

Capability Gaps and Process Opportunities



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Intransit Visibility




Priority: **1** **SCOR Area:** Enable Deliver **Ref #:** 25 **POC:** E2E POC
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Problem Statement

Intransit visibility of distribution activities do not sufficiently meet the needs of the customer. Stakeholders throughout the distribution process should have the ability to determine shipment status through system access or event management. ITV is not adequately supported and often requires manual workarounds due to disparate systems, lack of awareness, access, and training.

- End-to-end ITV of Class III for contingency operations is nonexistent. Customers and product managers do not have visibility of their assets from the point of loading to the point of offloading; especially when crossing Areas of Responsibility (AOR).
- The DoD RFID (Radio Frequency Identification) Policy dated 30 Jul 04 has no provisions for bulk petroleum.
- The issuing and ordering activities have little or no visibility of the movement of Class IV materiel once it has left the POD (Port of Debarkation). There is no over-arching system to provide all stakeholders with visibility of Class IV movement within Theater. This lack of visibility limits the issuing activity's ability to respond to routine customer requests for updated shipment information in a timely manner.
- ITV systems do not provide event management. Issues are revealed only after problems are experienced, investigated, and reported. Supply chain managers handle exceptions in a manual and reactive manner.
- Duplicate and disparate ITV system capabilities exist
- Lack of ITV systems awareness, access, and training exists
- Some shippers lack visibility of EDI (Electronic Data Interchange) 315 movement updates
- Commercial shipments (direct vendor delivery and government purchase card) do not meet DoD documentation standards necessary for ITV.

Example/Lessons Learned

- Class III tank truck shipments from Turkey into Northern Iraq require well over 100 trucks per day to meet CENTCOM requirements. These trucks have to drive the equivalent of Washington, District of Columbia (DC) to Chicago on a bad two-lane highway. Because of the distance and the time it takes for a round trip, there were over 1000 Center DESC (Defense Energy Support) contracted trucks making this trip. The only points where we had visibility of these trucks was when they loaded and when they crossed the border 1 to 2 days later. Once in Iraq, DESC knew nothing until the trucks returned with a signed convention on the contract for the International Carriage of Goods by Road (CMR) form verifying they had downloaded at the appropriate location. Source: DLA J-354 Class of Supply Analysis
- During the HA (Humanitarian Assistance) mission by DESC, CENTCOM was running critically low on DF2 (Diesel Fuel Oil #2) stocks at one of their locations. CENTCOM inquired when the DF2 trucks would arrive, but DESC-Europe (EU) and the JPO (Joint Petroleum Office) couldn't provide CENTCOM information because the JPO and DESC-EU didn't know where the nearest DF2 trucks were located. CENTCOM then diverted HA trucks to fill their location. This was a good plan; however, the sustainment DF2 trucks arrived the next day and couldn't be offloaded since there was no ullage. The sustainment trucks were then used as storage, which increased the cost to DESC. Source: DLA J-354 Class of Supply Analysis
- Once materiel is In-Theater, customers cannot track their Class IV shipments through the distribution pipeline and must contact the ICP (Inventory Control Point) for updated delivery status. For the ICP, obtaining requested information on customer orders is a primarily a manual function, and necessitates follow-up communication with vendors, DDC (Defense Distribution Center) and SDDC (Surface Deployment and Distribution Command). Source: DLA J-354 Class of Supply Analysis
- Current operations, lessons learned, and site visits show there is no programmatic enablement of alerts or exception handling. Shipments do not receive management attention until they are late or beyond the point of timely action. Source: USTC J-5S Class of Supply Analysis
- Support representatives who provide support to supply officers as needed track some high priority shipments. One example is the monitoring of the "Do Not Lift List." Source: USTC J-5S Class of Supply Analysis
- Stove-piped yet similar solutions confuse users on supply / transportation "Systems of Record." Stakeholders unaware of available distribution planning, operations, and ITV tools. ITV systems' training is informal, decentralized, or inadequate. Source: USTC J-5S Class of Supply Analysis
- Foreign national transportation specialists require "3-Star" approval to access DoD ITV systems. Source: USTC J-5S Class of Supply Analysis
- OEF / OIF units had insufficient connectivity to use enabling distribution systems. Source: Objective Assessment of Logistics in Iraq
- ITV for Northern train route (from DDDE) limited to email / phone between carrier / shipper. Source: USTC J-5S Class of Supply Analysis
- AAFES lacks capability to capture 315 updates. Source: USTC J-5S Class of Supply Analysis
- DVDs easier tracked via shipper or carrier website than DoD ITV systems (i.e. Grainger.com, FedEx). Source: USTC J-5S Class of Supply Analysis
- DVD / GPC (Direct Vendor Delivery / Government Purchase Card) shipments lack proper documentation resulting in higher error rates / cargo frustration. Source: USTC J-5S Class of Supply Analysis
- Distribution nodes lack capability to submit consolidation and deconsolidation transactions. Source: USTC J-5S Class of Supply Analysis
- The CDDOC cell developed Visual Basic (VB) macros to "mine" disparate systems into reports for use in prioritization, which are being incorporated into GTN. Source: CENTCOM DDOC Spiral 1 Report, Jan-May 2004

- Loss of ITV resulting from transload operations; Transloading operations between the APOE and APOD were not tracked effectively during OEF, resulting in a loss of ITV. Specific problems were cited with ADANS (AMC Deployment Analysis System), as the system used to build air schedules does not recognize transload transactions between APOE and APOD. Unless a completely new manifest is generated at the transload point and the JOPES data is updated with intermediate locations there is no visibility of follow-on mission segments. Source: USTC Logbook Lessons Learned Published
- During OIF, multiple modes of transportation were used to transport different pieces of the same packages requiring the joining of air and surface ITV. Source: USTC Logbook Lessons Learned Published
- Liner service vessels are not tracked in any DoD systems. The carrier communicates vessel transload problems in an inconsistent manner if at all. Source: USTC Logbook Lessons Learned Published
- Common Operating Picture-Transportation Systems Enabled (COP-TSE) can not accurately track ship locations due to contradicting locations reported by multiple feeder systems. Source: USTC Logbook Lessons Learned Published
- ITV Systems do not track blood while enroute to Landstuhl. Current tracking is manual. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Currently no intransit visibility exists for blood distribution during surface movement legs or trackability and traceability of blood while patients are enroute to MTF (Medical Treatment Facility) through patient movement systems. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Reduced war fighter confidence in the supply chain
- This information plays a critical role in command and control, and key logistical decisions.
- The concern caused by the unknown status leads DESC-EU/JPO to divert trucks/products that are in route to fill critical shortages elsewhere. This also causes DESC to order more trucks than needed to meet the requirement. This leads to additional trucks on the road, more traffic congestion, longer delays, increased cost, and more CENTCOM assets dedicated for security escorts.
- There is an increased occurrence of "protective" multiple orders due to the customers' inability to gauge accurate delivery information for requested materiel.
- Due to the lack of relevant information available to perform routine management and coordination activities, management by exception is generally the rule. When there is no discrimination between the few critical events and the many routine events, the information gathering effort (mostly manual) may spend too much effort researching non-critical issues.
- Reduced CWT performance.
- Increased quantities at frustrated points.
- Slower analysis
- Increased IT investment
- Exposure to OPSEC violations
- Limited data consistency and visibility for DVD and GPC shipments
- Increased manpower to research / resolve ITV gaps and plan inbound / outbound shipments
- Decreased readiness
- Any receiving MTF (Medical Treatment Facility) has no visibility of inbound blood accompanying patients
- Negatively impacts "look back" if blood transfusion has not been reported.
- Creates challenges in continuing medical treatment.

Potential Opportunities

- Include Intransit visibility (ITV) requirements into the overall supply chain concept of operations. Develop an over-arching process and system architecture, which will automate and integrate existing programs to provide complete ITV information. Roles and access to information should be assigned and managed based on customer needs.
- Amend the DoD Radio RFID Policy to include bulk petroleum and develop a CONOPS (Concept of Operations) to support Class III tracking.
 - Field a web-based near-real time capability to track and identify bulk fuel trucks, containers, rail cars, ships, or other transport media 24 hours a day, worldwide, via a satellite-based tag-tracking system (unobtrusive to host nations, no wired infrastructure to install/maintain in forward support areas.) Tag provides detailed shipment information.
 - Make Intransit Visibility data available through Systems GCCS (Global Command and Control), and feed POL (Petroleum Oil and Lubricant) information to stakeholder's decision-making tools.
 - Apply ITV policy and standards to contingency or as-needed operations; these standards are not required for peacetime operations.
 - Eliminate duplicative automated programs and integrate disparate systems to provide complete end-to-end distribution information in a timely and accurate manner.
 - Identify critical distribution events and link thresholds, recipients, notifications, and appropriate responses to standard event management processes.
 - Create single logistics portfolio manager to select, leverage, and build enabling capabilities (Clinger- Cohen compliance).
 - Communicate account/access request process for national-level systems.
 - Provide training and access to DoD ITV Systems for military and specified non-military users.
 - Provide limited ITV data views for foreign nationals using "Discretionary Access Control."
 - Determine suitability and strategy for emerging / existing ITV technologies (e.g.. Optical Memory Card, RFID, satellite).
 - Assess connectivity / bandwidth requirements for unit-level ITV tools.
 - Write ITV clause into shipper and carrier contracts mandating EDI transactions to GEX (Global Exchange).
 - Enhance existing information exchanges with EDI transactions not currently captured.
 - Establish Government Purchase Card holder rules, training, and accountability checks for shipping instructions (DoD) Activity Address Code, item detail, Transportation Accounting Code).
 - Evaluate business rules to determine circumstances where Government Purchase Card / Direct Vendor Delivery (GPC / DVD) shipments transit Container Consolidation Point.
 - Update Chairman Joint Chiefs of Staff Message (CJCSM) 3122 directives to reflect detailed procedures for transload operations, including specific ITV guidance to track shipments from start to finish.

Initiatives Supporting

- Battle Command Sustainment Support System Enhancement (BCS3)
- Army Air Force Exchange Service Transportation Management System

Unique Identification (UID)

Radio Frequency Identification Tag Program Management Office (RFID PMO)

OSD Portfolio Management Initiatives

Satellite Tagging

Government Purchase Card Integrated Process Team (GPC - IPT)

Unified View '06 (E2E Visibility)

Unified View '06 (Forces Tracking)

DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

DPfM Focus Area (Support GTN/IDE Convergence Implementation)

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

GTN-IDE Convergence

IT Systems Supporting

DSS (Distribution Standard System), DPMS (Distribution Planning Management System), IBS (Integrated Booking System), FACTS (Financial And Air Clearance Transportation System), WPS (Worldwide Port System), JTAV (Joint Total Asset Visibility), Asset Visibility, IDE (Integrated Data Environment), GTN (Global Transportation Network), SMS (Single Mobility System), BCS3 (Battle Command Sustainment and Support System)

Process Architecture Change Impact

D1.2.0, D1.10.6, D1.10.7, D1.10.8, D1.10.9, ED.1.1, ED.1.2, ED.3.0, ED.4.0

Affected Components

DLA (Defense Logistics Agency)

ASBPO (Armed Services Blood Program Office)

COCOMs (Combatant Commands)

Service Exchanges

MSC (Military Sealift Command)

Services

USTRANSCOM (United States Transportation Command)

AMC (Air Mobility Command)

STRATCOM

GSA (General Services Administration)

SDDC (Surface Deployment Distribution Command)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user

JL(D) JIC 3.1.1.4.1 : Conduct JDDE lift asset planning

JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning

JL(D) JIC 3.1.1.4.3 : Conduct JDDE organization planning

JL(D) JIC 3.1.1.5 : Plan for the expansion of global resources to support mobilization and deployment/employment requirements

JL(D) JIC 3.1.2 : Control JDDE Operations

JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE

JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)

JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture

JL(D) JIC 3.1.2.3 : Redirect materiel

JL(D) JIC 3.1.2.4 : Control JDDE assets

JL(D) JIC 3.1.2.4.1 : Control JDDE lift assets

JL(D) JIC 3.1.2.4.2 : Control JDDE terminals

JL(D) JIC 3.1.2.5 : Identify, locate, and communicate with friendly forces (HNS, IA, MN, contractor & NGO)

JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)

JL(D) JIC 3.2.1.3 : Manage a global distribution container system

JL(D) JIC 3.2.1.4 : Conduct selected onload/offload

JL(D) JIC 3.2.2 : Operate JDDE terminals

JL(D) JIC 3.2.2.1 : Perform terminal operations

JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations

JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities

JL(D) JIC 3.3.2 : Assess the threat on JDDE lift assets, terminals, organizations, lines of communication and information systems (e.g. TAV, CIE, COP)

JL(D) JIC 3.3.2.1 : Assess the threat on JDDE lift assets, terminals, organizations and lines of communication

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 3 : Provide capability to view the status and availability of all assets in theater, in-transit, or in a repair or production process, detect pipeline bottlenecks and provide recommended alternatives to overcome the bottleneck.

CINC Requirement 4 : Provide all mode tracking information from the point of origin (Fort, Base, Port, Station) for each unit (personnel and equipment) in near real time through all intermediate stops (POE, POD, TAA) to the final location in an operational area.

CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts

CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items

CINC Requirement 8 : Provide timely and accurate information on the location and contents of prepositioned stocks and supplies.

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)

CINC Requirement 11 : Provide timely and accurate information on the location and status of CLASS V: Ammunition

CINC Requirement 21 : Provide the capability to conduct a near real time logistical supportability analysis of a COA. (restated)

CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL

CINC Requirement 28 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies with emphasis on Personnel including patients.

CINC Requirement 34 : Analyze alternatives, such as diverting tankers and reallocations, as solutions to projected or actual shortfalls.

CINC Requirement 35 : Provide the ability to identify shortfalls and limitations in infrastructure resources

CINC Requirement 37 : Provide timely and accurate information on the location, status, and identity of lateral distribution/referrals between parties (agencies, organizations, and services).

CINC Requirement 39 : Provide ability to sort, prioritize and make lift assignments (e.g. by JOPES data elements). (restated)

CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 48 : Provide the capability to conduct a near real time medical supportability analysis of a COA. (restated)

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 56 : Provide timely and accurate information on the location and status of CLASS IV: Construction Materiel (restated)

CINC Requirement 65 : Provide current operations (e.g., aircraft status information in support of air refueling and intra-theater lift operations). (restated)

CINC Requirement 79 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies of Multi-national agencies. (restated)

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

Distribution Planning and Forecasting



Priority: **2** **SCOR Area:** Plan **Ref #:** 24 **POC:** E2E POC
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Problem Statement

There is a lack of collaborative distribution planning, based on an understanding of aggregate customer requirements, for optimizing the end-to-end distribution process. Synchronized planning, forecasting, and collaboration do not exist to have the proper people, processes, and assets to be in place to execute the plan.

- Warfighters have no single, integrated view of force movement and sustainment planning requirements.
- Originating, intermediate, and final destination transportation nodes are unable to optimize outbound distribution due to insufficient advanced inbound notification
- Poor synchronization, Intransit Visibility, and stove-piped C2 (Command and Control) exists at the APOD (Aerial Port of Debarkation) and SPOD (Sea Port of Debarkation) where transition occurs from strategic movement to theater movement.
- Transportation forecasts are inaccurate and do not consider near-term and future customer requirements; instead, forecasts rely too heavily on historical transportation demand. Forecast accuracy is not validated or measured.
- Intermediate distribution nodes do not have the trained people, capabilities, and capacities needed to support the distribution of medical materiel. The Distribution and Transportation Management organizations and units (including the JMC (Joint Movement Center) and DDOC (Deployment Distribution Operation Center)) do not collaboratively plan with Class VIII subject matter experts for the complete end-to-end routing, transportation, handling, and delivery of medical materiel. This collaboration specifically includes the consideration of intermediate distribution and transshipment node capabilities and limitations when planning the routing of forward, return, and retrograde movements.
- Planning and coordination of the Class VIII distribution and transportation activities is not performed under a synchronized concept of operations with the input of Class VIII subject matter experts.
- Individual transshipment nodes in the supply chain, including intermediate APODs and transportation transfer points, are accountable to separate organizational commands and/or Service Components. Each of these Commands/Components maintains individual performance objectives and incentives that are not synchronized with the unique needs of the commodity's distribution.
- Medical Transportation Managers are not able to synchronize load movement with available air capacity when scheduling loads, though they are able to review pipeline capabilities, The process to influence and optimize movements, which is used on a recurring basis, requires multiple layers of approval authority. This causes the Medical Transportation Manager to miss opportunities to utilize the available capacity.

Example/Lessons Learned

- Two distinct processes for transportation planning: sustainment / distribution moves and unit / deployment moves. Deployment planning occurs at regular intervals, but strategic supply chain and distribution planning do not. Deployment and sustainment planning are often competing rather than complimentary processes. Source: USTC J-5S Class of Supply Analysis
- TCCs conduct annual channel reviews to assess port / node readiness. This is intended as input to deployment and sustainment planning, but is unclear to what extent the information is used for sustainment planning. Source: USTC J-5S Class of Supply Analysis
- AAFES relies on partners such as SDDC to expedite cargo through troublesome locations such as Port of Karachi. Such problems are often handled reactively (after cargo is already frustrated). Source: USTC J-5S Class of Supply Analysis
- Port personnel are often unaware of cargo movement requirements until the cargo actually arrives. Source: USTC J-5S Class of Supply Analysis
- At the CIRF maintenance management processes and systems are not integrated with supply or transportation processes. Source: USTC J-5S Class of Supply Analysis
- There is limited notice for the TMO (Transportation Management Office / Officer) to arrange for transportation. Source: USTC J-5S Class of Supply Analysis
- Retrograde arrivals constitute the majority of "unannounced" receipts to DDC Depots. Source: USTC J-5S Class of Supply Analysis
- Shipments arrive unannounced at DDNV (Defense Depot Norfolk Virginia) via MSC OPLIFT and often times are improperly packed, labeled, and documented. This issue is pronounced due to the volume of cargo that may arrive on a single vessel. Source: USTC J-5S Class of Supply Analysis
- Lack of coordination and complete information between base traffic / cargo management and the AMD (Air Mobility Division), JMC (Joint Movement Center), and RAMCC (Regional Movement Control Center) caused poor aircraft utilization rates. Source: USTC Logbook Lessons Learned Published
- During OEF (Operation Enduring Freedom) cargo often arrived at ports with little or no notice. This does not give schedulers sufficient time to react to demands. On occasion as much as 200-300 tons of cargo entered the channel system without any advance shipping notice. This lack of notice necessitated additional lift and delays of up to 72 hours on high priority cargo. During OIF, GTN (Global Transportation Network) was unable to distinguish TCNs (Transportation Control Numbers) for unit moves from those associated with channel flights resulting in a loss of visibility of Army cargo. Source: USTC Logbook Lessons Learned Published
- Advanced documentation received from IBS (Integrated Booking System) did not provide sufficient information to allow for necessary transportation pre-planning activities for Class V shipments. Some containers arriving at SPOE had incorrect shipping labels (not matching consignee code or overseas address). Source: USTC Logbook Lessons Learned Published
- Transportation forecasts are historically based, inaccurate, and infrequently updated. Source: USTC J-5S Class of Supply Analysis
- Carriers do not receive accurate demand data for transportation scheduling. Source: USTC J-5S Class of Supply Analysis

- DTR (DOD Regulation 4500.9-R-Part II, App F.) requires submission of annual long-range transportation forecasts. Source: USTC J-5S Class of Supply Analysis
- NEX (Navy Exchange Services) bookings are based on historic averages and adjusted to meet current demand. Source: USTC J-5S Class of Supply Analysis
- Forecasting of transportation requirements is conducted at various intervals determined by the echelon/command. Source: USTC J-5S Class of Supply Analysis
- Route optimization analysis is manual and ad hoc. Source: USTC J-5S Class of Supply Analysis
- Most distribution stakeholders observed negative side effects from inaccurate or insufficient forecasting. Source: USTC J-5S Class of Supply Analysis
- In OIF (Operation Iraqi Freedom), there was no process at the Theater and Corps levels to plan for the unique supply chain requirements of medical materiel as it passed through all intermediate distribution/transshipment nodes; therefore medical materiel would pass through nodes that had no capability to provide environmental protection. Class VIII materiel was not differentiated in planning from any other cargo that had to be prioritized for movement. Source: DLA J-354 Class of Supply Analysis
- In OEF / OIF CENTAF (Central Command Theater Air Forces) APOD (Aerial Ports of Debarkation) operations in Kuwait (KCIA), Qatar (Al Udeid), and Iraq (BIAP, and other tactical nodes and transfer points) did not have refrigeration for medical materiel in transit (both in-bound and outbound) and did not have provisions for MedLog (Medical Logistics) operations on site to facilitate throughput of medical shipments. From the Theater-level forward to the tactical, Class VIII shipments passed through tactical nodes with little capability to protect and expeditiously forward medical shipments. These included transfer points between transportation systems at Theater & Corps, and Corps & Division. Source: DLA J-354 Class of Supply Analysis
- When CENTAF changed airflow (April/May 2003) from Camp Snoopy (Doha Int'l Airport) to Al Udeid Air Base, no provisions were made to move the Army movement control team or medical logistics element supporting Class VIII materiel. CWT (Customer Weight Time) increased and materiel was damaged by extreme heat experienced while sitting at the APOD. Source: DLA J-354 Class of Supply Analysis
- The 44th MEDCOM (Medical Command) determined it needed an entire MedLog BN (Medical Logistics Battalion) to manage a major Class VIII hub when it rotated into Iraq in 2004. This was granted even though the previous medical command and control element effectively used throughput from the Class VIII center in Qatar to perform the mission with a tailored, company-sized force. There was no process in place to 'rationalize' these concepts of operation. The operation that rotates into SWA (Southwest Asia) is able to develop its own concept of Class VIII operations and request its own MedLog capabilities to execute its own concept. Source: DLA J-354 Class of Supply Analysis
- Frequently in OEF / OIF, Class VIII materiel moving through the Ramstein Air Base aerial port (Germany) became backlogged. As a recent example, in mid-June 2005 USAMMCE (United States Army Medical Materiel Center-Europe) presented 100-150 skids over five days to the aerial port. The materiel was in-bound to USAMMC-SWA (United States Army Medical Materiel Center-Southwest Asia) to replenish operating stocks. The port held the materiel for 12 days. The impact to USAMMC-SWA was an increase in the zero-balance from 4 to 9 percent. Source: DLA J-354 Class of Supply Analysis
- During late November and early December 2002, deploying units missed ALD (Available to Load Date) on five occasions, four of which were commercial vessels resulting in "enormous" penalties. Source: USTC Logbook Lessons Learned Published
- During Operational NOBLE EAGLE and OIF, many of the large unit moves had unrealistic LADs (Latest Arrival Date). As CENTCOM revised priorities these LADs were not updated in the TFPDD. Source: USTC Logbook Lessons Learned Published
- Early in OEF and OIF, ASBPO (Armed Services Blood Program Office) had to force itself into the planning process. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Blood Community has not been invited to COCOM Distribution Conferences. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Flight routings and visibility (stops along route) are largely unknown within the blood planning community. End-to-End blood distribution planning is not considered as part of the strategic distribution plan. Blood distribution forecasting is challenging due to demand variability and product shelf life. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Lack of synchronization
- Reduced distribution flexibility and adaptability
- Additional SDT (Second Destination Transportation) and accessorial costs
- Limited ability to optimize distribution.
- Limited ability to optimize distribution node workload.
- Unplanned cargo arrivals at PODs (Ports of Debarkation) and final consignees
- Lack of ITV (Intransit Visibility) for surface opportunity lift
- Longer CWT / Missed RDD due to missed ALD
- Excess shipping and expediting costs
- Excess inventory carrying costs
- Low materiel fill rates
- Inefficient transportation scheduling
- Since the current process does not consider the constraints and limitations of the intermediate nodes, it does not ensure that trained personnel, equipment, and capacity are provided throughout the supply chain to meet storage, handling, and conveyance requirements. The result is a deterioration of medical supplies.
- Spoiled medical materiel.
- Shipments delayed, backlogged, and/or redirected to commercial carriers at a greater cost in order to make the RDD. As a result the customer increases theater stockage, excess materiel, and logistics footprint.

Potential Opportunities

- Distribution and transportation organizations must collaboratively plan both force movement and sustainment activities. Joint planning and forecasting must ensure that all stakeholder requirements are considered, anticipated, and incorporated into the distribution process.
- Increase collaboration between force movement and sustainment planning by leveraging existing force flow (deployment) conferences to gain integrated sustainment and deployment picture.
 - Define common terms of reference, data models, and IERs (Information Exchange Requirements).

Externally Validated – 25 January 2006

- Use automated reports through tools, such as SMS (Single Mobility System), WPS (World Wide Port System), or GTN, to provide workload predictability.
- Additional capabilities such as workload planning and monitoring, inbound/outbound planning, and appointment scheduling may be enabled by using MILSTRIP, MILSTAMP / DLMS, or EDI (Electronic Data Interchange) transaction data to obtain early notice of emerging transportation requirements.
- Review and revise DTR Part 2 and other relevant policy to include policy for MSC OPLIFT.
- Develop processes and training to ensure proper documentation at SPOE(s) to provide advanced notice of cargo to SPOD or final consignee.
- Allow access of WPS type information to the various DDC.
- Use accurate supply forecast to collaboratively forecast transportation requirements.
- Develop processes, training, and integrated systems to aggregate transportation forecasts and workload from multiple inputs.
- Develop transportation forecast accuracy metrics and reward programs to drive improvement.
- Provide customers with IDL (Intermodal Distribution Lane) business case toolkit to justify IDL changes.
- Review / revise transportation planning policy guidance (DTR Part II, Ch. 202 and Appendix F).
- Explore the use of JFAST (Joint Flow And Analysis System For Transportation) to synchronize collaborative planning for all supply classes
- Distribution & Transportation Management organizations & units (including the JMC and DDOC must collaboratively plan, with Class VIII subject matter experts, the complete end-to-end transportation, handling, and delivery of medical materiel. This includes the anticipation and identification of Class VIII-capable transshipment nodes, the provision of protected storage where needed, and the provisioning of trained personnel dedicated to providing required handling and management of medical materiel.
- Create a collaborative process that synchronizes Class VIII end-to-end supply chain requirements and distribution capabilities into a concept of operations. This joint process must be empowered to establish, monitor, and adjust, as required, the distribution activities across all organizational and Service boundaries.
- AMC (Air Mobility Command) and RCCs designate dedicated pallet positions for the movement of recurring Class VIII requirements.
- Enable access to real-time AALPS (Automated Airlift Planning System) data, to support forecasting of pallet positions.
- Modify the current process for influencing (using) available capacity so that medical materiel is able to be included in available transportation capacity, better utilizing the available transportation.
- Establish Joint ACA integrated within Regional Combatant Command's (RCC's) Joint Deployment Distribution Operations Center (JDDOC) to drive optimum mode decisions.
- Eliminate green sheet and purple sheet processes.
- Develop training on new joint ACA processes.

Initiatives Supporting

DDC Call Center (1-877-DLA-CALL)

Node Management and Deployable Depot (NoMaDD)

Department of Defense Executive Agent (DoD EA)

TRANSVIZ pilot

Battle Command Sustainment Support System Enhancement (BCS3)

Joint Theater Logistics (JTL)

Unified View '06 (E2E Visibility)

Unified View '06 (Forces Tracking)

DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

DPfM Focus Area (Support GTN/IDE Convergence Implementation)

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

IT Systems Supporting

IWS (Information Work Space), TRANSVIZ, JOPES (Joint Operations Planning and Execution System), GATES (Global Air Transportation Execution System), CMOS (Cargo Movement Operations System), WPS (World Wide Port System), IBS (Integrated Booking System), GDSS (Global Decision Support System), FACTS (Financial And Air Clearance Transportation System), GTN, IDE (Integrated Data Environment), SMS, TOLLS (Transportation On-Line Logistics System), JFAST, Service wholesale systems, BSM (Business System Modernization), DSS (Distribution Standard System)

Process Architecture Change Impact

P1.1, P1.4, P1.3.7, P2.4, P4.1, P4.1.1, P4.1.2, P4.1.5, P4.2.0, P4.2.1, P4.2.2, P4.2.3, P4.2.4, P4.2.5, P4.3.0, P4.3.7, P4.4, P5.1.1, P5.1.2, P5.1.3, ES.6.1, D1.2, D1.3.2, D1.3.2, D1.5, D1.5.2, D1.6.2, D1.6.3, D1.6.4, D1.6.5, D1.8.8, D1.10.5, D1.10.6, D1.10.7, D1.10.8, D1.10.9, ED.1.1, ED.1.2, ED.2, ED.3.2, ED.3.4, ED.6, ED.6.0, ED.6.5, ED2.1, DR1.4.6, DR1.4.7, ER.6.2

Affected Components

USTRANSCOM (United States Transportation Command)

ASBPO (Armed Services Blood Program Office)

Service Exchanges

MSC (Military Sealift Command)

RCCs (Regional Combatant Commands)

Services

AMC (Air Mobility Command)

Joint Staff

SDDC (Surface Deployment Distribution Command)

DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
 JL(D) JIC 2.1.2 : Cross-level sustainment
 JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user
 JL(D) JIC 2.2 : Expand distribution capability to support global sustainment surge requirements
 JL(D) JIC 3.1.1.1 : Conduct requirement assessment
 JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment
 JL(D) JIC 3.1.1.1.2 : Conduct sustainment requirement assessment
 JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)
 JL(D) JIC 3.1.1.3 : Provide JDDE decision support
 JL(D) JIC 3.1.1.3.1 : Perform mode/node distribution optimization analysis
 JL(D) JIC 3.1.1.3.2 : Conduct JDDE modeling and simulation
 JL(D) JIC 3.1.1.4.1 : Conduct JDDE lift asset planning
 JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning
 JL(D) JIC 3.1.1.5 : Plan for the expansion of global resources to support mobilization and deployment/employment requirements
 JL(D) JIC 3.1.2 : Control JDDE Operations
 JL(D) JIC 3.1.2.3 : Redirect materiel
 JL(D) JIC 3.1.2.4 : Control JDDE assets
 JL(D) JIC 3.1.2.4.1 : Control JDDE lift assets
 JL(D) JIC 3.1.2.4.2 : Control JDDE terminals
 JL(D) JIC 3.1.2.5 : Identify, locate, and communicate with friendly forces (HNS, IA, MN, contractor & NGO)
 JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)
 JL(D) JIC 3.2.1 : Operate JDDE lift assets
 JL(D) JIC 3.2.1.1 : Expand joint distribution lift capabilities
 JL(D) JIC 3.2.1.2 : Provide financial management support for lift capabilities
 JL(D) JIC 3.2.1.3 : Manage a global distribution container system
 JL(D) JIC 3.2.1.4 : Conduct selected onload/offload
 JL(D) JIC 3.2.2 : Operate JDDE terminals
 JL(D) JIC 3.2.2.1 : Perform terminal operations
 JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations
 JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities
 JL(D) JIC 3.2.2.2 : Expand terminal operations capabilities
 JL(D) JIC 3.2.2.2.2 : Manage commercial, host-nation, and inter-agency terminals
 JL(D) JIC 3.2.2.3 : Provide financial management support for terminal operations
 JL(D) JIC 3.2.3 : Operate JDDE organizations
 JL(D) JIC 3.2.3.1 : Expand organizational operations capabilities
 JL(D) JIC 3.2.3.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency organizations
 JL(D) JIC 3.2.3.2 : Provide financial management support for organizations

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 12 : Display the impact of various logistics alternatives and estimate the impact of implementing a specific alternative over time.
 CINC Requirement 21 : Provide the capability to conduct a near real time logistical supportability analysis of a COA. (restated)
 CINC Requirement 22 : Provide ability to move information within and between system components.
 CINC Requirement 39 : Provide ability to sort, prioritize and make lift assignments (e.g. by JOPES data elements). (restated)
 CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.
 CINC Requirement 48 : Provide the capability to conduct a near real time medical supportability analysis of a COA. (restated)

Externally Validated – 25 January 2006

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 72 : Provide current status information of US, Combined, Allied, and Coalition ground, air, maritime, space, and special operations forces. (restated)

CINC Requirement 99 : Provide planning information concerning lift assets and support to forces supporting Non-combatant Evacuation Operations (NEO). (restated)

CINC Requirement 101 : Determine a supportable evacuation plan based on available hospital beds. (restated)

Joint Transportation Interface



Priority:
3

SCOR Area:
Enable Deliver

Ref #:
29

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

Transportation information exchange across the DoD is inhibited by the disparity of systems, differing data standards, and insufficient interfaces. Queries and retrieval of status and shipment information cannot be executed due to lack of connectivity between the various components of the supply chain.

- There is no single, shared, enterprise view of transportation due to disparate, yet similar systems to serve individual Services, agencies, and other commands.
- Shipment unit detailed information is lost due to manual data entry, because there is insufficient system interface between TC-AIMS II (Transportation Coordinators-Automated Information for Movement System II, ICODES (Integrated Computerized Deployment System), and WPS (World-wide Port System). (manifesting systems for vessels)
- Source systems use different data standards making aggregation in ITV (Intransit Visibility) systems difficult, and often inaccurate.
- CMOS-TDC (Cargo Movement Operational System -Theater Distribution Center) cannot read GATES (Global Air Transportation Execution System) produced Radio Frequency tags.
- Item detail shipping information from SATS (Standard Asset Tracking System) not transferred to CMOS for transportation booking.
- Automated Airload Planning System not used for USAF load planning due to software conflicts with Microsoft Windows XP.
- Lack of communication between CMOS and GATES results in decreased ITV / total asset visibility.

Example/Lessons Learned

- OIF / OEF Lessons Learned and site visit observations show that information sharing among stakeholders in the DoD supply chain is hindered by organizational and functional boundaries. Source: USTC J-5S Class of Supply Analysis
- Services, agencies, and other commands have similar systems to provide and examine demand data, supply status, track financial transactions, etc., but no single, enterprise view is available. Source: USTC J-5S Class of Supply Analysis
- Information security and sensitivities around release of proprietary information, either real or perceived is often the reason for fragmented data. Source: USTC J-5S Class of Supply Analysis
- Trust in current ITV systems is lacking because data is suspect. Source: USTC J-5S Class of Supply Analysis
- Different commands have adopted different data standards Source: USTC J-5S Class of Supply Analysis
- Shipment unit consolidation and deconsolidation information is lost at in-transit nodes due to lack of process, enabling systems, personnel, and training. Source: USTC J-5S Class of Supply Analysis
- Information created by the AMS (Air Mobility Squadron) is shared via ATCMD (Advanced Transportation Control Movement Document) and RFID to the national systems of record (i.e., GTN, IDE). However these are permissions-based systems, and are restricted to U.S. citizens only. Source: USTC J-5S Class of Supply Analysis
- Procedures for consolidating RF-Tags and their data are flawed. AMS does not link parent-child records. Source: USTC J-5S Class of Supply Analysis
- Active RF-tags are placed on nets with information provided by shippers. Some shippers RF-tag their individual shipments but these tag numbers are not consolidated under the pallet shipment unless this information is already included in TCMD data to be inputted to the pallet tag. Source: USTC J-5S Class of Supply Analysis
- ULN (Unit Line Numbers) movement execution systems are inconsistent, resulting in poor accuracy of data and force closure estimates. Source: JLLP Database
- Information is lost during load planning and manifesting processes for ocean containers. Distribution managers throughout the DoD work around this through the use of extensive data analysis and research. Source: USTC J-5S Class of Supply Analysis
- The 598th sees a need to have TCAIMS II, WPS and ICODES interfaced together. Information should be entered into one system, and accessible to other systems. WPS is not capable of seeing the parent/ / child relationships that will be required in the future and even presently, as it would relate to nested cargo or containers. Source: USTC J-5S Class of Supply Analysis
- TDC burns new RF-tags because CMOS-TDC cannot read GATES-produced RF tags. Source: USTC J-5S Class of Supply Analysis
- CMOS-TDC does not communicate with GATES or other versions of CMOS. Source: USTC J-5S Class of Supply Analysis
- LRS (Logistics Readiness Squadron) noted manual data re-entry resulting from CMOS inability to receive SATS data. Source: USTC J-5S Class of Supply Analysis
- Ramstein AMS forced to use spreadsheet for load planning vice AALPS due to software conflicts with Windows XP and GATES. Source: USTC J-5S Class of Supply Analysis
- Ramstein AMS landbridge operations are hindered by insufficient CMOS - GATES information exchange. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Poor decision-making
- Difficulty in mining and analyzing logistics data.
- Lack of understanding of true cost to serve.
- Lack / loss of ITV
- Loss of parent-child shipment unit information (content-level detail).
- Additional workload to accomplish manual entry of data.
- Risk of data entry errors.
- Increased workload, errors, slower booking times
- Inconsistent enforcement of load planning business rules

Potential Opportunities

Establish systems interfaces, policies, processes, and procedures to provide interoperability of transportation systems.

- One enterprise-wide transportation system solution, which fully integrates all component, distribution decision support and execution systems
- Train stakeholders on new enterprise wide solution.
- Use common data architecture and standards throughout all transportation IT systems.
- Properly document and communicate updated shipment unit configurations/data to any distribution node.
- Develop processes and IERs (Information Exchange Requirements) to ensure parent-child shipment unit information (content-level detail) is maintained in the planning and manifesting process.
- Examine existing and potential systems interfaces between deployment, equipment, list producing, manifesting, and stow-planning systems, for surface movement. (TC-AIMS II, TC ACCIS, LOGAIS, DCAPEs (Deliberate and Crisis Action Planning and Execution System), JFRG II (Joint Force Requirements Generator), TC AIMS, WPS, CMOS, and ICODES).
- Establish strategy, standards, and systems interface for RF Tag reading / writing.
- Combine surface / air manifesting capabilities into one system (consider NATO/ coalition partners). For example, combine WPS, GATES, CMOS, and CMOS-TDC. Create SATS - CMOS interface; examine current IER/ / interface between SATS, SBSS.
- Fix and test AALPS software to run with GATES on Windows XP.

Initiatives Supporting

Defense Transportation Coordination Initiative (DTCI)

DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

DPfM Focus Area (Support GTN/IDE Convergence Implementation)

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

IT Systems Supporting

DSS, BSM (Business Systems Modernization), DPMS (Distribution Planning Management System), TC-AIMS II, TC ACCIS, LOGAIS (Logistics Automated Information System), CMOS, CMOS TDC, DCAPEs, JFRG II, WPS, ICODES, GATES, AALPS, SATS, SBSS GDSS, Joint Maritime Command Information System (JMCIS), IRRIS (Intelligent Road and Rail Information System), Combat Track II, COP-TSE (Common Operating Picture-Transportation Systems Enabled), GTN (Global Transportation Network), SMS (Single Mobility System), BCS3 (Battle Command Sustainment and Support System)

Process Architecture Change Impact

D1.2.3, D1.3.1, D1.5.3, D1.10.4, D1.10.5, D1.10.6, D1.10.7, D1.10.8, D1.10.9, ED.3.2, ED.4.6, ED.6.2, ED.6.3, ED.4.0, ER1.2.2

Affected Components

USTRANSCOM (United States Transportation Command)

Services

AMC (Air Mobility Command)

SDDC (Surface Deployment Distribution Command)

DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user

JL(D) JIC 2.1.2.2 : Coordinate replenishment of cross-leveled materiel

JL(D) JIC 2.4.1 : Integrate performance-based logistic support activities

JL(D) JIC 2.4.2 : Coordinate direct vendor delivery

JL(D) JIC 3.1.1.1 : Conduct requirement assessment

JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment

JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)

JL(D) JIC 3.1.1.4.1 : Conduct JDDE lift asset planning

JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning

JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE

JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)

JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture

JL(D) JIC 3.1.2.3 : Redirect materiel

JL(D) JIC 3.2.1 : Operate JDDE lift assets

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 3 : Provide capability to view the status and availability of all assets in theater, in-transit, or in a repair or production process, detect pipeline bottlenecks and provide recommended alternatives to overcome the bottleneck.

CINC Requirement 4 : Provide all mode tracking information from the point of origin (Fort, Base, Port, Station) for each unit (personnel and equipment) in near real time through all intermediate stops (POE, POD, TAA) to the final location in an operational area.

CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts

CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)

CINC Requirement 11 : Provide timely and accurate information on the location and status of CLASS V: Ammunition

CINC Requirement 12 : Display the impact of various logistics alternatives and estimate the impact of implementing a specific alternative over time.

CINC Requirement 18 : View the current location, capacity and throughput capability (commercial and military) to handle the transportation workload associated with a planned military deployment.

CINC Requirement 21 : Provide the capability to conduct a near real time logistical supportability analysis of a COA. (restated)

CINC Requirement 22 : Provide ability to move information within and between system components.

CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL

CINC Requirement 25 : Assess the location, capacity and throughput capability (commercial and military) to handle the transportation workload associated with a planned military deployment.

CINC Requirement 28 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies with emphasis on Personnel including patients.

CINC Requirement 31 : Project the movement requirements for assembly and staging areas (post-POD and pre-POE) throughput.

CINC Requirement 33 : Project the movement requirements for port (POD and POE) throughput.

CINC Requirement 34 : Analyze alternatives, such as diverting tankers and reallocations, as solutions to projected or actual shortfalls.

CINC Requirement 39 : Provide ability to sort, prioritize and make lift assignments (e.g. by JOPES data elements). (restated)

CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

CINC Requirement 45 : Project support requirements for incoming personnel and forces.

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 48 : Provide the capability to conduct a near real time medical supportability analysis of a COA. (restated)

CINC Requirement 51 : Provide the capability to conduct a near real time engineering supportability analysis of a COA. (restated)

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 56 : Provide timely and accurate information on the location and status of CLASS IV: Construction Materiel (restated)

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continent United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 65 : Provide current operations (e.g., aircraft status information in support of air refueling and intra-theater lift operations). (restated)

CINC Requirement 66 : Provide the ability to identify requirements for material/container handling equipment for reception and retrograde.

CINC Requirement 80 : Project requirements for munitions-related support resources (e.g., storage facilities, special equipment, skilled manpower). (restated)

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

Requisition Priorities




Priority: **4** **SCOR Area:** Deliver **Ref #:** 16 **POC:** E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

Current processes and systems permit nearly unconstrained use of high priorities, unrealistic, and invalid Required Delivery Dates (RDDs).

Example/Lessons Learned

- OEF / OIF (Operations Enduring Freedom and Iraqi Freedom) sustainment shipments show a nearly unconstrained use of high priorities and accompanying RDDs of '999'. This gives the requisitioner unrealistic expectations, and hinders the distribution system by assigning a high priority to nearly all shipments. Source: USTC J-5S Class of Supply Analysis
- Interview and survey respondents agreed that current priority systems do not work as intended, and perceive that material not TP-1 is not moving in a timely manner. Stakeholders also agreed that current "management overrides" such as "green sheet" and "purple sheet" only support a flawed business process. Source: USTC J-5S Class of Supply Analysis
- There is a general lack of clear understanding of what high priority service actually means and how much it costs. DLA and NOLSC (Naval Operational Logistics Support Center) use models to gain insight regarding cost trade-offs. Other key distribution stakeholders / organizations are unable to show itemized cost-to-serve at sufficient detail needed to enable decision-making. When this detail is unavailable distribution managers tend toward expediting all warfighter support at any cost. Source: USTC J-5S Class of Supply Analysis
- Boeing FIRST (F/A 18 Integrated Readiness Support Team) PBL (Performance Based Logistics) orders nearly everything on a high priority requisition due to the supported system (F/A-18) being high priority. The Navy returns most items as "999", so PBL prioritization of repairables is difficult. Source: USTC J-5S Class of Supply Analysis
- Air Mobility Division (AMD) uses 17 priority codes - These codes are currently unique to CENTCOM and are not standard among the AMDs. (Blood is #2 (right under Presidential Support) or #4 for routine.) Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- RDDs of '999' are overused and create backlog and confusion in the distribution system.
- True priorities are subordinated to first-in, first-out processing for sustainment cargo due to insufficient RDD information.
- Blood products expire before consumption.

Potential Opportunities

- Develop constraints ensuring realistic RDDs are calculated using current date plus realistic supply and transportation lead times. Examine commercial models which provide delivery priority options with associated timelines and costs.
- Develop system-suggested delivery date options using known constraints, unit and commodity priority. Organizational priorities would be determined by a near real - time dynamic system that considers the current priorities of the JCS (Joint Chiefs of Staff), RCCs (Regional Combatant Commands), e.g., project codes; and priority by commodity type.
- Revise processes and policies to eliminate use of non-Julian RDDs: 999,777,555,444 and N__ , E__ .
- Ensure blood distribution priorities are documented in policy, doctrine and training.

Initiatives Supporting

JS J4 Supply and Transportation Priority Working Group
 JROC Memorandum 042-05
 Unique Commodity Code for Priority of Blood Movement

IT Systems Supporting

Service retail supply systems and supporting wholesale systems

Process Architecture Change Impact

P1.1.7, S1.1, D1.2.4

Affected Components

JS J4 (Joint Staff Logistics)
 ASBPO (Armed Services Blood Program Office)
 RCCs (Regional Combatant Commands)
 Services
 USTRANSCOM (United States Transportation Command)
 DLA (Defense Logistics Agency)

IL(D), JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 3.1.1.3 : Provide JDDE decision support

JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities

CINC 129 Requirements Linkage

CINC Requirement 24 : Identify, Assess and Prioritize time-phased material requirements by supply class (less Supply Classes III (bulk), IV, V, VIII, and IX) and by critical sustainment items based on Service usage factors, operational tempo, environmental factors and concept of operations within a theater or other designated geographic area. (restated)

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

Joint Logistician





Priority: 5
SCOR Area: n/a
Ref #: 9
POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

The DoD does not have a requisite cadre of joint logisticians who understand the end to end deployment and distribution process necessary to execute desired joint effects.

Example/Lessons Learned

- There is currently no Air Force Specialty Code (AFSC), Military Operational Specialty (MOS), specialty, or Additional Skill Identifier (ASI) for a "Joint Deployment and Distribution Expert". Source: USTC J-5S Class of Supply Analysis
- Supply and transportation transactions are not widely understood. Source: USTC J-5S Class of Supply Analysis
- AAFES is often viewed as a contractor on the battlefield, and is not (at least initially) afforded the COCOM support directed by Joint Chief of Staff (JCS) Pub 1-0. Supply officers and planners are not taught the roles and responsibilities of the exchange services on the battlefield. As a result AAFES has had to educate and re-educate logistics planners after nearly every force rotation. Source: USTC J-5S Class of Supply Analysis
- Because of a lack of formal training, CDDOC (Central Command Deployment Distribution Operations Center) rotations "trained" personnel on ITV policy, procedures, and applications. Source: CENTCOM DDOC Spiral 1 Report, Jan-May 2004
- The Marine Corps has already created a specialty code, 0511-Marine Air-Ground Task Force Planner, to handle all JOPES/TPFDD (Time Phased Force Deployment Data) issues. Source: USTC Logbook Lessons Learned Published
- Understanding/knowledge of JOPES is limited among logisticians. Source: JLLP Database

Operational Impact

- Increased errors relating to planning and execution
- Uninformed decisions
- Requirement for additional training

Potential Opportunities

Identify and implement specific requirements for joint logisticians including competency models, career paths, and training requirements. Specific requirements include:

- Determine what logistics requirements exist across the JDDE (Joint Deployment and Distribution Enterprise). Develop position descriptions and process-oriented training by billet / position.
- Educate staffs on value of employing skilled, joint logisticians, and canvas organizations to identify sources for joint logistician billets.
- Ensure that the COCOMs are educated in the proper employment of this critical resource.
- Conduct logistics skills inventory to determine the requirements (training and experience) for mapping specific skills to billets, skill specialty designators, and grade.
- Logisticians should have a basic understanding and working knowledge of JOPES (Joint Operational Planning and Execution System). Services should establish specialty codes for JOPES expertise.
- Initiative should address the role of the Service Exchanges to create awareness and understanding.
- Review USTRANSCOM PAM (Pamphlet) and current embodiment of those roles by Directorate, Division & Branch Leads - "Organizations and Functions" to identify functions requiring identified skills.
- J1 and Services work together to change the USTRANSCOM JMP (Joint Manpower Program).

Initiatives Supporting

Joint Knowledge Development and Distribution Capability (JKDDC)

JS J7

JS J4

Distribution Process Owner Human Realm Pillar

JROC Memorandum 042-05

IT Systems Supporting

n/a

Process Architecture Change Impact

n/a

Affected Components

JS J4 (Joint Staff Logistics)
 Service Education Commands
 RCCs (Regional Combatant Commands)
 USTRANSCOM (United States Transportation Command)
 DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment
 JL(D) JIC 3.1.1.1.2 : Conduct sustainment requirement assessment
 JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)
 JL(D) JIC 3.1.1.3.1 : Perform mode/node distribution optimization analysis
 JL(D) JIC 3.1.2.3 : Redirect materiel
 JL(D) JIC 3.1.2.4.3 : Control JDDE organizations
 JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)
 JL(D) JIC 3.4.4.1 : Coordinate JDDE force development activities with JFCs and Services
 JL(D) JIC 3.4.4.1.1 : Formulate joint deployment and distribution doctrine, and tactics, techniques and procedures (TTPs)
 JL(D) JIC 3.4.4.1.2 : Establish and maintain professional education curricula and training program
 JL(D) JIC 3.4.4.1.3 : Conduct JDDE training
 JL(D) JIC 3.4.4.1.4 : Create a standing core of Service logisticians proficient in joint operations/joint distribution and multi-national planning & execution

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 17 : Estimate the extent of support and sustainment that will be provided by a particular CSS force structure based upon user defined metrics, doctrinal capabilities, current unit readiness.
 CINC Requirement 34 : Analyze alternatives, such as diverting tankers and reallocations, as solutions to projected or actual shortfalls.
 CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.
 CINC Requirement 67 : Provide an integrated assessment of people, equipment, supplies and maintenance and training status, considering coalition forces and host nation support.
 CINC Requirement 68 : Provide both defined and ad hoc query capability to find specific staff level information, as well as providing intuitive alternatives and substitute solutions.
 CINC Requirement 80 : Project requirements for munitions-related support resources (e.g., storage facilities, special equipment, skilled manpower). (restated)
 CINC Requirement 85 : Analyze alternatives, such as substitute items, additional asset sources, or different allocations, as solutions to projected or actual munitions shortfalls.
 CINC Requirement 91 : Determine requirements for materiel-related support resources such as storage and repair facilities, special equipment, hazardous material handling, dated material, and skilled manpower. (restated)
 CINC Requirement 100 : Provide the ability to display and manipulate geo-spatial data sets.
 CINC Requirement 118 : Analyze alternatives, such as substitute items, additional asset sources, or different allocations as solutions to projected or actual shortfalls. (restated)

Supply Chain Sustainment Simulation Tools



Priority:
6

SCOR Area:
Enable Deliver

Ref #:
13

POC: E2E POC
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Phone #:



Problem Statement

- Joint simulation tools are rarely used and poorly equipped or integrated into sustainment flow modeling at the strategic and operational levels (wholesale, and Service-level retail)
- There is little capability to do unconstrained "what-if" supply scenarios without manual effort

Example/Lessons Learned

- Operational Planners at RCCs (Regional Combatant Commands) have Force Flow modeling / simulation capabilities, but lack this capability for sustainment planning. Source: USTC J-5S Class of Supply Analysis
- Current modeling tools do not incorporate blood requirements, so the impact of blood distribution is seldom factored into sustainment simulation. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Increased time to develop surge and sustainment plans
- Reduced certainty for sustainment plan Course of Action (COA) selection
- Requirements have fewer exercised Courses of Action (COAs)
- Degradation of other commodities support

Potential Opportunities

Develop supply chain planning capability to enable sustainment flow modeling and full range of best / worst case simulation of lane closures, inventory shortages, demand spikes, etc.

Initiatives Supporting

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

IT Systems Supporting

JFAST SUSGEN (Joint Flow And Analysis System For Transportation Sustainment Generator), AMOS (Air Mobility Operations Simulation), JDLM (Joint Deployment Logistics Model), AMP (Analysis Mobility Platform), ICIS (Integrated Consumable Item Support), ELIST (Enhanced Logistics Intratheater Support Tool), PAESM (Predictive Analysis Exercise Support Module), DESS (Distribution Environment Support System)

Process Architecture Change Impact

P4.4.1, EP.2.2, EP.2.3, ED.3.3, ED.3.4, ED.7.1, ED.7.2

Affected Components

JS J4 (Joint Staff Logistics)

ASBPO (Armed Services Blood Program Office)

USTRANSCOM J5

USTRANSCOM J3

Service Battle Labs

JL(D) JIC FAA Linkage

JL(D) JIC 2.4 : Coordinate HNS, IA, MN, contractor & NGO distribution services

JL(D) JIC 3.1.1 : Conduct JDDE assessment and planning

JL(D) JIC 3.1.1.1 : Conduct requirement assessment

JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment

JL(D) JIC 3.1.1.1.2 : Conduct sustainment requirement assessment

JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)

JL(D) JIC 3.1.1.3 : Provide JDDE decision support

JL(D) JIC 3.1.1.3.1 : Perform mode/node distribution optimization analysis

JL(D) JIC 3.1.1.3.2 : Conduct JDDE modeling and simulation

JL(D) JIC 3.1.1.4.4 : Conduct planning for JDDE lines of communication
 JL(D) JIC 3.1.2.3 : Redirect materiel
 JL(D) JIC 3.1.2.4.2 : Control JDDE terminals
 JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)
 JL(D) JIC 3.2.1.1 : Expand joint distribution lift capabilities
 JL(D) JIC 3.2.1.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency lift assets
 JL(D) JIC 3.2.2 : Operate JDDE terminals
 JL(D) JIC 3.2.2.1 : Perform terminal operations
 JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations
 JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities
 JL(D) JIC 3.2.2.2 : Expand terminal operations capabilities
 JL(D) JIC 3.2.3 : Operate JDDE organizations
 JL(D) JIC 3.2.4 : Maintain JDDE Lines of Communication
 JL(D) JIC 3.3.2.1 : Assess the threat on JDDE lift assets, terminals, organizations and lines of communication

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 12 : Display the impact of various logistics alternatives and estimate the impact of implementing a specific alternative over time.
 CINC Requirement 20 : Compute time-phased initial and sustainment munitions requirements by supply classes VA-air delivery and VW-ground and by critical sustainment items (CSIs) based on Service usage factors, operational tempo, environmental factors and concept of operations within a theater or other designated geographic area. (restated)
 CINC Requirement 21 : Provide the capability to conduct a near real time logistical supportability analysis of a COA. (restated)
 CINC Requirement 24 : Identify, Assess and Prioritize time-phased material requirements by supply class (less Supply Classes III (bulk), IV, V, VIII, and IX) and by critical sustainment items based on Service usage factors, operational tempo, environmental factors and concept of operations within a theater or other designated geographic area. (restated)
 CINC Requirement 27 : Compute time-phased POL requirements critical to the concept of operations based on Service usage factors, operational tempo and environmental factors within a theater or other designated geographic area.
 CINC Requirement 31 : Project the movement requirements for assembly and staging areas (post-POD and pre-POE) throughput.
 CINC Requirement 33 : Project the movement requirements for port (POD and POE) throughput.
 CINC Requirement 35 : Provide the ability to identify shortfalls and limitations in infrastructure resources
 CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.
 CINC Requirement 60 : Provide query for transportation feasibility estimates to include shortfalls and limitations based on computed requirements remains valid, and modify feasibility estimate and guidance, as appropriate, based on implementation and execution data and replanning. (restated)
 CINC Requirement 80 : Project requirements for munitions-related support resources (e.g., storage facilities, special equipment, skilled manpower). (restated)
 CINC Requirement 89 : Compute maintenance repair capabilities and time flow, to include critical sustainment items, based on Service usage factors, operational tempo, environmental factors and concept of operations within a theater or other designated geographic area. (restated)
 CINC Requirement 99 : Provide planning information concerning lift assets and support to forces supporting Non-combatant Evacuation Operations (NEO). (restated)
 CINC Requirement 118 : Analyze alternatives, such as substitute items, additional asset sources, or different allocations as solutions to projected or actual shortfalls. (restated)

Defense Transportation System (DTS) Expansion



Priority:
7

SCOR Area:
Plan

Ref #:
30

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

- DoD lacks comprehensive procedures, checklists, decisions matrices and SOPs, and training for familiarity with specific actions regarding DTS expansion / augmentation (e.g. forces and lift).
- Lack of understanding of prepositioned vessel process delayed/hindered utilization of assets.

Example/Lessons Learned

Many exercises have highlighted deficiencies in timeliness of the DDOCs expansion of the DTS:

- If a large force movement is planned, appropriately sized Global Reach Laydown (GRL) forces need to be in place before the main body flow begins execution Source: USTC Logbook Lessons Learned Published
- Early access to key transportation related units and capabilities is an absolute must for a COCOM to be able to execute crisis response Source: USTC Logbook Lessons Learned Published
- SDDC, having 68% of their mobilized strength in the Reserve Components was unable to acquire needed Army Reserve Components (ARC) enablers to open and operate several seaports due to long processing times (Requests for forces submitted by SDDC required an average of 16 dates to process and publish a DEPORD, with an additional 10 days before units were mobilized. Mobilization station processing took 22 days and another 11 days passed before their units arrived at their duty station). Source: USTC Logbook Lessons Learned Published
- During OEF, the mobilization process from request to issuance of the mobilization order took as long as 40 days. Source: CENTCOM LLS
- Ready Reserve Force (RRF) / Strategic Surge Force (SSF) activation and transfer of operational control to MSC and DoD use Source: USTC Logbook Lessons Learned Published
- CRAF (Civil Reserve Air Fleet) augmentation Source: USTC Logbook Lessons Learned Published
- VISA (Voluntary Inter-Modal Shipping Agreement) augmentation Source: USTC Logbook Lessons Learned Published
- Korean Flag Shipping (KFS) vessels transfer of operational control to MSC and DoD use Source: USTC Logbook Lessons Learned Published
- Mutual Airlift Support Agreement (MASA) - Korean Airlines activation and transfer of operational control to AMC and DoD use Source: USTC Logbook Lessons Learned Published
- There is confusion regarding the authority and control over PREPO vessels. The Navy through MSC, exercises ADCON over the ships. The Services fund / stock the ships. The COCOM exercises OPCON. In USPACOM, OPCON of afloat assets is delegated to the Commanders, U.S. Pacific Fleet through MSC. Source: JLLP Database
- Exercise TERMINAL FURY 04 proved the challenge in transferring PREPO assets between COCOMs. Such transfers require significant planning and communications between the two commands. In the absence of an OPLAN an RFF must be approved, and an accompanying DEPORD issued prior to vessel sail. Source: USTC Logbook Lessons Learned Published

Operational Impact

- Inability or delay in meeting war fighter demands.
- Sub-optimization of distribution assets.
- Delayed utilization of prepositioned assets.
- Poor utilization of prepositioned assets.

Potential Opportunities

- Develop comprehensive procedures, checklists, decisions matrices and SOPs, and training for familiarity with specific actions regarding DTS expansion (augmentation).
- USTRANSCOM should communicate the identified decision windows that drive our ability to meet TPFDD requirements.
- Exercise DTS expansion processes during appropriate JCS scenarios.
- Ensure proper training of distribution planners/operators.
- Develop comprehensive knowledge management portal of applicable DOD distribution doctrine, policy, standards.
- Ensure adequate understanding within COCOM planning staffs occurs to properly utilize prepositioned asset.

Initiatives Supporting

IT Systems Supporting

n/a

Process Architecture Change Impact

ED.5, ED.6

Affected Components

USTRANSCOM (United States Transportation Command)
USJFCOM
MSC (Military Sealift Command)
RCCs (Regional Combatant Commands)
AMC (Air Mobility Command)
Joint Staff
SDDC (Surface Deployment Distribution Command)

JL(D) JIC FAA Linkage

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 25 : Assess the location, capacity and throughput capability (commercial and military) to handle the transportation workload associated with a planned military deployment.

CINC Requirement 34 : Analyze alternatives, such as diverting tankers and reallocations, as solutions to projected or actual shortfalls.

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 67 : Provide an integrated assessment of people, equipment, supplies and maintenance and training status, considering coalition forces and host nation support.

Container Management












Priority: 8
SCOR Area: Enable Deliver
Ref #: 18
POC: E2E POC
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Phone #:

Problem Statement

Processes and systems to control and track containers and minimize detention fees are not sufficient.

Example/Lessons Learned

- The DoD (Department of Defense) purchased over 23,000 containers since September 11, 2001 to avoid container detention fees, yet still spends over \$475K per day in container detention for CENTCOM (as of: 20 Sept 2005). Source: USTC J-5S Class of Supply Analysis
- According to Preliminary GAO (Government Accounting Office) "Observations on Effectiveness of Logistics Activities" in OIF (Operation Iraqi Freedom): "management of shipping containers (both leased and owned) was inadequate" Source: USTC J-5S Class of Supply Analysis
- Both SDDC (Surface Deployment Distribution Command) and the 598th Transportation Group (TSG) use various container management tools including CMST (Container Management Support Tool) and PAT (Pipeline Asset Tool). These tools use manually-entered information, and not linked with EDI (Electronic Data Interchange) sources, carriers, or other national level ITV / TAV (Intransit Visibility / Total Asset Visibility) systems. Unique RSTAT (Record Status) in the 598th WPS (Worldwide Port System) enables additional information gathering. Source: USTC J-5S Class of Supply Analysis
- 598th TSG expressed concern over intratheater distribution of containers. Source: USTC J-5S Class of Supply Analysis
- MCTs (Movement Control Teams) are now using WPS for container close out. Source: USTC J-5S Class of Supply Analysis
- During OIF, 3 separate, inconsistent, and incomplete container databases were maintained by CFLCC, CJTF 76, and SDDC making container management nearly impossible. A comparison of these databases yielded several thousand differences. Source: CENTCOM LLS
- TURBO CADS 95 commercial and military containers arrived in theater without a plan for return movement once emptied. This resulted in delays due to congestion at supply points and ammunition depots. Source: USTC Logbook Lessons Learned Published

Operational Impact

- Lost containers.
- Inappropriate use of containers
- Higher rate of container purchases.
- Higher container detention costs.

Potential Opportunities

- Establish processes, tools, and performance metrics for global container tracking and control.
- Proper labeling is critical to ensuring timely arrival and return of containers. Following proper procedures as outlined in DoD 4500.9-R Volume 1, (2-B-21, para B) will assist in maintaining visibility, and ensuring timely return of containers.
- Train users on tools and processes used to monitor containers.
- Incorporate carrier movement contracts, container leasing contracts, and other containerized distribution concerns as part of the container management process.
- Establish container buyout business rules to assist "lease vs. buy" decisions for containers to mitigate some of the costs of detention fees in excess of container value.

Initiatives Supporting

Army Intermodal and Distribution Platform Management Office (AID-PMO)
 Container Management Teams (CMT)
 Unified View '06 (E2E Visibility)
 DPfM Focus Area (Support GTN/IDE Convergence Implementation)
 DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)
 DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

IT Systems Supporting

CMST, PAT, AIDPMO-AIS

Process Architecture Change Impact

P4.2, EP.5, D1.6.1, ED.5.2

Affected Components

SDDC (Surface Deployment Distribution Command)
 USTRANSCOM J5-A

Army

RCCs (Regional Combatant Commands)

JL(D) JIC FAA Linkage

JL(D) JIC 3.2.1.3 : Manage a global distribution container system

JL(D) JIC 3.4.4.5 : Establish and manage a global distribution container system

CINC 129 Requirements Linkage

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

Cargo Booking




Priority: 9
SCOR Area: Deliver
Ref #: 7
POC: E2E POC
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Phone #:

Problem Statement

- Manual and automated multi-modal (air, rail, truck, ocean, and pipeline) booking Information Exchange Requirements (IERs) poorly defined; lack sufficient information for ITV / shipping instructions / customs clearance.
- Multiple surface booking systems have different rates and no clear purpose for each [IBS (Integrated Booking System), Direct Carrier Booking.]
- Rail and One Time Only (OTO) Ocean booking request and confirmation processes lack standards for timeliness.

Example/Lessons Learned

- Defense Depot Aniston Alabama (DDAA) expressed frustration with untimely rail booking. Source: USTC J-5S Class of Supply Analysis
- Surface shipments on Do Not Lift List lack required documentation to ensure proper visibility. Source: USTC J-5S Class of Supply Analysis
- German Ministry of Finance will not allow U.S. DoD to use electronic customs clearance process until current deficiencies resolved. Source: USTC J-5S Class of Supply Analysis
- Defense Distribution Depot Europe (DDDE) cited 15,000 open customs documents (NATO Form 302). Source: USTC J-5S Class of Supply Analysis
- Most problems based on insufficient cargo content documentation. Source: USTC J-5S Class of Supply Analysis
- Survey / visits showed several ocean cargo booking processes / tools without specific business rules for each. IBS uses subsidized rates for certain routes while eSS / Direct Booking uses straight rates for same service. Transportation Management Office / Officer (TMO) respondents compare rates between tools and select lower rate. Source: USTC J-5S Class of Supply Analysis
- Navy Exchange (NEX) tracks metrics on price variance between Surface Deployment Distribution Command (SDDC) and direct booking costs. Source: USTC J-5S Class of Supply Analysis
- Between April and June of 2004, direct shipments from DoD vendors arrived at Dover AFB, DE, but none of the cargo in the shipment had the proper documentation or coordination / notification to advise the aerial port of cargo requirements. Source: Objective Assessment of Logistics in Iraq
- Shipments must have proper documentation to avoid frustration, and unnecessary analysis effort Source: USTC Logbook LLS
- During TURBO CADS 00 improper documentation of 1,600 containers caused port personnel to manually sort and match certificates with vessels. Some of these labels were incorrect (vessel/mission not identified on the certificates), while others were incomplete or faded. The work-around was labor-intensive and presented an increased probability for error. Source: USTC Logbook Lessons Learned Published
- During OIF there were many instances of noncompliance with HAZMAT standards. In some cases documentation was not reviewed by the shipper. There were even documented instances of drivers delivering HAZMAT without any documentation at all. Source: USTC Logbook Lessons Learned Published
- In once instance incorrect documentation caused a ship to return to port. Eleven containers of munitions (of 185 total containers) shipped from Concord, CA to Diego Garcia were incorrectly labeled for destination in Kuwait. Based on this information the containers were stowed low in the ship hull with another 365 containers going to Kuwait rather than the deck on containers moving to Diego Garcia. This error was discovered after the ship sailed, and resulted in the ship returning to port for a re-stow of mis-labeled containers. This resulted in additional costs of \$135K for ship costs, \$41K in stevedoring costs, and undetermined fuel costs needed to make up 2 days of lost steam time. Source: JLLP Database
- During OIF, some shipments of HAZMAT lacked documentation, placards, and warning labels. Source: USTC Logbook Lessons Learned Published
- Lack of timely documentation for ocean pre-stow planning and other activities caused rework and slowed deployment process. Source: JLLP Database
- During OEF, there was confusion concerning how to properly transport an unknown substance aboard an aircraft (articulated in AF-24-204). Source: USTC Logbook Lessons Learned Published
- Advanced documentation received from IBS (Integrated Booking System) did not provide sufficient information to allow for necessary transportation pre-planning activities for class V shipments. Some containers arriving at SPOE had incorrect shipping labels (not matching consignee code or overseas address). Source: USTC Logbook Lessons Learned Published

Operational Impact

- Increased manpower for manual processes and additional training
- Lack / loss of ITV (Intransit Visibility) due to human error
- Delayed / frustrated shipments
- Poor CWT (Customer Wait Time) performance and war fighter support
- Lost DoD transportation fees
- Missed sailing dates and rescheduling of intermodal transfers
- Additional work for vessel planners material handling personnel.

Potential Opportunities

- Consider a single multi-modal booking solution for air, rail, ocean, truck, and pipeline.
- Re-engineer booking process and systems enabling common interface with carriers, document management support, event tracking, and divert / merge in-transit.
- Review booking processes and IERs to ensure sufficient information is gathered to avoid loss of ITV / cargo frustration. Examine Logical Data Model / Physical Data Model (LDM / PDM) data elements to ensure shipment unit consolidation, deconsolidation, financial, and customs requirements are met.
- USTRANSCOM monitor implementation of Integrated Booking System – Sustainment Web (IBS-SW) to 598th TG (Rotterdam) and codify lessons learned from IBS-SW implementation at 599th TG (Oahu, HI).
- Designate single preferred system containing approved rates. Create common rate determination business rules.
- Measure carrier response times; initiate business rules supporting timely response incentives.
- Establish automated capability to re-plan booking for next available opportunity.
- Develop data quality and compliance metrics.
- Communicate procedures for transporting unknown substances aboard aircraft as stipulated in AFMAN 24-204.
- Develop comprehensive knowledge management portal of applicable DOD distribution doctrine, policy, standards.

Initiatives Supporting

Integrated Booking System - Sustainment Web Implementation (IBS-SW)
 Defense Transportation Coordination Initiative (DTCI)
 Single Booking System Initiative
 Global Surface Distribution System (GSDS)
 Unified View '06 (E2E Visibility)
 DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

IT Systems Supporting

WPS, IBS, Steel Roads, GFM-ETA

Process Architecture Change Impact

EP.2.1, D1.3, D1.5, D1.7.1, D1.7.2, D1.7.3, D1.10.4, ED.3, ED.6, ED.8

Affected Components

SDDC (Surface Deployment Distribution Command)
 USTRANSCOM J5-P
 RCCs (Regional Combatant Commands)
 Services
 DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
 JL(D) JIC 3.1.1.1 : Conduct requirement assessment
 JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment
 JL(D) JIC 3.1.1.3.1 : Perform mode/node distribution optimization analysis
 JL(D) JIC 3.1.1.4.1 : Conduct JDDE lift asset planning
 JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning
 JL(D) JIC 3.1.1.4.3 : Conduct JDDE organization planning
 JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE
 JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)
 JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture
 JL(D) JIC 3.1.2.3 : Redirect materiel
 JL(D) JIC 3.1.2.4 : Control JDDE assets
 JL(D) JIC 3.2.1.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency lift assets
 JL(D) JIC 3.2.2 : Operate JDDE terminals
 JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities
 JL(D) JIC 3.2.3.1.2 : Manage commercial, military, HNS, MN, IA distribution organizations

CINC 129 Requirements Linkage

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)
 CINC Requirement 31 : Project the movement requirements for assembly and staging areas (post-POD and pre-POE) throughput.
 CINC Requirement 35 : Provide the ability to identify shortfalls and limitations in infrastructure resources
 CINC Requirement 39 : Provide ability to sort, prioritize and make lift assignments (e.g. by JOPES data elements). (restated)

Externally Validated – 25 January 2006

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 66 : Provide the ability to identify requirements for material/container handling equipment for reception and retrograde.

CINC Requirement 77 : Provide a time-slider component that collects and displays actual information about past and current events, forecasts logistics status based trends, and shows scheduled events. (restated)

CINC Requirement 91 : Determine requirements for materiel-related support resources such as storage and repair facilities, special equipment, hazardous material handling, dated material, and skilled manpower. (restated)

DoD Activity Address Codes (DODAAC) Management



Priority:
10

SCOR Area:
Enable Deliver

Ref #:
26

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

The capabilities and management processes of DoDAACs maintained within the DoD Activity Address File (DODAAF), the designated authoritative system for address and billing data, are inadequate. The DODAAF process is unable to handle the dynamic of frequent unit moves and split-based deployments.

- The DODAAF frequently does not provide accurate data for deploying and deployed military units (away from home station). This is especially applicable to those that operate in a split-based mode, which is increasingly the mode as the DoD (Department of Defense) transitions to the employment of smaller, modular capabilities. The inaccuracy is caused by several things, such as an inability for the system to respond quickly to split-based deployment of units; that is, multiple TAC (Type Address Code) addresses for the same DODAAC, improper action taken by the unit at the home station (prior to deployment), delays in processing/updating deployment DODAAC, and/or the inflexibility to adjust force tailoring and employment in theater. (Class VIIIA)

- DODAACs are maintained separately by Service and management is decentralized. Each Service has different and poorly defined processes for initiating, changing, and deleting DoDAACs, resulting in a lack of timeliness, consistency, accuracy of DoDAACs.

Example/Lessons Learned

- In Operation Iraqi Freedom (OIF), many units in Kuwait and Iraq did not have an approved deployment DODAAC in the DODAAF. For many of those that did, the shipping addresses did not reflect the distribution channel that best supported the customer for Class VIII. In addition, several units were further tasked upon their arrival In-Theater to tailor their capabilities to operate simultaneously in multiple locations. In 2003, the 86th Combat Support Hospital operated elements in both Camp Udairi (Kuwait) and Taili (Iraq). Today, split based operation is the norm for Level III units as well as for several specialized medical teams that are deployed in direct support of highly dispersed force packages. Source: DLA J-354 Class of Supply Analysis
- In OIF many units in Kuwait and Iraq did not have validated TAC3 addresses. This resulted in rejected orders and/or incorrect billing. Source: DLA J-354 Class of Supply Analysis
- Aerial port DODAAC files were not current, and did not reflect the correct TAC2 shipping addresses. Consequently, materiel shipped to the wrong location. Source: DLA J-354 Class of Supply Analysis
- TMO group uses the AFMC DoDAAC website to verify DoDAACs - they described challenges with current DoDAAC processes. Source: USTC J-5S Class of Supply Analysis
- TDC uses its own homegrown DoDAAC relation table for delivery locations and addresses in an effort to keep accurate and up to date information. Source: USTC J-5S Class of Supply Analysis
- USTRANSCOM uses TMDS (Table Management Data System) to store DoDAACs. Source: USTC J-5S Class of Supply Analysis
- EUCOM currently working funding stream for new TACs (Transportation Account Codes). Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Inaccurate DODAAF information, and/or the lack of confidence in the information, inhibits the ability of the Theater MedLog units to successfully deliver orders to theater customers. Inaccuracy and lack of confidence result in excessive manual processes to check and correct the information, longer customer wait times, and frustrated cargo. Incomplete or erroneous activity address data also result in erroneous billings.
 - Misrouted shipments
 - Frustrated/delayed shipments
 - Financial reconciliation challenges

Potential Opportunities

- Develop a streamlined process for updating the DODAAC authoritative source (DAASINQ) and managing the refreshment of the DODAAF in near real-time.
 - Streamline the process for updating and refreshing the DODAAF in a more timely fashion; with accurate shipping and billing address information that includes consideration for split-based operations.
 - Designate a single DoDAAC owner (e.g. DAASC) to be responsible for system of record (e.g. DAASINQ) and act as the consolidated, authoritative source to collect, reconcile, and manage all DoDAACs.
- Develop a validation process to ensure data quality and use of valid DoDAACs. A model for this would be the credit card verification process.

Initiatives Supporting

CRIF (Cargo Routing Information File)

IT Systems Supporting

DODAAF, DSS (Distribution Standard System), SMS (Single Mobility System), GTN (Global Transportation Network), GCSS (Global Combat Support System), GDSS (Global Decision Support System), DAASINQ, Table Management Distribution System (TMDS) and Service specific, DPMS (Distribution Planning Management System)

Process Architecture Change Impact

D1.2, D1.5.1, ED6.6

Affected Components

DLA (Defense Logistics Agency)

ASBPO (Armed Services Blood Program Office)

Services

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user

JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)

JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning

JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture

CINC 129 Requirements Linkage

Receipts & Accountability




Priority: **11** **SCOR Area:** Deliver **Ref #:** 27 **POC:** E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

The DoD cannot optimize its fulfillment of customer requirements, as it does not execute the receipt processes necessary to ensure inventory accuracy and accountability. Retail and final consignee receipts are typically not posted in a timely manner.

Example/Lessons Learned

- Concluding a shipment lifecycle remains a problem within the supply chain. Automated receiving has been discussed, but not adopted, due in part to lack of trust, and accountability issues. When shipments are not "closed out" it is very difficult to interpret if demand has been satisfied and what CWT (Customer Wait Time) trends exist. Source: USTC J-5S Class of Supply Analysis
- Exchange services use pre-receiving, which assumes goods are the property of the receiver once sent. This typically works well for class the exchange services. Source: USTC J-5S Class of Supply Analysis
- NOLSC is pilot testing a new initiative for receipting of material arriving on ship for NAVY use. AMS-TAC (Automated Manifest System-Tactical) is built onto CMOS (Cargo Movement Operations System) and uses RFID or OMC (Optical Memory Card) for automated information gathering (confirmation of delivery to customer). Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Inaccurate CWT (Customer Wait Time)
- Loss of ITV (Intransit Visibility)
- Duplicate orders

Potential Opportunities

- Institute accountability and enforce receiving standard operating processes. Automate these processes to the maximum extent possible.
- Implement commercial models for pre-receiving to allow reconciliation with stock record accounts for Supply Demand Reviews.
- Verified receipts automatically conclude AAFES (Army Air Force Exchange Service) shipments; the allocation of merchandise electronically transfers to the retail store as it leaves the DC (Distribution Center).
- NOLSC (Naval Operation Logistics Support Center) could enhance current materiel receipting initiatives using Radio Frequency Identification RFID capability.

Initiatives Supporting

Radio Frequency Identification Tag Program Management Office (RFID PMO)
Service ERP (Enterprise Resource Planning) systems

IT Systems Supporting

Service Retail Systems, SATS (Standard Asset Tracking System)

Process Architecture Change Impact

D1.8.3, D1.11.1, D1.11.3

Affected Components

JS J4 (Joint Staff Logistics)
LOGCAP (Logistics Civilian Augmentation Program)
Services
OSD AT&L (Office of the Secretary of Defense Acquisition, Technology, and Logistics)

JL(D) JIC FAA Linkage

JL(D) JIC 3.1.1.5 : Plan for the expansion of global resources to support mobilization and deployment/employment requirements
 JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE
 JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)
 JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture
 JL(D) JIC 3.1.2.3 : Redirect materiel
 JL(D) JIC 3.2.1 : Operate JDDE lift assets
 JL(D) JIC 3.2.2.1 : Perform terminal operations

JL(D) JIC 3.2.2.2.2 : Manage commercial, host-nation, and inter-agency terminals

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 3 : Provide capability to view the status and availability of all assets in theater, in-transit, or in a repair or production process, detect pipeline bottlenecks and provide recommended alternatives to overcome the bottleneck.

CINC Requirement 4 : Provide all mode tracking information from the point of origin (Fort, Base, Port, Station) for each unit (personnel and equipment) in near real time through all intermediate stops (POE, POD, TAA) to the final location in an operational area.

CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts

CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items

CINC Requirement 8 : Provide timely and accurate information on the location and contents of prepositioned stocks and supplies.

CINC Requirement 11 : Provide timely and accurate information on the location and status of CLASS V: Ammunition

CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL

CINC Requirement 37 : Provide timely and accurate information on the location, status, and identity of lateral distribution/referrals between parties (agencies, organizations, and services).

CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 56 : Provide timely and accurate information on the location and status of CLASS IV: Construction Materiel (restated)

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

Distribution Performance Metrics Strategy



Priority:
12

SCOR Area:
Enable Plan

Ref #:
10

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

- Distribution performance measurement is inconsistent, unclear, and insufficient.
- There are insufficient shared data sets, collaborative capability, or common metrics scorecard.

Example/Lessons Learned

- Different stakeholders require various levels of precision and dissimilar data sets. As a result it is difficult to get multiple organizations to agree on resultant metrics. Source: USTC J-5S Class of Supply Analysis
- There is an inability or tendency to not share information needed to define and measure distribution performance. Source: USTC J-5S Class of Supply Analysis
- No standard metrics or methods exist across supply chain organizations to evaluate performance. Source: USTC J-5S Class of Supply Analysis
- Currently two major metrics are tracked within the blood program: Available shelf life remaining of red blood cells upon arrival in theater and FFP (Fresh Frozen Plasma) breakage rates. Current red blood cell shelf life average in CENTCOM is three weeks remaining, although research and development initiatives hope to extend that to five weeks. 10% FFP breakage is a currently acceptable rate. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Distribution performance standards / metrics for Class VIII - Blood are incomplete and not communicated outside the blood community. There is no automated process to track end-to-end blood distribution performance. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Sub-optimal distribution decisions
- Confusion around true goals/objectives
- No clear and quantitative means of measuring success
- No understanding of cost to serve or associated trade-offs

Potential Opportunities

- Develop metrics and standards of performance for Intermodal Distribution Lanes (IDLs) to include: customer survey results, transportation times, fill rates at each node, Time Definite Delivery (TDD), cost, and executive aggregated lane performance.
- Develop a balanced scorecard approach to ensure equitable distribution of management attention.
- Ensure alignment of distribution metrics for all stakeholders.
- Include Service Exchanges in metrics strategy and evaluation.

Initiatives Supporting

DoD Balanced Scorecard (BSC)

JROC Memorandum 042-05

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

IT Systems Supporting

n/a

Process Architecture Change Impact

EP.2.1, EP.2.2, EP.3, EP.6

Affected Components

USTRANSCOM (United States Transportation Command)

ASBPO (Armed Services Blood Program Office)

Services

AMC (Air Mobility Command)

OSD (Office of the Secretary of Defense)

SDDC (Surface Deployment Distribution Command)

DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 3.1.1.3 : Provide JDDE decision support
JL(D) JIC 3.1.1.3.2 : Conduct JDDE modeling and simulation
JL(D) JIC 3.2.1.2 : Provide financial management support for lift capabilities
JL(D) JIC 3.2.1.4 : Conduct selected onload/offload
JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations
JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities
JL(D) JIC 3.2.2.2.2 : Manage commercial, host-nation, and inter-agency terminals
JL(D) JIC 3.2.2.3 : Provide financial management support for terminal operations
JL(D) JIC 3.2.3.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency organizations
JL(D) JIC 3.2.3.1.2 : Manage commercial, military, HNS, MN, IA distribution organizations
JL(D) JIC 3.2.3.1.3 : Indemnify selected organizations
JL(D) JIC 3.2.3.2 : Provide financial management support for organizations
JL(D) JIC 3.2.4.2 : Integrate JDDE lines of communication actions with commercial, host-nation, and inter-agency activities

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 39 : Provide ability to sort, prioritize and make lift assignments (e.g. by JOPES data elements). (restated)

CINC Requirement 40 : Compare actual POL usage during implementation and execution phase to computed demands, and identify and assess actual shortfalls and determine if shortfalls are the result of unanticipated demand, resupply problems, intratheater distribution problems, or other causes.

CINC Requirement 41 : Compare actual demand for munitions during execution to computed requirements; identify and assess actual shortfalls and determine if shortfalls are the result of unanticipated demand, resupply failure, or other causes. (restated)

CINC Requirement 42 : Provide the ability to monitor asset consumption and distribution statistics to compare them against historical data and/or user defined metrics and determine recommended alternatives when deviations are beyond metric limits.

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 76 : Monitor actual consumption patterns and trigger a warning when risk considerations and planned verses actual deviations exceed thresholds. (restated)

Commercial Cargo Integration





Priority: **13**
SCOR Area: Plan Deliver
Ref #: 32
POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

Direct vendor delivery (DVD) shipments lack visibility, unclear routing procedures, nodal processing procedures, and customs impact on delivery time. There are no reception / onward movement (RSOI-type) processes to accommodate theater inbound commercial freight. There is no reliable means of receiving and rapidly processing DVD shipments.

Example/Lessons Learned

- During OIF approximately 2,000 cargo containers of DVD accumulated at the port of Ash Shuwaikh after commercial liner service movement into theater. Commercial air cargo was also plagued by a lack of process for onward movement. Source: Objective Assessment of Logistics in Iraq
- During OIF commercial shipments / DVDs were often used without consideration of additional customs lead times and insufficient documentation of commercial shipments. Source: Objective Assessment of Logistics in Iraq

Operational Impact

- Slows cargo movement
- Increased infrastructure requirements (storage)

Potential Opportunities

- Develop reliable policies and processes for receiving, processing and onward movement of DVD shipments arriving in theater.
- Additional customs requirements should be considered as part of the overall delivery time for commercial/DVD shipments

Initiatives Supporting

DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)
 DPfM Focus Area (Support GTN/IDE Convergence Implementation)
 DPfM Focus Area (C2 Fusion Center Engineering (BRAC))
 DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)
 DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

IT Systems Supporting

IBS (Integrated Booking System), WPS (Worldwide Port System), Steel Roads, GTN (Global Transportation Network)

Process Architecture Change Impact

P4.2, D1.8, D1.5

Affected Components

USTRANSCOM (United States Transportation Command)
 Service Materiel Commands
 AMC (Air Mobility Command)
 Joint Staff
 SDDC (Surface Deployment Distribution Command)
 DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)
 CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts
 CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items

Externally Validated – 25 January 2006

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)

CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL

CINC Requirement 33 : Project the movement requirements for port (POD and POE) throughput.

CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 56 : Provide timely and accurate information on the location and status of CLASS IV: Construction Materiel (restated)

CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continent United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.

CINC Requirement 66 : Provide the ability to identify requirements for material/container handling equipment for reception and retrograde.

CINC Requirement 83 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies with emphasis on Maintenance (GS/DS/Depot). (restated)

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

Movement of Non-DoD Goods





Priority: **14**
SCOR Area: Enable Deliver
Ref #: 17
POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

There is poor visibility and movement responsiveness for non-DOD goods. Specifically there is a lack of knowledge for accepting donations on behalf of the government, and knowledge on how to request and sponsor DTS (Defense Transportation System) support.

Example/Lessons Learned

- Recent operations such as Operation Enduring Freedom, Operation Iraqi Freedom, Tsunami Relief and Hurricane Katrina revealed problems with non-DoD donations becoming frustrated or unable to enter DoD cargo movement queues. Source: USTC J-5S Class of Supply Analysis
- During Tsunami relief efforts the operators on the ground were only able to see cargo coming in via DoD ITV / TAV (Intransit Visibility / Total Asset Visibility) systems, however the bulk of the cargo was coming in on commercial aircraft or vessels. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Cargo backlog/congestion
- Wasted manpower in researching unique requirements
- Undelivered goods to deserving service members
- Lack of visibility and accountability for donated goods

Potential Opportunities

- Develop SOP (Standard Operating Procedures) in accordance with the DTR (Defense Transportation Regulation) for Centers JDDOCs (Joint Deployment Distribution Operations) and Unit TMO (Transportation Management Office / Officer) or ITO (Installation Transportation Office / Officer) to provide knowledge and authority to address non-DoD cargo.
- Develop training on Denton Amendment and other privately donated, non-DoD cargo doctrine, policy and processes.

Initiatives Supporting

Denton Amendment (Section 402 of Title 10, US Code - 10 USC 42)

IT Systems Supporting

n/a

Process Architecture Change Impact

P4.1.2, P4.1.3, P4.4, ED.1.2, ED.3.4

Affected Components

USTRANSCOM (United States Transportation Command)

Services

JS J4 (Joint Staff Logistics)

DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.4 : Coordinate HNS, IA, MN, contractor & NGO distribution services

CINC 129 Requirements Linkage

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)

CINC Requirement 33 : Project the movement requirements for port (POD and POE) throughput.

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

Joint Retail Inventory Interoperability



Priority:
15

SCOR Area:
Enable Deliver

Ref #:
28

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

The DoD (Department of Defense) cannot optimize its fulfillment of customer requirements, as it does not provide inventory interoperability across all Services, Theaters, and locations. Information and materiel exchange across the DoD is inhibited by the disparity of systems and insufficient interfaces. Inventory status and shipment information cannot be affected due to lack of connectivity between the various components in supply chain.

- There is no single, shared, enterprise view of inventory due to disparate, yet similar systems to serve individual Services, agencies, and other commands.
- The issuing activity is unable to optimize order fulfillment In-Theater, due to a lack of inventory visibility at the Services' stocking locations. Visibility into all available stock, In-Theater, would allow for cross leveling and lateral support.
- Distribution efficiency and effectiveness are hindered by a lack of process and systems interfaces needed to execute intra-Service and inter-Service supply referrals (lateral support).

Example/Lessons Learned

- OIF / OEF (Operation Iraqi Freedom / Operation Enduring Freedom) Lessons Learned and site visit observations show that information sharing among stakeholders in the DoD supply chain is hindered by organizational and functional boundaries. Source: USTC J-5S Class of Supply Analysis
- Services, agencies, and other commands have similar systems to provide and examine demand data, supply status, track financial transactions, etc., but no single, enterprise view is available. Source: USTC J-5S Class of Supply Analysis
- Information security and sensitivities around release of proprietary information, either real or perceived is often the reason for fragmented data. Source: USTC J-5S Class of Supply Analysis
- There have been instances where a customer, In-Theater, requested product be shipped to them that was available at another In-Theater location at the time of request. If this stock position had been known, the materiel could have been issued and delivered more quickly than from the supply chain source. However, any information regarding stock balances In-Theater is gained only through a series of phone calls and emails, rather than an inventory system that allows visibility of materiel at all stocking locations. Source: DLA J-354 Class of Supply Analysis
- Lack of inventory integration within and between Services often results in unnecessary requisitions, and longer lead-times. Supply cross leveling is currently being used in theater and to some extent between Services. Current process is work-intensive, and is typically a tactical solution that has not been attempted on a larger scale. For visibility of stocks between SMUs, the Marines use the SASSY (Supported Activities Supply System) system. Within CENTCOM, an interface between a Marine SMU (Supply Maintenance Unit) and the Army SARSS (Standard Army Retail Supply System) is used (14% of Marine CL IX requisitions are fulfilled by the Army). Other specific solutions have been developed between Services, but most are limited to a particular weapons system. Example: Air Force and Navy working together on C-130 parts visibility. Source: USTC J-5S Class of Supply Analysis
- There are no tools to enable optimization and maintenance of RIC / DODAAC referral patterns. As a result, many referral patterns are inefficient or out dated. Example: lack of interconnectivity within the USARPAC (US Army Pacific) Units or other Services in Oahu, Hawaii. Source: USTC J-5S Class of Supply Analysis
- Inventory positions at supply chain nodes exists but operators must interrogate multiple systems to access this information. Once visibility is obtained there is no requisition process to allow cross service buys. Source: USTC J-5S Class of Supply Analysis
- Service-unique systems must be able to provide demand data, supply status, and track financial transactions (including carcasses when ordering repair-ables). Source: USTC J-5S Class of Supply Analysis
- DBSS (Defense Blood Standard System) is not interconnected or visible in other distribution information systems enabling tracking receipt/wait time trends and not all Air Force MTFs (Medical Treatment Facility) are fielded with DBSS. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Landstuhl must manually track/trace blood to know what is coming with the patient. Lack of enroute tracking can complicate medical procedures at receiving treatment facilities due to lack of transfusion history. This also complicates en-route care for AE (Air Evacuation) missions. SF 518 documents are used to document each transfusion of a blood product. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- DBSS (Defense Blood Standard System) is not interconnected between various sites and not all blood stockage locations have access to DBSS. T-DBSS (Theater-DBSS: Laptop) is not currently located within deployed locations. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Poor decision-making
- Difficulty in mining and analyzing logistics data.
- Lack of understanding of true cost to serve.
- Unnecessarily long lead-time is required to receive materiel that is available at other In-Theater locations. Manual processes to locate needed materiel, in lieu of automated options, require a high degree of effort in both time and resources.
- Increased transportation costs and inventory carrying costs
- Inflated Customer Wait Time

- Inefficient transportation resource usage
- Increased the time and effort necessary to track the product disposition.
- Risk of lack of accuracy during "look-back" investigations

Potential Opportunities

Codify procedures and processes to consider and evaluate all available inventory, including Service-owned inventory, in order to reserve and distribute materiel from the most appropriate and efficient stocking location. Establish process and system interfaces to support the execution of this capability.

- Create a net-centric system solution, which integrates components' inventory visibility and management for enhanced decision support.
- Enable the systems in use to display on-hand inventory quantities for all Class IV materiel, for all locations, in near-real time. This capability would enable inventory transfers, with appropriate approval, based on near real-time supply demand data.
- Develop policies, processes, and enabling systems interfaces that provide seamless referrals between Services and allow for financial reconciliation and inventory planning and management.
- Enable processes for defense-wide (joint, inter-agency with hooks into GSA (Government Supply Agency) and coalition partners) inventory planning and management.

Initiatives Supporting

Department of Defense Executive Agent (DoD EA)
 OSD Portfolio Management Initiatives
 Business Systems Modernization (BSM)
 National Inventory Management Strategy (NIMS)

IT Systems Supporting

DSS (Distribution Standard System), IDE (Integrated Data Environment), Service retail systems, Service wholesale systems, BSM (Business System Modernization), DPMS (Distribution Planning Management System), DBSS (Defense Blood Standard System)

Process Architecture Change Impact

ED.4.0, ED.4.6

Affected Components

JS J4 (Joint Staff Logistics)
 ASBPO (Armed Services Blood Program Office)
 Services
 OSD AT&L (Office of the Secretary of Defense Acquisition, Technology, and Logistics)
 DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

- JL(D) JIC 2.1 : Deliver supplies to the point of need
- JL(D) JIC 2.1.1 : Position sustainment stocks
- JL(D) JIC 2.1.2 : Cross-level sustainment
- JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user
- JL(D) JIC 2.1.2.2 : Coordinate replenishment of cross-leveled materiel
- JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE
- JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)
- JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture
- JL(D) JIC 3.1.2.3 : Redirect materiel
- JL(D) JIC 3.2.1 : Operate JDDE lift assets
- JL(D) JIC 3.2.2.2.2 : Manage commercial, host-nation, and inter-agency terminals
- JL(D) JIC 3.4.4.3.1 : Conduct financial transactions between Services, US Forces and multi-national partners enabling redirection of resources

CINC 129 Requirements Linkage

- CINC Requirement 5 : Identify prepositioned war reserve material available within appropriate constraints such as time phase, location, allocation, and ownership.
- CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts
- CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items
- CINC Requirement 8 : Provide timely and accurate information on the location and contents of prepositioned stocks and supplies.
- CINC Requirement 11 : Provide timely and accurate information on the location and status of CLASS V: Ammunition
- CINC Requirement 14 : Provide "drill down" query ability to gain information on prepositioned war reserve material.
- CINC Requirement 21 : Provide the capability to conduct a near real time logistical supportability analysis of a COA. (restated)
- CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL
- CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

Externally Validated – 25 January 2006

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 48 : Provide the capability to conduct a near real time medical supportability analysis of a COA. (restated)

CINC Requirement 51 : Provide the capability to conduct a near real time engineering supportability analysis of a COA. (restated)

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 56 : Provide timely and accurate information on the location and status of CLASS IV: Construction Materiel (restated)

CINC Requirement 62 : Identify munitions resupply assets and support resources available within appropriate constraints such as time-phase, location, allocation, and ownership.

CINC Requirement 64 : Identify materiel assets available within appropriate constraints such as time phase, location, allocation, and ownership.

CINC Requirement 74 : Identify POL assets and support resources available within appropriate constraints such as time-phase, location, allocation, and ownership.

CINC Requirement 75 : Provide the ability to identify assets (by Supply Class) that host nations/Allies/Coalitions can provide to friendly forces. (restated)

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

CINC Requirement 118 : Analyze alternatives, such as substitute items, additional asset sources, or different allocations as solutions to projected or actual shortfalls. (restated)

Exercising Joint and Interagency Capabilities



Priority:
16

SCOR Area:
Plan

Ref #:
33

POC: E2E POC
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Phone #:



Problem Statement

Interaction with key national partners is seldom practiced during exercises.

Example/Lessons Learned

- Key partners such as Department of State, MARAD, DLA, DESC, and the transportation industry are often excluded from exercise and simulation planning resulting in a missed opportunity for valuable interaction and insight. Source: USTC Logbook Lessons Learned Published
- When blood is exercised the scenarios seldom adequately stress all tasks/processes (both within and outside the blood community) required to accomplish end-to-end distribution of blood. There can be multiple reasons: exercises do not incorporate or exercise blood tasks or requirements, exercise time period is too early to properly exercise blood requirements, blood SMEs (Subject Matter Experts) are not included in exercise planning process blood SMEs are not included early enough in the exercise planning process, Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- When the joint blood community is included in exercises the C-days exercised do not exercise the full range of medical support tasks. Source: Joint Blood Distribution Working Group, 14-15 Dec 2005
- Exercises such as Cobra Gold do not adequately exercise the blood program. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05
- Joint Blood evaluatees often write their own Master Scenario Events List items (MSEL) during exercises due to lack of blood distribution experience. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Simulated interaction with national partners during exercises causes delays/problems during real-world events.
- Failure to exercise interoperability with national partners during exercises causes delays/problems during real-world events.
- Exercise concepts not fully validated with all national partners.
- Requirements have fewer exercised COAs (Course of Action) for the operators
- Degradation of other commodities support

Potential Opportunities

Key national partners should be included in planning and execution of exercises to validate concepts where they play significant roles.

Initiatives Supporting

Unknown

IT Systems Supporting

SMS (Single Mobility System), GES (GTN Exercise System)

Process Architecture Change Impact

P1

Affected Components

Joint Staff
MARAD (Maritime Administration)
ASBPO (Armed Services Blood Program Office)
COCOMs (Combatant Commands)
Department of State
MSC (Military Sealift Command)
USTRANSCOM (United States Transportation Command)
AMC (Air Mobility Command)
SDDC (Surface Deployment Distribution Command)
DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

CINC 129 Requirements Linkage

CINC Requirement 12 : Display the impact of various logistics alternatives and estimate the impact of implementing a specific alternative over time.

CINC Requirement 103 : Provide the ability to integrate OFDA/ FEMA, and as appropriate, other agencies, logistic requirements. (restated)

CINC Requirement 128 : Share NEO information/data with State Department, coalition partners and Allies.

Carrier Performance and Availability





Priority: **17** **SCOR Area:** Enable Deliver **Ref #:** **23** **POC:** E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:

Problem Statement

There exists a lack of metrics, performance management, feedback mechanisms, and corrective action processes to effectively improve carrier performance and allow for optimum carrier selection and management.

- Shippers lack consistent understanding of carrier performance management processes and metrics.
- Lack of feedback and transparency regarding carrier performance and corrective actions.
- Lack of performance management on carrier customs clearance processes and documentation.
- Inconsistent "enforcement" of carrier performance clauses to ensure service levels are met.
- Shippers generally must choose a US Flag carrier, which typically are more expensive and provide infrequent routing.
- US Flag carrier selection is based on lowest cost and transit time without consideration for best value or other measures of quality; such as reliability, documentation, damaged goods, flexibility in routing, etc.

Example/Lessons Learned

- DDCN (Defense Distribution, Cherry Point North Carolina) expressed problems with carrier performance (no shows) and reporting. DDCN would like to see a Surface Deployment Distribution Command summary of actions/follow-ups on Transportation Discrepancy Reports and other reports of substandard carrier performance. Source: USTC J-5S Class of Supply Analysis
- Army Air Force Exchange Service has experienced problems with lost documentation and resulting customs clearance problems. Source: USTC J-5S Class of Supply Analysis
- Shippers have experienced performance issues with service and routes with certain carriers. Source: USTC J-5S Class of Supply Analysis
- The use of "feeder" vessels provides poor Intransit Visibility and increased wait time. Source: USTC J-5S Class of Supply Analysis
- Site visits revealed that many DoD shippers feel constrained by current surface shipping options. Source: USTC J-5S Class of Supply Analysis
- Shippers feel they do not have enough of a "vote" in selecting carriers, and that U.S. Flag Carrier Preference is too limiting. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Damaged Goods
- Inconsistent transit times
- Loss of shipper confidence
- Increased Transit Times
- Perceived poor performance

Potential Opportunities

Performance requirements and correlating measurements should be documented and monitored as part of contractual agreements. Enforce carrier performance contained in contract clauses. Performance reviews, including detailed substantiation, should take place on a routine basis.

- Define carrier performance management and associated metrics.
- Define processes for reporting and feedback. Examples include: 6 month formal review, monthly feedback, and immediate performance feedback enabled by a web-based tool
- Ensure quality standards are communicated consistently to shippers and carriers.
- Provide carrier performance training to shippers.
- Performance-Based Awards where the best carriers receive the greatest amount of business.
- Enforce carrier performance contained in contract clauses.
- Check the status of progress of this issue with the DTRP IPT (Distribution and Transportation Reengineering Process Integrated Process Team)
- Conduct a mission impact survey of DoD shippers to determine the level of synchronization between shipper requirements and contracted carrier availability and performance.
- Evaluate and revise doctrine, policy, and law regarding the certification of carriers.
- Evaluate and revise exception/waiver criteria for non-US flag restrictions.

Initiatives Supporting

Defense Transportation Coordination Initiative (DTCI)
 Army Air Force Exchange Service webstore for shipping documentation
 Integrated Booking Systems - Shipper Select Initiative
 Tailored Transportation Contract (TTC II)
 DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

IT Systems Supporting

IBS (Integrated Booking System)

Process Architecture Change Impact

P4.2.1, EP.2.1, EP.6.4, D1.7, ED.1.1, ED.1.2, ED.2.1, ED.3.1

Affected Components

SDDC (Surface Deployment Distribution Command)

Services

USTRANSCOM (United States Transportation Command)

DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 3.1.1.3 : Provide JDDE decision support

JL(D) JIC 3.1.1.4.4 : Conduct planning for JDDE lines of communication

JL(D) JIC 3.1.2.4 : Control JDDE assets

JL(D) JIC 3.1.2.4.1 : Control JDDE lift assets

JL(D) JIC 3.2.1 : Operate JDDE lift assets

JL(D) JIC 3.2.1.1 : Expand joint distribution lift capabilities

JL(D) JIC 3.2.1.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency lift assets

JL(D) JIC 3.2.1.1.2 : Manage commercial, host-nation, and inter-agency lift assets

JL(D) JIC 3.2.1.4 : Conduct selected onload/offload

JL(D) JIC 3.2.2.1 : Perform terminal operations

JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations

JL(D) JIC 3.2.2.2 : Expand terminal operations capabilities

JL(D) JIC 3.2.3 : Operate JDDE organizations

JL(D) JIC 3.2.3.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency organizations

JL(D) JIC 3.2.3.1.2 : Manage commercial, military, HNS, MN, IA distribution organizations

JL(D) JIC 3.2.4 : Maintain JDDE Lines of Communication

JL(D) JIC 3.2.4.1 : Expand lines of communication

CINC 129 Requirements Linkage

CINC Requirement 4 : Provide all mode tracking information from the point of origin (Fort, Base, Port, Station) for each unit (personnel and equipment) in near real time through all intermediate stops (POE, POD, TAA) to the final location in an operational area.

CINC Requirement 42 : Provide the ability to monitor asset consumption and distribution statistics to compare them against historical data and/or user defined metrics and determine recommended alternatives when deviations are beyond metric limits.

Tracking of Consolidated Orders



Priority:
18

SCOR Area:
Deliver

Ref #:
2

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Problem Statement

Clothing and textile customers are unable to track individual orders that have been consolidated into larger shipments.

Example/Lessons Learned

- Desert uniforms were ordered for Operation Iraqi Freedom, but manufacturing shortages and deficiencies in the transportation system delayed delivery. Because a credible delivery date could not be communicated to the warfighter, redundant orders were placed for the same materiel.

Source: DLA J-354 Class of Supply Analysis

Operational Impact

- Time spent by the warfighter in attempting to track down order status information
- Excessive re-ordering of materiel.
- Strain on a congested transportation system with multiple shipments
- Distortion or overstatement of the demand

Potential Opportunities

Currently the Defense Distribution Center (DDC) is manually extracting requestor data from disparate systems, and entering the information onto a spreadsheet to show all movements. The solution is to create a single access point to allow customers to track their orders throughout the system. The optimal approach is to capture the data in one system. Duplicate orders would decrease as the requester gains confidence that the order status is accurate. DDC resources to be utilized performing other value added activities.

Initiatives Supporting

Unified View '06 (E2E Visibility)
DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)
DPfM Focus Area (Support GTN/IDE Convergence Implementation)
DPfM Focus Area (C2 Fusion Center Engineering (BRAC))
DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)
DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

IT Systems Supporting

DSS, GTN

Process Architecture Change Impact

D1.3.2, D1.3.3, ED.3

Affected Components

DLA (Defense Logistics Agency)
Services
USTRANSCOM (United States Transportation Command)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 2.1.2 : Cross-level sustainment
JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user
JL(D) JIC 2.1.2.2 : Coordinate replenishment of cross-leveled materiel
JL(D) JIC 3.1.2.1 : Share information among all elements of the JDDE
JL(D) JIC 3.1.2.1.1 : Utilize common logistic data (data transparency)
JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture
JL(D) JIC 3.1.2.3 : Redirect materiel
JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)
JL(D) JIC 3.2.2 : Operate JDDE terminals

JL(D) JIC 3.2.2.1 : Perform terminal operations

JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities

JL(D) JIC 3.4.4.5 : Establish and manage a global distribution container system

CINC 129 Requirements Linkage

CINC Requirement 11 : Provide timely and accurate information on the location and status of CLASS V: Ammunition

CINC Requirement 13 : Provide ad hoc query capability to find movements related information.

Retrograde Scheduling and Preparation



Priority:
19

SCOR Area:
Plan

Ref #:
12

POC: E2E POC
Email: USTC-DPO-E2E.Process@ustranscom.mil
Phone #:



Problem Statement

Scheduling, collection, preparation and movement processes for reparable retrograde are poorly defined

Example/Lessons Learned

- Customers not consistently following processes / policies for retrograde. Items not shipped at right time or using proper procedures. Source: USTC J-5S Class of Supply Analysis
- Retrograde materials frequently not shipped according to disposition instructions causing delays, damage, and unnecessary transportation, processing, and handling costs. Central Intermediate Repair Facility (CIRF)-Ramstein experiences workload and distribution problems with items expedited for repair that do not have repair funding. Defense Depot Anniston Alabama (DDAA) routinely receives items that should not be returned (such as basic issue items or other components of end items) Source: USTC J-5S Class of Supply Analysis
- Lack of retrograde consolidation causes unpredictable receiving and workload at depots and repair facilities. CIRF-Ramstein unable to efficiently plan workload and distribution due to poor shipment consolidation of propellers. Source: USTC J-5S Class of Supply Analysis
- During OEF (Operation Enduring Freedom), Naval Air Terminal Norfolk was designated as the APOD for receiving retrograded cargo but was not equipped with personnel, infrastructure, and cargo handling capability to deal with the 250% increase in cargo. Source: USTC Logbook Lessons Learned Published
- Army's Distribution Management Team (on OIF (Operation Iraqi Freedom)): the retrograde process quality was poor with little discipline; material was not separated by air and ground; or by condition code; paperwork was not well secured to assets or was improperly prepared; and some shipments were poorly packed. Source: Objective Assessment of Logistics in Iraq
- Navy's Technical Assistance for Repairables Packaging program ensured proper documentation and packaging of repairables, but did not prevent misrouting and delays at APOEs (Aerial Port of Embarkations) and SPOEs (Sea Port of Embarkations), and other intermediate shipments points. Source: Objective Assessment of Logistics in Iraq

Operational Impact

- Inefficient use of backhaul resources and infrastructure
- Repair/rebuild scheduling volatility
- Excess handling from the SSA (Supply Support Activity) to the depot
- Delays in shipping and receiving processes
- Damage to shipments or transportation assets due to improper packaging

Potential Opportunities

- Review and revise return scheduling processes and supporting system capabilities including return authorization, shipping, synchronization with MAKE activities (within SCOR 7.0) (repair, rebuild, and reclamation), and synchronization with financial activities.
- Review and revise business rules for retrograde shipping instructions such as mode, packaging, special handling, required delivery date, and synchronization with maintenance, rebuild, and reclamation processes.
- Review and revise return credit business rules, and determine feasibility of retrograde credit penalties to recover excess handling costs for non compliance with disposition instructions.
- Develop retrograde shipment and receipt compliance metrics, and identify noncompliance trends by organization or exception. Develop and implement training to support improvement in areas of noncompliance.
- Review consolidation of retrograde materiel flow to determine feasibility of using in-theater TDC-type organizations to consolidate retrograde into economical shipment quantities.
- Retrograde Assistance Teams modeled after US Navy Technical Assistance for Repairable Processing (TARP) Teams, or others identified as retrograde shipment experts should be readily available and called forward as needed.

Initiatives Supporting

LM&R/SCI Retrograde Improvement Team
 Technical Assistance For Repairables Protection (TARP)
 DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

IT Systems Supporting

Standard Automated Materiel Management System (SAMMS), Distribution Standard System (DSS), Electronic Retrograde Management System (ERMS), Advanced Traceability And Control (ATAC), Supported Activities Supply System (SASSY), Standard Army Retail Supply System (SARSS), Standard Base Supply System (SBSS)

Process Architecture Change Impact

P5.0.0, P5.1.0, P5.2.0, P5.3.0, P5.4.0, M1.1, EM3.3, DR1.1.0, DR1.1.1, DR1.1.2, DR1.2.0, F.0

Affected Components

OSD L&MR (Office of the Secretary of Defense Logistics and Material Readiness)
USTRANSCOM J3
OSD (Office of the Secretary of Defense)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 2.2 : Expand distribution capability to support global sustainment surge requirements
JL(D) JIC 2.3 : Conduct retrograde operations
JL(D) JIC 2.3.2 : Conduct retrograde of equipment
JL(D) JIC 3.1.2.4 : Control JDDE assets
JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)
JL(D) JIC 3.2.1.4 : Conduct selected onload/offload
JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations
JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities

CINC 129 Requirements Linkage

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.
CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.
CINC Requirement 66 : Provide the ability to identify requirements for material/container handling equipment for reception and retrograde.

Customer Service





Priority: **20**
SCOR Area: Plan
Ref #: 6
POC: E2E POC
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Phone #:

Problem Statement

No standard metrics or methods are used to evaluate customer service levels across the entire supply chain. Across the DoD, customer service measurement and feedback is limited in both frequency and communication. Customers are unaware of customer service contact mechanisms to obtain help on product, order, delivery, and support information. Customer requirements and service standards are often poorly documented or unknown. Most stakeholders, at the retail level conduct customer service meetings on an "as-needed" basis to obtain customer feedback and adjust priorities accordingly.

Example/Lessons Learned

- DDC (Defense Distribution Center) maintains proprietary customer performance metrics. Customer satisfaction is monitored, evaluated, and reviewed at weekly staff meetings, briefings, and phone calls with the customers. Source: USTC J-5S Class of Supply Analysis
- AMCOM (Army Aviation & Missile Command) measures warehouse processing time and number of backorders. Source: USTC J-5S Class of Supply Analysis
- NOLSC (Naval Operational Logistics Support Center) is addressing customer service through on-site visits and surveys gauging customer satisfaction with service and support. Source: USTC J-5S Class of Supply Analysis
- Interactions with customers are often reactive vs. proactive. Source: USTC J-5S Class of Supply Analysis
- 325th FSB (Forward Support Battalion) monitors customer service using RWT (Requisition Wait Time) and little interaction exists with the customer outside of complaints. Source: USTC J-5S Class of Supply Analysis
- DDCT (Defense Distribution Center Corpus Christi Texas) reported that no documented metrics exists for a quick analysis of customer performance. Customer satisfaction is monitored and evaluated through weekly staff meetings, briefings, and phone calls with the customers. Source: USTC J-5S Class of Supply Analysis
- 3rd CSSG SMU (SASSY Management Units) reviews "CWT" (Customer Wait Time) weekly to measure customer service. Beyond this metric, interactions exist with customers when they phone or email complaints. Source: USTC J-5S Class of Supply Analysis
- Albany ICP (Inventory Control Point) focuses its attention on "CWT" when assessing their performance to their SMUs. Source: USTC J-5S Class of Supply Analysis
- No established thresholds exist for distribution transit times from ASWBPL (Armed Service Whole Blood Processing Lab) (East/West) to BTC/BSU (Blood Transshipment Center / Blood Supply Unit) or level 2 / 3 MTFs (Medical Treatment Facilities). Standards are established for ETA (Estimated Time of Arrival) variance (24 and 48 hours past ETA) Source: Joint Blood Distribution Working Group, 14-15 Dec 2005

Operational Impact

- Poor customer service
- Loss of warfighter confidence

Potential Opportunities

- All service providers (i.e. DLA, Service materiel commands, distribution nodes, USTRANSCOM:
- Define customer service strategy and associated processes.
 - Develop communications plan to establish frequency and methods of communication for feedback and outreach.
 - Develop metrics to assess and track performance against customer requirements.
 - Ensure appropriate organizations are included in distribution call center routing.

Initiatives Supporting

DDC Call Center (1-877-DLA-CALL)
 DPfM Focus Area (Support GTN/IDE Convergence Implementation)
 DPfM Focus Area (C2 Fusion Center Engineering (BRAC))
 DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)
 DLA Customer Relationship Management

IT Systems Supporting

n/a

Process Architecture Change Impact

P1.4, P2.4, P4.4

Affected Components

OSD AT&L (Office of the Secretary of Defense Acquisition, Technology, and Logistics)

ASBPO (Armed Services Blood Program Office)

USTRANSCOM J3

Service Materiel Commands

JS J4 (Joint Staff Logistics)

JL(D) JIC FAA Linkage

JL(D) JIC 3.4.4.1.1 : Formulate joint deployment and distribution doctrine, and tactics, techniques and procedures (TTPs)

CINC 129 Requirements Linkage

CINC Requirement 42 : Provide the ability to monitor asset consumption and distribution statistics to compare them against historical data and/or user defined metrics and determine recommended alternatives when deviations are beyond metric limits.

Heavy Weight Commercial Tender



Priority:
21

SCOR Area:
Enable Deliver

Ref #:
8

POC: E2E POC
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Phone #:



Problem Statement

Shippers cannot use commercial international heavy weight tenders for shipments over 150 lbs due to restrictions on weight, HAZMAT, and biohazard.

Example/Lessons Learned

- Shippers feel that commercial carriers can provide a more reliable service at cost competitive prices. Source: USTC J-5S Class of Supply Analysis
- Generally, shippers do not feel they have sufficient options, and the options they do have are not in the best interests of their customers. Source: USTC J-5S Class of Supply Analysis
- Shippers have the option to use tenders for one-time-only or infrequent requirements, but this option is time consuming, more than 1 – 3 days Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Reduced visibility resulting from OTO movements
- Increased cost
- Poor transportation spend management

Potential Opportunities

- Develop commercial tender service providing WWX- (World Wide Express) - like service to cover shipping requirements between 151 and XXX lbs (300 - 999 lbs, as determined by IPT (Integrated Process Team)). Use Naval Operational Logistics Support Center (NOLSC) business case as a guide. NOLSC has already estimated reduced wait times and over \$2.5 million in annual savings to the Navy alone compared to current Military Air (MILAIR) performance and costs.
- Army Air Force Exchange (AAFES) and Navy Exchange (NEX) could use WWX-like small package premium service. This could result in cost savings and better DoD Second Destination Transportation (SDT) spend management.
- Develop WWX-like service to address shipping requirements for HAZMAT and Biohazard for CL VIII-Blood.

Initiatives Supporting

World Wide Express (WWX)

IT Systems Supporting

n/a

Process Architecture Change Impact

P4.2.2, D1.7.2, ED.6, EP.6.4

Affected Components

AMC (Air Mobility Command)
ASBPO (Armed Services Blood Program Office)
Exchange Services
Services
USTRANSCOM (United States Transportation Command)
NOLSC (Naval Operational Logistics Support Center)
DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 3.1.2.2 : Provide visibility of JDDE assets within the common operational picture
JL(D) JIC 3.1.2.3 : Redirect materiel
JL(D) JIC 3.1.2.4 : Control JDDE assets
JL(D) JIC 3.2.1.1.2 : Manage commercial, host-nation, and inter-agency lift assets
JL(D) JIC 3.2.2.2 : Expand terminal operations capabilities

JL(D) JIC 3.2.3 : Operate JDDE organizations

CINC 129 Requirements Linkage

CINC Requirement 4 : Provide all mode tracking information from the point of origin (Fort, Base, Port, Station) for each unit (personnel and equipment) in near real time through all intermediate stops (POE, POD, TAA) to the final location in an operational area.

CINC Requirement 6 : Provide timely and accurate information on the location and status of CLASS IX: Repair Parts

CINC Requirement 7 : Provide timely and accurate information on the location and status of CLASS VII: Major End Items

CINC Requirement 10 : Provide a timely and advance notification of inbound shipments prior to arrival of strategic lift ports of transportation requirements. (restated)

CINC Requirement 13 : Provide ad hoc query capability to find movements related information.

CINC Requirement 37 : Provide timely and accurate information on the location, status, and identity of lateral distribution/referrals between parties (agencies, organizations, and services).

CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood

CINC Requirement 46 : Provide timely and accurate information on the location and status of CLASS I: Subsistence/Water

CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment

CINC Requirement 79 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies of Multi-national agencies. (restated)

CINC Requirement 112 : Provide timely and accurate information on the location and status of CLASS X: Non military items

CINC Requirement 115 : Provide timely and accurate information on the location and status of CLASS VI: Personal Demand Items

Class III Transportation Responsibility



Priority:
22

SCOR Area:
Deliver

Ref #:
4

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Problem Statement

The responsibility for establishing CL III bulk petroleum transportation mechanisms (contracts, tenders, etc.) varies under differing situations (e.g., Continental United States (CONUS) versus Outside Continental United States (OCONUS), peacetime versus wartime), which leads to conflicting interpretations of which organization is responsible for the mission. This results in multiple organizations having some level of this capability, and the resultant risk of sub-optimization. It also inhibits the ability to quickly and consistently resolve issues such as border crossing delays. In addition, the adoption of policies such as, tracking mechanisms on government/commercial truck assets is limited by the lack of a single, worldwide bulk petroleum transportation organization.

Example/Lessons Learned

- In Europe, Defense Energy Support Center (DESC) put contracts in place to move Jet Petroleum Thermally Stable (JPTS) from the United Kingdom (UK) to the Middle East via inter-modal containers. Source: DLA J-354 Class of Supply Analysis
- European Command (EUCOM) Intra-theater Commercial Transportation Branch (ICTB) arranged trucking transportation to move product from Turkish North Atlantic Treaty Organization (NATO) terminals to Iraq. Source: DLA J-354 Class of Supply Analysis
- DESC made trucking transportation arrangements to move fuel in various locations in support of Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF) requirements. However, within both Iraq and Afghanistan, personnel at base level put in place transportation arrangements to move fuel to forward locations within those countries. Source: DLA J-354 Class of Supply Analysis
- DESC recently put in place product and trucking transportation arrangements in Kuwait and Iraq as an alternative to the previous arrangements put in place by the Army's logistics capability (LOGCAP) contractor. Funding for this is handled by DESC via a supplemental appropriation. The LOGCAP contract arrangement was previously funded by the Army. Source: DLA J-354 Class of Supply Analysis
- In the Pacific Theater, the Military Services make transportation arrangements and utilize DESC funds to execute. Source: DLA J-354 Class of Supply Analysis
- Excessive border/customs crossing delays for vehicles both entering and exiting Iraq remains a significant concern. Source: DLA J-354 Class of Supply Analysis
- Lack of a consistent means of tracking truck shipments (no universal ITV system) into and out of Iraq frequently results in additional shipments of product which can further clog the already crowded transportation routes. Source: DLA J-354 Class of Supply Analysis

Operational Impact

Multiple organizations are currently establishing CL III bulk petroleum transportation "mechanisms" throughout the world. This process is not efficient. In addition, internal competition for limited resources can be created between classes of supply when multiple organizations are all approaching a limited contractor base for their assets (e.g., trucks).

Potential Opportunities

- Assign responsibility for establishing CL III bulk petroleum transportation mechanisms (contracts, tenders, etc.) worldwide to provide support in both peacetime and wartime scenarios.
- This organization should review how the current worldwide transportation mission is being parceled out and determine if a more efficient and effective approach can be established.

Initiatives Supporting

n/a

IT Systems Supporting

n/a

Process Architecture Change Impact

P4.1.0, P4.2.0, P4.3.0, P4.4.0, D1.5.0, D1.6.0, D1.7.0, D1.10.0

Affected Components

SDDC (Surface Deployment Distribution Command)
HQ USTRANSCOM
DDOCs (Deployment Distribution Operations Centers)
DESC
MSC (Military Sealift Command)
RCCs (Regional Combatant Commands)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

JL(D) JIC 3.1.1 : Conduct JDDE assessment and planning

JL(D) JIC 3.1.1.1 : Conduct requirement assessment

JL(D) JIC 3.1.1.1.1 : Conduct movement requirement assessment

JL(D) JIC 3.1.1.1.2 : Conduct sustainment requirement assessment

JL(D) JIC 3.1.1.2 : Determine theater distribution nodes & capabilities (friendly/enemy)

JL(D) JIC 3.1.1.3 : Provide JDDE decision support

JL(D) JIC 3.1.1.3.1 : Perform mode/node distribution optimization analysis

JL(D) JIC 3.1.1.5 : Plan for the expansion of global resources to support mobilization and deployment/employment requirements

JL(D) JIC 3.1.2 : Control JDDE Operations

JL(D) JIC 3.1.2.5 : Identify, locate, and communicate with friendly forces (HNS, IA, MN, contractor & NGO)

JL(D) JIC 3.1.2.6 : Integrate deployment & distribution systems (commercial, military, and IA/MN)

JL(D) JIC 3.2.1 : Operate JDDE lift assets

JL(D) JIC 3.2.1.1 : Expand joint distribution lift capabilities

JL(D) JIC 3.2.1.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency lift assets

JL(D) JIC 3.2.1.1.2 : Manage commercial, host-nation, and inter-agency lift assets

JL(D) JIC 3.2.1.3 : Manage a global distribution container system

JL(D) JIC 3.3.3 : Provide/Coordinate for protection of JDDE assets

JL(D) JIC 3.3.3.1 : Provide/Coordinate for protection of JDDE lift assets, terminals, organizations and lines of communication

CINC 129 Requirements Linkage

CINC Requirement 19 : Provide ad hoc query capability to find transportation infrastructure related information.

CINC Requirement 23 : Provide timely and accurate information on the location and status of CLASS III: POL

CINC Requirement 26 : Provide ad hoc query capability to find POL related information.

CINC Requirement 32 : Compare time-phased material requirements by supply class and by critical sustainment items with time-phased available resources to determine shortfalls and constraints.

CINC Requirement 38 : Determine time-phased intratheater movement requirements and capabilities for POL using theater infrastructure.

CINC Requirement 50 : Determine requirements for POL-related support resources such as POL-related storage facilities, special handling equipment (e.g., pumps), intratheater transportation assets, and skilled manpower.

CINC Requirement 69 : Determine time-phased nonunit movement requirements for materiel resupply. (restated)

CINC Requirement 74 : Identify POL assets and support resources available within appropriate constraints such as time-phase, location, allocation, and ownership.

CINC Requirement 91 : Determine requirements for materiel-related support resources such as storage and repair facilities, special equipment, hazardous material handling, dated material, and skilled manpower. (restated)

Determine and Coordinate Convoy Security



Priority:
23

SCOR Area:
Deliver

Ref #:
1

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Problem Statement

The Theater Commander has not always been able to provide the appropriate security in a timely manner during movement from the Public Warehouse Company (PWC) to / from final destination. In some cases there are insufficient security assets to oversee convoy security In-Country, and therefore, all movement requirements are competing for the same limited resources.

Example/Lessons Learned

- In Iraq, the lack of security provider options for Class I created unnecessary delays in shipment. Vehicles were delayed for periods of time after delivery to final destination, until a security asset was available for escort on the return trip. In addition to the stated security problem, the vehicle was subsequently unavailable for other missions during the time it was waiting for an escort back to the depot. Source: DLA J-354 Class of Supply Analysis

Operational Impact

- Shipments are delayed, because security is not always available for either the outbound or the inbound movement. The delay magnifies congestion at the node where the shipments are departing.
- Delays in movement require the Prime Vendor (PV) to increase distribution assets (trucks/drivers) to enable subsequent deliveries to proceed, as originally scheduled. This will add additional cost.
- Other impacts: Some products spoil during shipment (primarily fresh fruits/vegetables); loss of confidence in on-time delivery, resulting in excess ordering.

Potential Opportunities

DLA, as the Executive Agent for Subsistence, would like to have the option to utilize a non-DoD provider of security. This may also potentially decrease the number of organic convoy security assets being used. The Theater Movement Control Officer (MCO) would still manage all movements of convoys. This is a policy issue and is currently under review for Class I, retrograde only, using PWC trucks.

Initiatives Supporting

Joint Logistics (Distribution) - Joint Integrating Concept (JL(D) - JIC)
DLA Security Pilot

IT Systems Supporting

n/a

Process Architecture Change Impact

D1.6.6, ED.9.1

Affected Components

JS J4 (Joint Staff Logistics)
RCCs (Regional Combatant Commands)
Services
Army G4 (Army Logistics)
DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user
JL(D) JIC 3.2.1.1.1 : Execute contingency contracting for commercial, host-nation, and inter-agency lift assets
JL(D) JIC 3.2.1.1.2 : Manage commercial, host-nation, and inter-agency lift assets
JL(D) JIC 3.2.1.3 : Manage a global distribution container system
JL(D) JIC 3.3.3 : Provide/Coordinate for protection of JDDE assets
JL(D) JIC 3.3.3.1 : Provide/Coordinate for protection of JDDE lift assets, terminals, organizations and lines of communication

CINC 129 Requirements Linkage

CINC Requirement 25 : Assess the location, capacity and throughput capability (commercial and military) to handle the transportation workload

associated with a planned military deployment.

CINC Requirement 61 : Estimate the time-phased transportation assets and their capabilities required to move forces and materiel from origin to destination. (restated)

CINC Requirement 67 : Provide an integrated assessment of people, equipment, supplies and maintenance and training status, considering coalition forces and host nation support.

CINC Requirement 69 : Determine time-phased nonunit movement requirements for materiel resupply. (restated)

Mail Delivery



Priority:
24

SCOR Area:
Enable Deliver

Ref #:
14

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Phone #:



Problem Statement

- APO / FPO (Army / Air Force Post Office / Fleet Post Office) management processes do not accommodate the speed and frequency of units moves in theater. As a result excessive USPS (United States Postal Service) carrier mail "returned to sender".
- Units are not ensuring proper handling of registered mail.

Example/Lessons Learned

- GSA (General Supply Administration) has excessive return to sender on USPS carrier mail to Kuwait or Iraq due to what seems to be a lack of APO management / forwarding for moved / redeployed units. Source: USTC J-5S Class of Supply Analysis
- EUCOM (European Command) observed a lack of training or policy guidance that all registered mail have a U.S. escort. Source: USTC J-5S Class of Supply Analysis
- The MPSA (Military Postal Service Agency) is the functional manager for Postal Service overseas. Services retain operational ownership of these locations and have certain responsibilities to initiate changes to APOs / FPOs when needed. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Mail delivery delays or "Return to Sender"
- Potential loss of mail tracking and security
- Loss of morale to the war fighter

Potential Opportunities

- Review and clarify roles and responsibilities for APO / FPO management in DOD 4525.8-M and 4525.6-M.
- Review and revise processes for APO / FPO management.
- Develop and implement centralized training for mail requirements to include registered mail.

Initiatives Supporting

DoD Official Mail Workshop
 ASI (Additional Skill Identifier) F5
 CENTCOM J4 initiative to increase frequency of mail delivery within Iraq and Afghanistan
 European Intermodal Distribution Mail Working Group

IT Systems Supporting

n/a

Process Architecture Change Impact

D1.2, ED.6.6

Affected Components

MPSA (Army Military Postal Service Agency)
 Service Staffs
 USPS (United States Postal Service)
 AMC (Air Mobility Command)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need

CINC 129 Requirements Linkage

Predictive Forecasting for Equipment Failures



Priority:
25

SCOR Area:
Enable Plan

Ref #:
19

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Phone #:



Problem Statement

- Where predictive maintenance forecasting capabilities exist they are not linked (machine to machine) to distribution and logistics support responses.
- Predictive maintenance forecasting capabilities are not resident in many major end items.
- Systems maintenance today is either conducted reactively, after a costly failure occurs, or routinely, whether maintenance is needed or not. (Sense and Respond Logistics)

Example/Lessons Learned

- Operations at AMCOM (Army Aviation & Missile Command) and maintenance activities make limited use of predictive forecasting. Source: USTC J-5S Class of Supply Analysis
- MOG (Maximum on Ground) problems at forward airfields due to "hard broke" aircraft create problems with equipment availability and the distribution system's ability to respond to an immediate need. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Delayed flow of materiel due to node congestion.
- Increased transportation requirement for maintenance contact teams, equipment, and spare parts.
- Decreased operational availability.

Potential Opportunities

- Link distribution / logistics responses to maintenance failure sensing capabilities.
- Implement predictive monitoring, forecasting, and maintenance strategy with supporting capabilities to achieve maintenance resource scheduling, prioritization, cost reduction, and increased equipment availability.

Initiatives Supporting

Performance Based Logistics (PBL)
Condition-Based Maintenance Plus (CBM+)
Machinery Health Monitoring Sense and Respond Logistics (MHM S&RL)
Assistant Deputy for the Under Secretary of Defense Maintenance Policy Programs and Resources (ADUSD(MPP&R))

IT Systems Supporting

HUMS (Health and Utilization Measurement System)

Process Architecture Change Impact

P4.1.2, EP.5.3, M1.1, EM.3

Affected Components

ADUSD(L&MR)/MR&MP) (Assistant Deputy Under Secretary of Defense for Materiel Readiness and Ma
OSD L&MR (Office of the Secretary of Defense Logistics and Material Readiness)
Service Staffs
Service Materiel Commands
AMC (Air Mobility Command)
SDDC (Surface Deployment Distribution Command)
DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 3.1.2.3 : Redirect materiel

CINC 129 Requirements Linkage

CINC Requirement 1 : Plan, manage and track strategic air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

Externally Validated – 25 January 2006

CINC Requirement 2 : Plan, manage and track Intratheater air lift, sea lift and ground lift by military and commercial means (EDI) for cargo and personnel. (restated)

CINC Requirement 3 : Provide capability to view the status and availability of all assets in theater, in-transit, or in a repair or production process, detect pipeline bottlenecks and provide recommended alternatives to overcome the bottleneck.

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.

CINC Requirement 70 : Provide automated tools to aid in determining the combat support actions to reconstitute a force or capability as required (Preposition Stockage). (restated)

CINC Requirement 83 : Provide timely and accurate information on the location, status, and identity of units, personnel, equipment, and supplies with emphasis on Maintenance (GS/DS/Depot). (restated)

CINC Requirement 91 : Determine requirements for materiel-related support resources such as storage and repair facilities, special equipment, hazardous material handling, dated material, and skilled manpower. (restated)

Class VIII Materiel Handling



Priority:
26

SCOR Area:
Deliver

Ref #:
5

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Problem Statement

Personnel at intermediate distribution nodes frequently do not adhere to the special materiel requirements for proper processing, storing, and forwarding of medical materiel.

Who: Personnel at intermediate Air Ports of Debarcation (APODs), Trailer Transfer Points (TTP), and other transshipment nodes including Kuwait (KCIA), Qatar (Al Udiid), and Iraq (BIAP), and other tactical nodes and transfer points.

What: Improper or inadequate special handling (e.g. cold chain management, temperature sensitive, hazardous materiel) requirements. Do not process, store, and forward medical materiel adequately to ensure it is received by the customer in a timely manner and in serviceable condition.

When/Where: Multiple nodes throughout the supply chain shipping to and from the customer.

How: Inappropriate handling.

Why: Multiple reasons, including failure to comply with written guidance (e.g. some follow outdated Defense Logistics Agency (DLA) publication versus latest United States Army Medical Materiel Agency (USAMMA) protocol), lack of trained personnel to manage & advocate for Class VIII, and lack of urgency for Class VIII movement relative to other node priorities (First-in, First-out).

Example/Lessons Learned

- In Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF), Central Command Air Forces (CENTAF) APODs (Aerial Ports of Debarcation) did not adhere to the unique handling and storage requirements, including consideration of repackaged items, which resulted in the removal of Radio Frequency (RF) tags. This included operations in Kuwait (KCIA), Qatar (Al Udeid), Iraq (BIAP), and other tactical nodes and transfer points (e.g. Theater & Corps, and Corps & Division). Source: DLA J-354 Class of Supply Analysis

Operational Impact

Medical materiel received by the customer is not delivered in a timely manner or in a serviceable condition. The root cause for this activity was identified to be a gap in the training and management of the personnel at the intermediate and transshipment nodes.

D1.10.7 – Intermediate distribution nodes do not adhere to medical materiel conveyance, temporary storage, and special handling requirements, protecting from extreme environmental conditions (heat, cold, rain), which results in deteriorated materiel that could not be used.

D1.10.8 – Intermediate distribution nodes did not expeditiously forward medical materiel onward for delivery to customers, resulting in medical materiel that was delayed or lost in transit.

D1.10.9 – ROOT CAUSE. There is conflicting or inconsistent guidance across all distribution nodes (e.g. approved USAMMA Cold Chain protocol, outdated protocols, and other Service-specific guidance), lack of understanding by personnel, and failure to comply with written guidance.

DR1.4.6 – Intermediate distribution nodes do not adhere to medical materiel conveyance, temporary storage, and special handling requirements, protecting from extreme environmental conditions (heat, cold, rain), which results in deteriorated materiel that could not be used.

DR1.4.7 – Intermediate distribution nodes did not expeditiously return medical materiel, resulting in medical materiel that was delayed or lost in transit.

ED.3.0 – The removal of RF tags from pallets at intermediate nodes eliminates visibility of materiel intransit within the supply chain.

Potential Opportunities

Establish an end-to-end distribution process where the requirements for Class VIII handling and movement are fully incorporated into operational and tactical management, and strictly adhered to. The process would include identification of non-compliant nodes, utilization of protected storage (e.g. Golden Hour Boxes), knowledge transfer, and Department of Defense (DoD) responsibility for training personnel in the handling and management requirements of medical materiel.

Initiatives Supporting

DPfM Focus Area (Theater Distribution Management - TC-AIMS / CMOS / DSS Integration)

DPfM Focus Area (Support GTN/IDE Convergence Implementation)

DPfM Focus Area (C2 Fusion Center Engineering (BRAC))

DPfM Focus Area (Logistics (Distribution) COP with Standardized Tools for C2 Fusion Center, JDDOC, Ports, & JTF-PO)

DPfM Focus Area (Netcentric Transaction Backbone for Ammo and E2E Distribution)

MTS (Minnesota Thermal Science) Box

IT Systems Supporting

n/a

Process Architecture Change Impact

D1.10.7, D1.10.8, D1.10.9, ED3.0, DR1.4.6, DR1.4.7

Affected Components

Army G4 (Army Logistics)
Blood Program R&D (Research and Development) Office
Services
AMC (Air Mobility Command)
DLA (Defense Logistics Agency)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 3.1.1.4.2 : Conduct JDDE terminal planning
JL(D) JIC 3.1.1.4.3 : Conduct JDDE organization planning
JL(D) JIC 3.1.2.4.2 : Control JDDE terminals
JL(D) JIC 3.1.2.4.3 : Control JDDE organizations

CINC 129 Requirements Linkage

CINC Requirement 35 : Provide the ability to identify shortfalls and limitations in infrastructure resources
CINC Requirement 43 : Provide timely and accurate information on the location and status of CLASS VIII: Medical Supplies/Blood
CINC Requirement 54 : Compare medical support requirements to available resources to determine shortfalls and constraints.
CINC Requirement 91 : Determine requirements for materiel-related support resources such as storage and repair facilities, special equipment, hazardous material handling, dated material, and skilled manpower. (restated)
CINC Requirement 107 : Define alternative medical support networks consisting of transportation links between hospital nodes and compare their relative effectiveness.

Pallet Build Business Rules



Priority:
27

SCOR Area:
Enable Deliver

Ref #:
11

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Phone #:



Problem Statement

- Pallet build business rules (weight and cube utilization, pure vs. mixed pallets) are at odds with metrics such as pallet hold time, causing unclear priorities (efficiency (cost) vs. effectiveness (speed)).
- Lack of clear understanding of cost-to-serve and related "trade-offs" necessary to make optimal distribution decisions.
- Current capabilities do not allow discrete activities and costs (pallet break down, holding, frustration clearance, etc.) to be tied to shipments.

Example/Lessons Learned

- Current operations at numerous distribution nodes revealed both successes and challenges in implementing "pure pallets". Stakeholders, at aerial ports and other key nodes, feel driven by metrics to reduce hold time and are at odds with current guidance to maximize the use of pure pallets. Source: USTC J-5S Class of Supply Analysis
- Significant gaps in information and metrics required to manage and optimize distribution. Source: USTC J-5S Class of Supply Analysis

Operational Impact

- Slows speed of materiel transiting through intermediate nodes.
- Poor weight and cube utilization for transportation assets.
- Lack of understanding of how shipment units are constructed.
- Inconsistent application of pallet construction by unit, location, and situation.

Potential Opportunities

- Codify, communicate, and enforce pallet build business rules that maximizes support to the war fighter at best value to the government.
- Create enabling metrics to compliment and balance speed and cost "trade-offs".

Initiatives Supporting

Air Mobility Command - Defense Distribution Center Integrated Process Team (AMC-DDC IPT)
Pure Pallet Initiative
Joint Modular Intermodal Distribution System (JMIDS)

IT Systems Supporting

Global Air Transportation Execution System (GATES), Distribution Standard System (DSS), Cargo Movement Operations System (CMOS), Cargo Movement Operations System – Theater Distribution Center (CMOS-TDC)

Process Architecture Change Impact

D1.10.2, ED.6.2

Affected Components

AMC (Air Mobility Command)
USTRANSCOM J3
DDC (Defense Distribution Center)

JL(D) JIC FAA Linkage

- JL(D) JIC 2.1 : Deliver supplies to the point of need
- JL(D) JIC 2.1.2 : Cross-level sustainment
- JL(D) JIC 3.1.1.1.2 : Conduct sustainment requirement assessment
- JL(D) JIC 3.2.1.1 : Expand joint distribution lift capabilities
- JL(D) JIC 3.2.1.4 : Conduct selected onload/offload
- JL(D) JIC 3.2.2.1.1 : Conduct onload/offload operations
- JL(D) JIC 3.2.2.1.2 : Conduct sorting/routing activities
- JL(D) JIC 3.2.3.2 : Provide financial management support for organizations
- JL(D) JIC 3.3.2.1 : Assess the threat on JDDE lift assets, terminals, organizations and lines of communication
- JL(D) JIC 3.4.4.3 : Influence development of a DOD financial capability that enables agile redirection of resources

CINC 129 Requirements Linkage

Legal and Regulatory Updates



Priority:
28

SCOR Area:
Enable Deliver

Ref #:
20

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Phone #:



Problem Statement

- Shippers and users are unaware of changes to domestic and international laws and regulations.
- Shippers and users do not always follow proper procedures for customs clearance processes.

Example/Lessons Learned

- EUCOM (European Command) outlined specific challenges to stay informed of European highway traffic laws, customs regulations, and other applicable governance information. Laws change frequently resulting in non-compliance, delays, and fines. Source: USTC J-5S Class of Supply Analysis
- The German Ministry of Finance will not allow the DoD (Department of Defense) to use the new electronic clearance process until current process deficiencies are resolved. The DDDE (Defense Distribution Depot Europe) and the European Distribution Conference cited the current "15,000 open customs documents NATO 302s." Source: USTC J-5S Class of Supply Analysis
- In EUCOM it is difficult to move frozen products from Sigonella to Landstuhl using commercial means due to a number of factors including Italian regulations for dry ice, which cause hazmat and biohazard issues for customs clearances. Source: Class VIII-Blood Meeting, Falls Church, VA Dec 05

Operational Impact

- Cumbersome process to maintain awareness of applicable laws.
- Risk of non-compliance due to ignorance of applicable laws/regulations.
- U.S. cargo does not clear customs in a timely manner.

Potential Opportunities

- Establish a single point of contact in each RCC (Regional Combatant Command) for updated highway traffic laws, customs regulations, or other applicable governance information needed to manage distribution and develop a process to gather, review, and share customs and regulatory information
- Review processes and IERs (Information Exchange Requirements) for air and surface booking and manifesting processes to ensure ITV (Intransit Visibility) and customs requirements for cargo specificity are met.
- Develop automated interfaces between DoD booking and manifesting systems and the applicable country's customs clearance systems / processes.
- Review and revise DTR (Defense Transportation Regulation) Chapter 5 and OSD (Office of the Secretary of Defense) Foreign Clearance Guides to reflect actual customs operations

Initiatives Supporting

OSD Foreign Clearance Guide
NATO systems

IT Systems Supporting

n/a

Process Architecture Change Impact

ED.8.1, ED.8.2, ED.8.4

Affected Components

OSD (Office of the Secretary of Defense)
ASBPO (Armed Services Blood Program Office)
Department of State
RCCs (Regional Combatant Commands)
SDDC (Surface Deployment Distribution Command)

JL(D) JIC FAA Linkage

JL(D) JIC 2.1 : Deliver supplies to the point of need
JL(D) JIC 2.1.2.1 : Deliver cross-leveled materiel to end user
JL(D) JIC 2.3 : Conduct retrograde operations
JL(D) JIC 2.3.1 : Conduct retrograde of supplies

JL(D) JIC 2.3.2 : Conduct retrograde of equipment

JL(D) JIC 2.4 : Coordinate HNS, IA, MN, contractor & NGO distribution services

JL(D) JIC 2.4.2 : Coordinate direct vendor delivery

JL(D) JIC 3.1.2.5 : Identify, locate, and communicate with friendly forces (HNS, IA, MN, contractor & NGO)

JL(D) JIC 3.2.4.1 : Expand lines of communication

JL(D) JIC 3.2.4.2 : Integrate JDDE lines of communication actions with commercial, host-nation, and inter-agency activities

CINC 129 Requirements Linkage

CINC Requirement 119 : Share information/data with host nation, coalition partners and Allies, and as appropriate, other agencies.

Customer Returns




Priority: **29** **SCOR Area:** Deliver **Ref #:** 3 **POC:** Mr Robert Harding J-354
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Problem Statement

Class II Customers do not follow the return process directives, which define the conditions that materiel may be returned, where they should be returned to, if they may be returned for credit, and other factors involving return policy. When these policies are not followed, the burden of compliance then falls upon Defense Distribution Center (DDC), which must supply the manpower to identify what is being returned and how it may be dispositioned.

Example/Lessons Learned

- Excess Class II materiel is returned to the depot, though the preferred disposition would have been to dispose of them locally. (DoD 4140.R, May 23, 2003 Chapter 6, Customer Returns) Source: DLA J-354 Class of Supply Analysis

Operational Impact

- Unauthorized inventory growth
- Unproductive use of receiving and processing manpower in the depot
- Transportation funds misused by the returning unit
- Lost opportunity of use by a lateral unit

Potential Opportunities

Identify customers who are not following defined procedures for disposition of materiel. This could be accomplished via a report in Distribution Standard System (DSS) and Standard Automated Materiel Management System (SAMMS). Identification of the non-compliant customers, as well as the procedures not being adhered to, would close the information loop. Attention could then be directed toward advising and training those customers on the appropriate procedures.

Initiatives Supporting

n/a

IT Systems Supporting

DSS, SAMMS, BSM (Business Systems Modernization)

Process Architecture Change Impact

ER1.1, ER1.2, ER1.3, ER1.5, ER2.1, ER2.2, ER2.3, P5

Affected Components

DLA (Defense Logistics Agency)
Services

JL(D) JIC FAA Linkage

JL(D) JIC 2.3 : Conduct retrograde operations
JL(D) JIC 2.3.1 : Conduct retrograde of supplies

CINC 129 Requirements Linkage

CINC Requirement 47 : Plan, manage and track retrograde by military and commercial means (EDI) for cargo and personnel.
CINC Requirement 55 : Provide timely and accurate information on the location and status of CLASS II: Individual Equipment
CINC Requirement 63 : Receive and integrate the complete (i.e., intra-continental United States, inter-theater, intra-theater) movement requirements and generate the optimum strategic transportation network for a military deployment and redeployment including an integrated deployment plan for the retrograde of materiel. Note: to include unit, nonunit and other cargo requirements.
CINC Requirement 108 : Identify the materiel (i.e., supply classes VII (end items) and IX (reparables), and designated salvage and other materiel) to be retrograded from the theater of operations. (restated)