rules are posted on the LMARS website, Ms. Maurer did note some of the more important business rules that are implemented in LMARS. She also noted that these rules are approved by the PM PRC, and DLA Transaction Services implements the rules in LMARS at the PM PRC’s direction.

LMARS data is reported in the month in which DLA Transaction Services receives the transaction that records the shipment. For example, if a requisition is created in January and the transaction recording the shipment is not received by DLA Transaction Services until March, all data applicable to segments 1 through 4 will appear in the LMARS report for March. The first report action occurs at the completion of segment 4 as long as all dates are provided to that point and are in proper chronological order.

The sources of LMARS transaction data include DLMS transactions routed by DLA Transaction Services, specific unique Document Identifier (DI) Codes for offline actions not routed by DLA Transaction Services, and Special Data Feed (i.e. Monthly Fresh Fruits and Vegetables (FFV); Semi Perishables; Maintenance, Repair and Ops (MRO); DLA Prime Vendor). From Transportation (Integrated Data Environment/Global Transportation Network Convergence (IGC) (formerly GTN)), LMARS needs to receive detailed raw transportation transaction data, equivalent to the full-blown supply data, thereby, allowing for drill-down capability and detailed analyses. DLA Transaction Services databases for DoD Activity Address Code (DoDAAC) and NIIN file also provide LMARS with information to support monthly/weekly LMARS updates. Historically, LMARS received feeds

from a number of Service/Agency sources, which are no longer being updated. For the old Service/Agency data, LMARS is using the last file provided in order to run the reports.

During the demonstration Ms. Maurer showed how LMARS provides a dropdown list of 100 of the longest number of days when drilling down through a layout hyperlinked box. Selecting one of these will direct the user to the WebVLIPs entry for the document. The WebVLIPs history tab allows the user to view the latest 35 transactions for that document number. Ms. Hilert asked if the count could increase to 50. LMARS agreed to take that request back for evaluation.

**ACTION:** DLA Transaction Services and GSA will coordinate to determine if GSA Advantage web orders are captured in DAAS and included in the LMARS database.

**ACTION:** DLA Transaction Services to evaluate requirement to expand WebVLIPS history tab to show the latest 50 transactions, in lieu of the current 35.

**7. Priority Requirements Review and Approval by PRC members.** Prior to the PRC meeting the Chair had collected known requests for LMARS requirements and organized them into proposed phases of importance for building on the proceeding phases. In preparation of the meeting requirements deemed as a critical foundation for all other requirements were classified for Phase I and drafted into PDCs.

**a. PDC 481 – Update of Routing Identifier Codes, DoD Activity Address Codes, Repairable/Non-reparable NIINs, and Combatant Command Designations in LMARS:** The purpose of this PDC is to update specific LMARS configuration and business rules changes that the Components have implemented since the Customer Wait Time Committee ceased its operation several years ago. Specifically, the wholesale ICP RI Codes, Guard/Reserve DoDAAC designations, Combatant Command assignment logic, and Repairable NIIN identification tables need to be updated. The Chair also noted that Paragraph 4.a. needed to add requirement to update Segment 2 RI Codes as well. DLA Transaction Services also stated that “NRP” should be added as a valid Navy wholesale RI Code.

With regards to ensuring this configuration data is provided by the 25th of the month in the PDC, there should be no delay in processing the LMARS data. No updates to the configuration data means that LMARS uses the previous data on file. Assuming there are no major issues with the LMARS data, the LMARS reports for the previous month are normally available within the first week of the following month.

A suggestion was also made to consider an alternative method of collecting NIIN repairable information in lieu of the proposed method under paragraph 5.a.4). If the Components are using standard FLIS tables to flag their NIINs in the federal catalog, then it may be easier to just validate the code set and have DLA Transaction Services set the repairable flag automatically.

**ACTION:** Components review and provide comments to the Chair to develop the final PDC for staffing. Begin work on the data calls contained within the PDC.

**b. PDC 487 – Update of LMARS Fill Rules:** The purpose of this PDC is to update the LMARS Fill rules to correspond to changes implemented in the DoD supply chain. The type of Fill Rules was established over 10 years ago by the Customer Wait Time Committee, which oversaw the development and implementation of LMARS. These business rules are used to determine the report category for each transaction that is in the LMARS database. These rules have not been evaluated or changed since their establishment.

**ACTION:** Review and provide comments to the Chair to develop the final PDC for staffing. Begin review of Fill Rules to determine required additions, changes, deletions using enclosure 2 of the PDC as a template for documenting required changes.

**c. PDC 486 – Initial Publication of LMARS Manual:** This change is the initial publication of Chapter 4, Logistics Metrics Analysis Reporting System (LMARS) in the DoD 4000.25-M, Volume 6. This PDC is drawn from content on the DLA Transaction Services website for LMARS. The goal is to finalize this PDC quickly and publish it as the first ADC under the PM PRC. It will serve to establish the baseline for future DLMS changes that will come out of PM PRC.

**ACTION:** Review and provide comments to the Chair regarding the draft PDC and the Table of Contents.

**d. Group vote to proceed with PDC staffing for framework issues:** PM PRC representatives concurred that the three draft PDCs are the proper starting point and should proceed with staffing.

**e. Review Remaining Requirements:** The four phased prioritization plan to proceed with working through requirements was presented to the PM PRC representatives for comments. The following provides a brief summary of the discussion for the requirements on the list.

- **Phase I** – Requirements 1-3 and 5 are addressed by PDCs 481, 486, and 487. Requirement 4 (restore drilldown functionality) was implemented by DLA Transaction Services in July 2011.
- **Phase II** – Requirement 1 will require interaction with the DoD Automatic Identification Technology Supply Chain Team to coordinate integration of RFID into LMARS. Requirement 2 will require coordination with the Supply PRC to add a discrete time element to the DLMS transactions for incorporation into LMARS. Requirement 3 will require close coordination with USTRANSCOM to improve the transportation data detail to get drill down data similar to what is available from supply. The desire is to get transaction based transportation data rather than a tailored report from IGC. Requirement 4 addresses the need to subdivide the receipt take-up segment to clearly delineate where transportation hands off to supply. For requirement 5, LTC Gulick is coordinating with the Chair to get the SDDB database aligned with LMARS. Intent is to review the SDDB technical specifications to see what the requirements would be. Lastly, requirement 6 requires a review of the content of the LRT file layout. Ms. Maurer noted the need to revalidate the data set to address data of questionable value and determine any additional data for the LRT file. Perhaps DoDAAC and transportation data would expand the LRT file.



**ACTION:** Components to review content of Phase II and suggest any required additions, changes, deletions.

- **Phase III** - Requirements 1-3 start to work the CWT issue. Work cannot begin on this requirement until the PM PRC receives a good definition from the SCMG. Requirement 4 requires an analysis of LMARS to determine how to incorporate a revised carrier release date that may be submitted in a corrected 856S, Supply Shipment Status transaction. Requirement 5 addresses the need to transition Components to an automated feed of data to DLA Transaction Services. Requirement 6 addresses the need to consider how to address cancellation requests, when a subsequent shipment status transaction is received indicating that the item actually shipped. Requirement 7 addresses the requirement to resolve an issue with hanging backorders that currently never close. As an example assume there is a requisition for 100 of an item of supply, and 20 ship on suffix A and a backorder of 80 on suffix B. Later a quantity of 5 ships on suffix C with a backorder of 75 on suffix D; there is no cancellation of suffix B (quantity 80), so that is hanging out as an open order, even though suffixes C and D updated the shipment and backorder quantity. A solution needs to be coordinated with the Supply PRC to have a cancellation of the preceding backordered suffixes when subsequent suffixes revise the quantity shipped and backordered.

**ACTION:** Components to review content of Phase III and suggest any required additions, changes, deletions.

- **Phase IV** – Requirement 1 is a placeholder for the PM PRC to consider if separate LMARS reports are required for FMS. Requirement 2 is a placeholder for determining if the storage processing segment should be subdivided to break out transportation processing time (e.g., ocean booking, air clearance) from supply processing time. Holding for consolidation might be a similar issue when the customer asks for a complete pallet or scheduled truck.

**ACTION:** Components to review content of Phase IV and suggest any required additions, changes, deletions.

- **Requested Additions** – Several suggestions were made to consider as additions to the list of open requirements. Specifically, assess BRAC change impacts (i.e. new management code and Air Force process for double document number on the release order); add Disposition Services (S9D) to LMARS, when they are acting as an ICP and issuing material to a customer; fix port of embarkation/debarkation designations when sourcing of requisition is from OCONUS and shipped to a CONUS customer; evaluate integration of turn-ins to Disposition Services;

**ACTION:** Components to review requested additions and suggest applicable phase. Identify any other changes for planning purposes, along with proposed Phase.

8. **Discussion of the Way Ahead.** Ms. Daverede assigned as homework for each of the PM PRC representatives to review and provide assessments as to additions/deletions, and priority for the requirements list. This requirement list will guide the way ahead for the PM PRC, and provide a manageable LMARS improvement roadmap. Components were also requested to begin their reviews of PDCs 481, 486, and 487 so that the PM PRC can expeditiously move out on LMARS enhancements.



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