FY19 Approved Time Definite Delivery Standards

Effective 01 Oct 2018

USTRANSCOM
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MEMORANDUM FOR RECORD

FROM: USTRANSCOM J4-LM

SUBJECT: Approved FY19 Time Definite Delivery Standards

1. The attached document outlines the approved FY19 Time Definite Delivery (TDD) standards. The FY19 standards were approved by the Joint Deployment and Distribution Enterprise (JDDE) Distribution Steering Group voting members in September 2018 and were effective 01 October 2018.

2. These standards will remain in affect until further notice.

//ORIGINAL SIGNED//
DERECK K. WILSON
MAJ, USA
Chief, TCJ4-LM, Metrics & Analysis Branch

1 Attachment:
1. FY19 Approved TDD Standards
Capability Standard Input Updates for FY19
Sub-segment Definitions, Methodology and Data

MAJ Dereck K. Wilson, TCJ4-LM
Current as of 14 September 2018
Background

• The following slides provide a detailed list of inputs from all process owners.
• Updated information has burgundy color font and/or a superscript \(^{(FY19)}\) marking.
• For cases where the input values were the same for all streams, the values are shown. Otherwise the Methodology is explained.
• Facer slides proceed each table in order to further describe the information and/or methodology presented in the slides.
• For further information regarding the background of this initiative, see the Capability vs Operational Needs Project Overview report (dated July 2016) located on Distribute.mil.
For IntraCONUS in FY18, the four customer regions which subdivide the 48 states into Northeast (NE), Southeast (SE), Central (CE), and West (WE) were further subdivided to include the 12 top-volume states. The ‘US Other’ region which previously contained Navy ship customers with missing address data has been integrated into the four geographic regions using Navy-supplied location data. No changes were made to consignee locations for FY19 distribution streams.
FY19 CONUS Customer Regions

- Twelve states have ~500 unique distribution streams representing the top-volume states.
  - In CY17, State streams contained over 80% of the CONUS requisition volume.
- Remaining volume assigned to 160+ regional streams for Northeast (NE), Southeast (SE), Central (CE) and West (WE).
The Source segment starts with the document date which is derived from the Julian date within the requisition number and ends with the Material Release Order (MRO) at the supply location. It encompasses three sub-segments which are Requisition Submission Time (RST), Service Processing Time (SPT), and Inventory Control Point (ICP) Processing Time. The Services own the time in RST and SPT while the ICP processing is managed by the Supply Group reported within the stream.

The term ‘Auto-Calc’ (Auto-Calculation) in the entry designates the input was based on historical processing times with USTCJ4-LM created auto-calc methodology to fill the gaps from multiple process owners. The methodology is outlined at the end of the capability standards section after the Theater segment capability standards.
Source Segment

- Source is comprised of 3 sub-segments:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requisition Submission</td>
<td>Services</td>
<td>Document Date to Establish Date (push to DAAS)</td>
<td>Wholesale vs Retail decision</td>
</tr>
<tr>
<td>Service Processing</td>
<td>Services</td>
<td>Establish Date to Return Date (push to Item Manager)</td>
<td>Service determines how to fill &amp; funding</td>
</tr>
<tr>
<td>Inventory Control Point (ICP)</td>
<td>Defense Logistics Agency (DLA) Government Services Administration (GSA) and Services</td>
<td>Return Date to Material Release Order (MRO) - Excludes backorder time</td>
<td>Item manager determines where to fill, creates MRO</td>
</tr>
</tbody>
</table>
RST begins with the Julian date within the document number and ends with the establish date when it is received by Logistics Metrics Analysis Reporting System (LMARS).

SPT begins with the establish date and ends with the Requisition Transmit date when processing instructions are received by the customer to indicate the appropriate ICP. The capability standard was calculated using a function of Service volume by requisition count and rounding their inputs up to the nearest whole number. The next slide provides the aggregate values determined from inputs received from the Services.

The ICP time is owned by the supplier of the requisition and starts with the requisition transmit date and ends with the MRO at the source location. With our supplier groupings, DLA and GSA provided inputs. DLA provided one day citing their data analysis showed more than 15% of the requisitions took at least one day to process through the ICP. GSA provided an input of three days based on their Planned DVD instructions written in GSA publication ON-16-02, GSS (General Supply and Services (GSS) Operational Notice (ON) A0-16-02, Standard Delivery Time Requirements for GSS Global Supply Program. For streams sourced by ‘Other’ and Combatant Command (CCMD) depot groups, the historical performance was calculated using CY17 SDDB data and resulted in an entry of one day for all streams sourced from blended CCMD depot group comprised of Service / DLA depots.
### Source Segment

- **Capability Standard for each sub-segment:**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Days</th>
<th>Exceptions (Auto-Calculate streams)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requisition Submission</td>
<td>Services</td>
<td>1</td>
<td>Auto Calculate: Low volume streams with Mode &amp; Location that are not known (truck in location w/o depot, ex Truck Azores or Planned DVD – Truck – Japan)</td>
</tr>
<tr>
<td>Service Processing</td>
<td>Services</td>
<td>1</td>
<td>Same as Requisition Submission</td>
</tr>
</tbody>
</table>
| Inventory Control Point (ICP)  | DLA / GSA / Services | DLA: 1  
GSA: 3  
Other: Auto = 1 | NORTHCOM OCONUS, CONUS OTHER and OCONUS OTHER depot groups (Service sourced requisitions) historical performance of 1 day for **CY17**                                                                                     |
The Supplier segment starts with the MRO at the supply location and ends with the last reported supplier activity. For Commercial Express (moved under NGDS), MILAIR (loose Military Air shipments to the port), OCONUS truck and all IntraCONUS modes, the supplier segment ends at the warehouse ship timestamp. One exception (new in FY19) is for Alaska truck streams that have consolidation in CONUS; those streams end the supplier at the Container Consolidation Point (CCP) ship time stamp applied when the truck departs.

For MILALOC (palletized Military Air shipments to the port) and Category A (CAT A; commercialized MILALOC called COMALOC), the supplier ends at the CCP ship time stamp applied to the pallet.

For requisitions transported by ocean, the Supplier Segment ends at the carrier pick-up event. DLA sources the abundance in CONUS and Combatant Command (CCMD) forward depots. GSA manages GSA Planned DVD while Services’ requisitions mostly reside in the ‘Other’ supply groups for CONUS/OCONUS and some of the CCMD depot groups.
Supplier Segment – Depot Group Definitions

- Supplier activities are performed by DLA, GSA, and Services, at their locations or by contracted vendors.
  - DLA non-DVD groups include Service owned material on the shelf at DLA depot.
  - Excludes all DVDs marked as Backordered or Unplanned (CorpFill or CWTFill).
  - Also excludes DLA DVDs marked as Non-Stocked (CorpFill = E); N/A for CWTFill.

<table>
<thead>
<tr>
<th>Owner</th>
<th>Depot Groups</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>DLA</td>
<td>DDSP</td>
<td>Any Req sourced from DDSP (RICs physically located at DDSP with Alias of DDSP).</td>
</tr>
<tr>
<td></td>
<td>DDJC</td>
<td>Any Req sourced from DDJC (RICs physically located at DDJC with Alias of DDJC).</td>
</tr>
<tr>
<td></td>
<td>DDRT (CONUS only)</td>
<td>Any Req sourced from DDRT for CONUS Customer (RICs physically located at DDRT with Alias of DDRT. For OCONUS customers, DDRT is in DLA CONUS).</td>
</tr>
<tr>
<td></td>
<td>DLA CONUS</td>
<td>Any DLA managed depot located in CONUS not listed separately.</td>
</tr>
<tr>
<td></td>
<td>DLA Planned DVD</td>
<td>Any DLA sourced DVD that is Planned (CorpFill = B) or Immediate Issue (CorpFill = A).</td>
</tr>
<tr>
<td>GSA</td>
<td>GSA Planned DVD</td>
<td>Any GSA sourced DVD that is Planned (CWTFill = B) or Immediate Issue (CWTFill = A).</td>
</tr>
<tr>
<td>Services</td>
<td>CONUS Other, OCONUS Other</td>
<td>Any non DLA or GSA depot (mostly Services) including off the shelf, Service sourced DVDs or very low volume of GSA non-DVD. Volume split in FY18 to CONUS and OCONUS sourced.</td>
</tr>
<tr>
<td>multiple</td>
<td>AFRICOM, EUCOM, INDOPACOM, CENTCOM, NORTHCOM OCONUS</td>
<td>Any Req sourced from that CCMD. Supplier segment defined by DLA since primary volume is from DLA except for NORTHCOM OCONUS, which is set to auto-calculate based on historical performance of service owned depots. New in FY18: AFRICOM and NORTHCOM OCONUS.</td>
</tr>
</tbody>
</table>
The Source Segment section above was outlined by sub-segment. Based on the complexities of Supplier processing, the Supplier Segment overview will be broken down by mode. In the following slides, the CCMD Depot Groups column header shows the summary for depot streams from USAFRICOM, USCENTCOM, USEUCOM, USNORTHCOM OCONUS (primarily Alaska) and USINDOPACOM which breakout all OCONUS CCMDs where sourcing currently originates. Each of these CCMD Depot Groups include all volume from DLA and Service depots which is sourced from within each CCMD listed above. In most cases, the DLA volume is the primary or the only depot(s), except for NORTHCOM OCONUS.
### Supplier Segment

- **Supplier is comprised of 1-4 sub-segments, depending on mode:**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pick, Pack and Ship (PPS) + AC (Await Carrier) for MILAIR, Truck, &amp; IntraCONUS</td>
<td>DLA, GSA, Services, Vendors; See Auto-Calc for Other (Services)</td>
<td>MRO Date to Warehouse ship (physical departure from depot)</td>
<td>Includes time waiting for departure of shipment (or truck)</td>
</tr>
<tr>
<td>Transportation to CCP (Consolidation and Containerization Point)</td>
<td>Defined by DLA or GSA; See Auto-Calc for Other (Services)</td>
<td>Warehouse Ship to CCP receipt</td>
<td>Transportation is contracted by others (USTRANSCOM/USPS) but scheduled by depot</td>
</tr>
<tr>
<td>CCP Processing (+ AC for CAT A, MILALOC &amp; Consolidated Truck)</td>
<td>DLA</td>
<td>CCP receipt to CCP ship (physical departure from CCP for air shipments)</td>
<td>Item manager determines where to fill, creates MRO</td>
</tr>
<tr>
<td>AC Pickup (separate for Ocean only)</td>
<td>Defined by DLA</td>
<td>CCP ship (door closed on container) to Carrier Pickup (physical departure from CCP)</td>
<td>Carrier picks up container whenever necessary to meet container RDD and sail date</td>
</tr>
</tbody>
</table>
Supplier Segment – Commercial Air

Commercial Air Supplier Segment consists of warehouse processing and AC pick-up (Pick, Pack and Ship (PPS)) for shipments moved by Next Generation Delivery Service/Total Delivery Services (NGDS/TDS) while CAT A employs all supplier segments. Supplier inputs are provided in the slides to follow. DLA Distribution Susquehanna Pennsylvania (DDSP) and DLA Distribution San Joaquin California (DDJC) are the two primary CONUS DLA depots that source requisitions for both CONUS and OCONUS customers.

For PPS time, DLA provided an input of three days for depots and four days for Planned DVD vendors. The number was derived from DLA standard operating business rules where requisitions with a 3 priority get three days for PPS time for depots and four days for DVD vendors. Since more than 15% of the requisitions that travel via commercial air are priority 3, a three day PPS time was submitted for depot sources from both CONUS and OCONUS locations and four days for DVD vendors for DLA. Depending on the primary method of transportation to the CCP, some PPS times are impacted by a delay for consolidation or departure of the shipment. This Awaiting Carrier (AC) time was added to the PPS or CCP time as noted in the previous slide. DLA provided transportation times from the warehouse to CCP and for CCP process time. The transit times to the CCP were based on the following criteria:

- 0 days - Collocated facilities (DDSP depot function to DDSP CCP function).
- 8 days - Assuming weekday pick-ups only for Planned DVD vendors to CCP via Parcel Post.
- 9 or 11 days - Scheduled truck route transit times for DDSP or DDJC to opposite CCP location.
- 7 or 8 days - Less than Truckload (LTL) transit time for DLA CONUS sources to DDSP or DDJC.
DLA also provided CCP processing times. For the CAT A shipments, eight days were given for five days of consolidation time for air shipments and three days for AC pick-up, based on roller bed trucks using Monday thru Friday pick-ups. The CCP Processing time was used for all CAT A shipments coming from other sources than DLA. DLA CONUS sourced CAT A shipments were also given five days for consolidation and three days AC pickup, making a CCP processing standard of eight days total.

GSA submitted ten days for their vendor processing time until carrier pick-up and when required, an additional ten days for insertion into the DTS at CCP receipt. For NGDS shipments, ten days was given for PPS since the shipments enter DTS when the carrier picks up the shipment. For CAT A, GSA Planned DVD vendor shipments were given ten days for PPS and ten days for transit to the CCP based on GSA publication ON-16-02.

For the ‘Other’ Depot groups, a global four day PPS time plus three days Awaiting Carrier was calculated with CY17 SDDB data for NGDS shipments. For CAT A, a 23 day Supplier time was calculated from historical data for the segment, and used to allocate the sub-segments. This was the methodology applied to all segments with multiple process owners and transitions for segments with auto calculation notations. After calculation of the historical segment level standard, the days were allocated across the sub-segments using other provider inputs as the guideline.
## Supplier Segment – Commercial Air

### Capability Standard for each sub-segment:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>DLA depot groups (DDSP, DDJC, DLA CONUS)</th>
<th>DLA Planned DVD</th>
<th>GSA Planned DVD</th>
<th>CONUS / OCONUS Other</th>
<th>CCMD Depot Group*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPS (Comm Express)</td>
<td>3</td>
<td>4</td>
<td>10</td>
<td>Auto-Calc = 4 + 3 FY19</td>
<td>3</td>
</tr>
</tbody>
</table>
| PPS (CAT A) + AC for some streams | 3 – DDJC to West CCP  
3 – DDSP to West CCP  
3 – CONUS to West CCP  
3 – DDSP to East CCP  
3 – DDJC to East CCP  
5 FY19 – CONUS to East CCP | 4 + 3 | 10 | Auto-Calc = 23 FY19 for Supplier Time; PPS = 4 + 3 FY19 | N/A |
| Transportation to CCP (for CAT A) | 0 – DDJC to West CCP  
11 FY19 – DDSP to West CCP  
8 – DLA CONUS to West CCP  
0 – DDSP to East CCP  
9 FY19 – DDJC to East CCP  
7 FY19 – DLA CONUS to East CCP | 8 | 10 | 8 FY19 | N/A |
| CCP Processing + AC (for CAT A) | 5 + 3 | 5 + 3 | 5 + 3 (per DLA) | 5 + 3 (per DLA) | N/A |

* CCMD Depot Groups = AFRICOM, CENTCOM, EUCOM, etc.  
  FY19 Updated standard
Military Air consists of two transportation methods; MILAIR with a shipment sent loose to the port where it is palletized for onward movement and MILALOC where shipments are palletized within the supplier segment and sent to the port for onward movement. MILAIR consists of only the PPS process where MILALOC contains multiple supplier processes.

For MILAIR PPS time, DLA provided an input of three days for PPS with the same assumption that at least 15% of the requisitions were priority 3. For FY19, the AC time for this mode was updated to be consistent across DLA depot locations with three days for DDSP, DDJC and DLA CONUS. The inputs were based on further research of the mode to the next node utilized at the DLA facilities, as well as a review of historical performance to confirm the updated approach. DLA also inputted four days for PPS time and four days AC time for DLA Planned DVD vendors.

GSA provided ten days for PPS and continued with six days for transit to the port of embarkation (POE) in accordance with GSA publication ON-16-02. For the ‘Other’ depot group, the historic performance for CY17 was calculated using SDDB and resulted in ten days for PPS and AC.

Finally, for MILAIR from CCMD depots, PPS was defined by DLA since that is the primary source of volume. DLA assigned three days for PPS and two days consolidation/AC from USAFRICOM, USCENTCOM, or USPACOM; from USEUCOM, DLA assigned three days PPS and three days consolidation / AC. In addition the streams from NORTHCOM OCONUS (Service depots) were calculated with CY17 data and will also be measured at three days PPS and two days AC.
For MILALOC, DLA depots were assigned three days with DLA Planned DVD vendors receiving four days. The number was derived from DLA standard operating business rules where requisitions with a priority 3 get three days for PPS time for depots and four days for DVD vendors. At least 15% of the requisitions transported by MILALOC from DLA locations are priority 3. Depending on the primary method of transportation to the CCP or POE, some PPS and CCP times are impacted by a delay for consolidation or departure of the shipment. This AC time was added to the PPS or CCP time as noted in the following slide. For MILALOC, DLA provided transportation times from the warehouse to CCP and CCP process time. The transit times to the CCP were based on the following criteria:

- 0 days - Collocated facilities (DDSP depot function to DDSP CCP function).
- 7 days - Scheduled truck route transit times from DLA CONUS to either CCP location.
- 11 days – Scheduled truck route transit times for DDSP or DDJC to opposite CCP location.

DLA also submitted three days PPS and three days consolidation/AC for CCMD sourced shipments marked as MILALOC to account for consolidation time in OCONUS depots. It will be counted in the overall Supplier segment as part of the PPS sub-segment since that is where it is measured. There are no OCONUS CCPs officially, so this activity is measured in PPS which is the only OCONUS Supplier process.
CONUS sourced GSA Planned DVDs were assigned ten days for their vendor supplier processes. Ten days was given to PPS while ten additional days was given for transit to the CCP based on GSA publication ON-16-02.

For the ‘Other’ Depot group, a PPS time was calculated across all CCMDs with CY17 SDDB data for MILALOC shipments. After calculation of the historical sub-segment standard, the days were allocated across the sub-segments using other inputs as the guideline. See the following slide for details.
## Supplier Segment – Military Air

### Capability Standard for each sub-segment:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>DLA depot groups (DDSP, DDJC, DLA CONUS)</th>
<th>DLA Planned DVD</th>
<th>GSA Planned DVD</th>
<th>CONUS / OCONUS Other</th>
<th>CCMD Depot Groups*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPS + AC (MILAIR)</td>
<td>3+3 FY19 (all), except DLA CONUS to Ukraine = 14</td>
<td>4 + 4; Columbia = 4 + 11</td>
<td>10</td>
<td>Auto-Calc = 10 FY19</td>
<td>All streams (from AF, CE, NO, PA) 3+2 FY19 From EU: 3+3 FY19</td>
</tr>
<tr>
<td>PPS (MILALOC)</td>
<td>3: DDJC to JC 3+2 FY19 : DDJC to SP 3: DDSP to SP or JC 3+2 FY19: CONUS to either CCP</td>
<td>4 + 3</td>
<td>10</td>
<td>Auto-Calc: CONUS=7 FY19 OCONUS=6 + 8</td>
<td>PPS: 3 + 3 FY19 (3 days PPS plus 3 days consolidation; no CCP for OCONUS depots)</td>
</tr>
<tr>
<td>Transportation to CCP (MILALOC)</td>
<td>0: DDJC to JC, DDSP to SP 7 FY19: CONUS to either CCP 11 FY19 : DDSP to JC, DDJC to SP</td>
<td>8 to DDSP CCP 7 FY19 to DDJC CCP</td>
<td>10</td>
<td>Auto-calc: CONUS = 10 FY19 OCONUS =0</td>
<td></td>
</tr>
<tr>
<td>CCP Processing + AC (MILALOC)</td>
<td>5 + 3</td>
<td>5 + 3 (per DLA)</td>
<td>CONUS: 5 + 3 (per DLA) OCONUS: 0 (8 days added to PPS)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* CCMD Depot Groups = AFRICOM, NORTHCOM OCONUS, etc.  
** FY19 Updated standard
OCONUS Truck originates at CCMD depot sources and includes PPS and AC pick-up in the Supplier Segment. Supplier inputs were provided by DLA as most OCONUS sourced requisitions are fulfilled by DLA facilities.

For Truck PPS time, DLA provided an input of three days for PPS with the same assumption that at least 15% of the requisitions were priority 3. Some PPS times are impacted by a delay for consolidation or departure of the truck. This AC time was added to the PPS time as noted in the following slide. The AC time differed by customer location due to different truck route service schedules. The inputs were based on the frequency of truck departures with some locations getting deliveries only once per week and others getting two to three trucks, depending on shipment volume. FY18 trucking schedules and CY17 volume performance were used to update specific country PPS standards as noted on slide.

DLA Planned DVDs are not often sourced OCONUS however, historical data showed minimal volumes in some streams so an automatic calculation was utilized and PPS was set at four days plus eleven days AC. Locations where volume existed but no DLA depot was located were assumed to be service depot volume and set using historical CY17 data. Several “Other” depot groups were added/updated based on CY17 historical performance.

In FY19, additional streams were added to measure CONUS volume which is being trucked to Alaska. The Consolidated Truck method will identify volume which is consolidated at DDJC before trucking up to Alaska.
## Supplier Segment – OCONUS Truck

### Capability Standard for each sub-segment:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>DLA depot groups (DDSP, DDJC, DLA CONUS)</th>
<th>DLA Planned DVD</th>
<th>GSA Planned DVD</th>
<th>CONUS / OCONUS Other</th>
<th>CCMD Depot Groups*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPS+AC for AFRICOM</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>AFRICOM=3 (Djibouti Local truck); 3+7 (others)</td>
</tr>
<tr>
<td>PPS+AC+Customs for CENTCOM (Note: expect mid-year adjustment for more frequent trucks – less AC)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>CENTCOM: Afghanistan = 3** FY19; Kuwait = 3+7+9 FY19; (Sched/Other truck); Kuwait(Local) = 8 FY19; Jordan, Oman, Saudi Arabia=3+21+14 FY19; UAE(Other/Sched)=3+14+14 FY19; Qatar, Iraq=3+7+8 FY19; All others = 3+5 FY19</td>
</tr>
<tr>
<td>PPS+AC for EUCOM (each country has deliveries 1-3x/wk)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>EUCOM: Kosovo= 3+2; Bulgaria, Romania, Germany, N. Italy, U.K., Poland, S. Italy = 3+3 FY19; All others = 3+5 FY19</td>
</tr>
<tr>
<td>PPS+AC for PACOM</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Guam, Hawaii, S. Korea, Okinawa= 3+2 FY19; Mainland Japan=3+3 FY19; All others= 4**</td>
</tr>
<tr>
<td>PPS+AC for NO (Alaska)</td>
<td>SP/JC: 3+3 FY19; DLA CONUS: 8 FY19</td>
<td>Auto-Calc ** = 4 + 11</td>
<td>10 FY18</td>
<td>Auto-Calc ** = 7 FY19</td>
<td>Auto-Calc ** = 3 FY19</td>
</tr>
<tr>
<td>For Alaska only: Plus consolidation at DDJC</td>
<td>Trans to JC: 11 (DDSP), 7 (CONUS); Consolidation: 8</td>
<td>Trans to JC: 7; Consolidation: 8</td>
<td>Trans to JC: 10; Consolidation: 8</td>
<td>Trans to JC: 10; Consolidation: 8</td>
<td></td>
</tr>
<tr>
<td>PPS+AC for SO (Honduras)</td>
<td>N/A</td>
<td>N/A</td>
<td>10 FY18</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* CCMD Depot Groups = AFRICOM, EUCOM, etc.  ** Auto-Calc used when historical route is unknown or no DLA depot (DLA Planned DVD, CCMD Depot Groups, OCONUS Other)  FY19 Updated standard
Supplier Segment – IntraCONUS

IntraCONUS modes include ground scheduled, ground local, ground small package, air small package, LTL, air parcel post, and ‘other’. ‘Other’ includes seven primary modes – Truckload, Other, government watercraft (barge or lighter), Air Freight, Shipper Agent, Other Walk-Thru, and MSC predominately with a multitude of other low volume modes.

All IntraCONUS modes have a supplier segment that consists of a PPS activity starting with an MRO and ending with a warehouse ship. For IntraCONUS, there are four customer regions which subdivide the 48 states into Northeast (NE), Southeast (SE), Central (CE), and West (WE) and in FY18 were further subdivided to include the 12 top-volume states. The DLA depot locations change by separating DLA Distribution Red River Texas (DDRT) volume from DLA CONUS to list individually like DDSP and DDJC. DDRT is the third DLA depot which is a primary source of fill for CONUS customers including scheduled truck routes to several locations. The following IntraCONUS slide provides their inputs. Auto-Calc indicates that no input was received and USTCJ4-LM created methodology to fill the gap. CY17 performance was reviewed and updates are reflected in color font.
For IntraCONUS PPS time, DLA provided an input of three days for PPS with the same assumption that at least 15% of the requisitions were priority 3. The second number added to the PPS time in the following slide shows the different AC times. The AC time differed by supply group, customer location, and mode due to pick-up frequency based on mode differences. The four CONUS regions are abbreviated as CE, NE, SE, and WE and the DLA depots were designated with the abbreviations SP, JC, and RT. For example, the first set of inputs on the following slide show Ground Scheduled sourced from DLA Depots for customers in the Central and West regions, DDJC and DDRT have an six day PPS capability, and DDSP has an eight day PPS capability. The longer AC times usually account for consolidation time for multiple shipments to the same customer (for the same truck route or carrier) while the shorter AC times show the worst case of a shipment ready for pickup on Friday but missing the last pickup by the carrier and waiting over the weekend for pickup. The AC inputs were based on mode to the next node utilized at the DLA facilities. DLA also inputted four days for PPS time for DLA Planned DVD vendors; the AC time took the same mode differences into account.

GSA submitted ten days for their vendor processing time until insertion into the DTS at carrier pick-up in accordance with GSA publication ON-16-02. For the ‘Other’ depot group, the historic performance for CY17 was calculated using the SDDB and resulted in five days for PPS and AC for Ground Scheduled. The historical performance times for the other IntraCONUS modes were 15 days for Air Parcel Post, four days for Ground Local, three days for Air Small Package, and ten days for Ground Small Package. Ground LTL and Other mode were unchanged for FY19. CONUS requisitions are not often sourced from the OCONUS depots so the CCMD depot groups do not have a capability standard designated or measured in the SDDB.
## Capability Standard for each sub-segment:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>DLA depots (DDSP, DDJC, DDRT)</th>
<th>DLA CONUS</th>
<th>DLA Planned DVD</th>
<th>GSA Planned DVD</th>
<th>CONUS / OCONUS Other</th>
<th>CCMD Depot Groups*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPS + AC (Grnd Sched)</td>
<td>CE, WE: 3+3 ( {\text{FY19}} ) (JC, RT), 3+5 ( {\text{FY19}} ) (SP)) NE: 3+3 ( {\text{FY19}} ) (JC, SP), 3+5 ( {\text{FY19}} ) (RT) SE: 3+3 ( {\text{FY19}} ) (JC, RT, SP)</td>
<td>SE: 3+3 ( {\text{FY19}} ), NE, CE, WE: 3+5 ( {\text{FY19}} )</td>
<td>4+11</td>
<td>4+6</td>
<td>Auto-Calc = 5 ( {\text{FY19}} )</td>
<td>N/A</td>
</tr>
<tr>
<td>PPS + AC (Air Parcel Post)</td>
<td>3 + 2 ( {\text{FY19}} )</td>
<td>3 + 2 ( {\text{FY19}} )</td>
<td>6 (DSG approved Change Jan 2018)</td>
<td>4+6</td>
<td>Auto-Calc = 15</td>
<td>N/A</td>
</tr>
<tr>
<td>PPS (Air &amp; Grnd Sm Pkg, Grnd Local)</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>10</td>
<td>Auto-Calc: Grnd Local = 4 ( {\text{FY19}} ); Air Sm Pkg = 3; Grnd Sm Pkg = 10 ( {\text{FY19}} )</td>
<td>N/A</td>
</tr>
<tr>
<td>PPS + AC (Grnd LTL, Other)</td>
<td>3 + 3 ( {\text{FY19}} )</td>
<td>3 + 3 ( {\text{FY19}} )</td>
<td>4+11</td>
<td>4+6</td>
<td>Auto-Calc: Grnd LTL = 5; Other = 8</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* CCMD Depot Groups = AFRICOM, EUCOM, etc.

\( {\text{FY19}} \) Updated standard
Supplier Segment – Ocean

The Ocean mode contains the most sub-segment processes in the Supplier Segment. It starts with the MRO and ends with the carrier pick-up transaction at the CCP. One function with the CCP is direct booking with carriers for ocean movement. This can impact the time spent inside the DLA container yard, but mostly, it is a function of the vessel schedules. The Universal Services Contract (USC) manages the ocean carriers and booking processes. Their contract commences when the line haul carrier picks up the container at the DLA CCP container yard.

For Ocean, DLA depots were assigned three days with DLA Planned DVD vendors receiving four days. The number was derived from DLA standard operating business rules where priority 3 requisitions get three days for PPS time for depots and four days for DVD vendors. At least 15% of the requisitions transported by Ocean from DLA locations are priority 3. Depending on the primary method of transportation to the next node, some PPS or CCP times are impacted by a delay for consolidation or departure of the shipment. This AC time was added to the PPS or CCP time as noted in the following slide.
For Ocean, DLA provided transportation times from the warehouse to CCP and CCP process time. A third location was added in FY18 for ocean container consolidation at the Norfolk Intermodal Hub (NIMH). The transit times to the CCP were based on the following criteria:

- 0 days - Collocated facilities (DDSP depot function to DDSP CCP function).
- 7 days – Transit times for DLA CONUS to any consolidation/CCP Location and for DDSP to Norfolk; also for DLA Planned DVD to DDSP or Norfolk for Southern Italy.
- 9 days - Scheduled truck transit times; DDJC to both DDSP CCP and Norfolk locations.
- 11 days - Scheduled truck transit times from DDSP to DDJC CCP location.
- 5 days – DLA Planned DVD vendors shipping to DDSP (and Norfolk).
- 8 days – DLA Planned DVD vendors to DDJC and Norfolk for USPACOM locations and for Alaska.

DLA also submitted three days PPS and ten days consolidation/AC for CCMD sourced shipments marked as Ocean to account for consolidation time in OCONUS depots. It will be counted in the overall Supplier segment as part of the PPS sub-segment since that is where it is measured. There are no OCONUS CCPs officially so this activity is measured in PPS which is the only OCONUS Supplier process.

GSA submitted ten days for CONUS sourced GSA Planned DVDs to account for their vendor supplier processes and for transit to CCP time. Ten days was given to PPS and ten days were given for transit to the CCP based on GSA publication ON-16-02. For the CONUS and OCONUS ‘Other’ Depot groups, a PPS time was calculated for all CY17 SDDB data for Ocean shipments for both PPS and Transit to CCP sub-segments. After calculation of the historical segment level standard, the days were allocated across the sub-segments using other inputs as the guideline.
The last Ocean supplier sub-segment is the only mode which separates the AC time. The capability for this sub-segment was based on the current ocean schedules with sailing departures that occur once or twice a week. Await carrier pickup standards were set at six days for all streams except Norfolk filled containers which were allowed eleven days starting in FY19. If the customer country had twice a week sailings, then the AC was set at three days. This input was provided by DLA even though it depends on the carrier picking up the container as necessary to meet the required delivery date. Only two countries remain with routine twice a week sailings, Hawaii and Guam; all others are measured against a weekly sailing expectation of six days AC (or eleven days AC for Norfolk filled containers).
### Supplier Segment – Ocean

- **Capability Standard for each sub-segment:**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>DLA depots (DDSP, DDJC)</th>
<th>DLA CONUS</th>
<th>DLA Planned DVD</th>
<th>GSA Planned DVD</th>
<th>CONUS / OCONUS Other</th>
<th>CCMD Depot Groups*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PPS</strong></td>
<td>3: DDJC for PACOM, NO(AK); DDP for all CCMD. 3+2 FY19: DDJC to DDSP for AF, CE, EU, NO(PR, VI) 3+2 FY19: DDJC to Norfolk for all</td>
<td>3+2 FY19: to DDJC, DDSP or Norfolk</td>
<td>4+3: to PACOM, NO(AK). 4+6: to DDSP, to DDJC for British Indian Ocean Territory.</td>
<td>10</td>
<td>Auto-Calc: CONUS = 7 OCONUS = 13</td>
<td>3 + 10 (CCP time)</td>
</tr>
<tr>
<td><strong>Trans to CCP</strong></td>
<td>DDJC to DDJC: 0 DDSP to DDSP: 0 DDSP to DDJC: 11 DDSP to Norfolk: 7 FY19 DDJC to DDSP/Norfolk: 9 FY19</td>
<td>CONUS to DDJC: 7 FY19, CONUS to DDSP/Norfolk: 7 FY19</td>
<td>To DDJC/Norfolk: For NO(AK), PA: 8 To DDSP/Norfolk: for east coast CCMDs: 5, To S. Italy: 7 FY19</td>
<td>10</td>
<td>Auto-Calc: CONUS = 13 OCONUS Other = 0</td>
<td>0</td>
</tr>
<tr>
<td><strong>CCP Processing</strong></td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>CONUS = 10; OCONUS = 0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Await Carrier Pickup</strong></td>
<td>AF, CE, EU, NO (all): 6 FY19 PA(Gu,HI): 3 FY19; PA(Other): 6 FY19 For Norfolk: AF,CE,EU, SO(all): 11 FY19</td>
<td>Same as DLA Depot Groups</td>
<td>Same as DLA Depot Groups</td>
<td>Same as DLA Depot Groups</td>
<td>CONUS: Same as DLA Depots; OCONUS = 7</td>
<td>7; PACOM to Korea: 6</td>
</tr>
</tbody>
</table>

* CCMD Depot Groups = AFRICOM, EUCOM, etc. FY19 Updated standard
The Transporter Segment starts with the last supply activity designated by warehouse ship, CCP ship, or carrier pick-up dates and ends with the hand-off between strategic transportation to theater distribution activities. Based on mode, the transporter and theater hand-off point can be carrier drop-off or POD ship. The end points by mode are provided in *the Backup slides at the end of the slide deck*. The key players in determining standards for Transporter Segment included SDDC, AMC, 618 AOC, USTC AQ, DLA Transportation (DLA T), and Defense Transportation Coordinator (DTC) program office. The term ‘Auto-Calc’ in the entry designates the entry was based on historical processing times with USTCJ4-LM created methodology to fill the gaps from process owners. The Transporter Segment methodology will include more detailed business rules as the USTCJ4-LM team was more intricately involved.
Transporter Segment – Commercial Air Methods

For Commercial Air movements to OCONUS customers, there are two contracts managing carrier performance to OCONUS. For shipments less than 300 pounds (lbs) considered Comm Express (OCONUS customers), the Next Generation Delivery Services (NGDS) under USTRANSCOM TCJ4-LC, designated the transit times based on contract line item numbers (CLINs). For commercial air lines of communication (COMALOC) pallets, the CAT A contract determines the transit times. Each contract provides door to door service with the door being either the depot for NGDS shipments or CCP for CAT A at the origin to the customer location within the CCMDs. The Transporter Segment contains only one sub-segment, Carrier Possession Time (Pickup to Delivery) for CAT A; Comm Express also has a one day standard for Awaiting Strat Carrier Pickup since the contract time does not count the day of pickup. The inputs for the carrier possession time differ by stream and transportation method for commercial air transportation methods.

The commercial air modes for IntraCONUS shipments (Air Small Package and Air Parcel Post) will be addressed in the IntraCONUS Air Modes slide following the Commercial Air Methods overview.
Transporter Segment – Commercial Air Methods

- Transporter is comprised of one sub-segment, including the following methods:
  - OCONUS: CAT A
  - CONUS: Air Small Package, Air Parcel Post

- Comm Express has two sub-segments, Awaiting Strat Carrier Pickup and Carrier Transit.

- The Next Generation Delivery Services (NGDS) contract provides the Commercial Express and Air Small Package. Commercial Services also manages the CAT A contract and the Air Parcel Post contract with support from commercial carriers as well as the United States Postal Service (USPS).

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrier Transit Time</td>
<td>TCJ4-LC &amp; TCAQ</td>
<td>Carrier Pickup to Carrier Drop-off</td>
<td>Includes time while shipment is in the carrier’s possession including customs processing before drop-off to customer (OCONUS)</td>
</tr>
</tbody>
</table>
For requisitions moving from a CONUS depot or vendor location to a CONUS customer location, there are seven transportation methods. Although the different modes move from different origins to different destinations under different contracts and standards, the Transporter Segment begins at the warehouse ship and ends with delivery of the cargo for all IntraCONUS movements. Some modes have more visibility than others requiring assumptions and methodology changes by mode.

**Air Modes:**
In CONUS, there are two types of air modes – Air Parcel Post and Air Small Package. For Air Small Package, analysts used November 2016 NGDS report from the program’s website. Of all of the CONUS Contract CLINs, 92% of the volume moved within a CLIN with a two day standard and performed at or above 95% meeting standard. Therefore, it was recommended to use a four day standard for Carrier Possession Time accounting for two days transit and two days for weekends. It is also important to note that some installations do not accept shipments on the weekend. The methodology was agreed upon by the contract owner, NGDS Program Management Office (TCJ4-LC). CY17 historical performance analysis confirmed methodology with no changes for FY19 standards.

Air Parcel Post service is provided under the NGDS contract by both commercial carriers and the United States Postal Service (USPS) and was initially aligned to USPS Retail Ground (formally Standard Post). According to the USPS website, Retail Ground can be delivered in two to eight business days. The standard was reduced to six days for the capability standard after a review of CY17 performance confirmed the commercial carriers now carry a significant portion and deliver faster.
CONUS – Air Small Package
• Used Nov 2016 NGDS Report (provided by NGDS PMO) to set initial standard.
  — Majority of 2016 Volume (92%) moved w/in 2 days for each CLIN.
  — Suggested 4 day Standard (included +2 days for weekends).
• Verified current performance is aligned to 4 day standard, following mode selection improvement in March 2018 SDDB; No change needed for FY19.

CONUS – Air Parcel Post
• Initial method used US Postal Service website.
  — USPS Retail Ground (formally Standard Post), Shipping in 2-8 business days, set at 8 days.
  — Currently provided under NGDS contract, using commercial carriers.
  — Updated standard to 6 days except to US Washington at 7 days; based on historical CY17 performance and capability of commercial carriers.
Commercial Air for OCONUS customer locations includes both Comm Express and CAT A transportation methods. The NGDS contract controls the carriers for both methods.

For Comm Express, analysts used historical CY17 SDDB data to determine commercial carrier volume for each Stream for international shipments to OCONUS customers. The flow was broken down by POE region and POD region pairs and then the Performance Work Statement (PWS) provides transit time days. For example, DDSP to Honduras used USA to Region B pair. Using the pair, the contractual transit time in days was found for different flow volumes categorized as document, light and heavy. The intent is to provide capability standards based on the allowable transit time. In the DDSP to Honduras example, Polar Air, which transported the majority of the volume by requisition count was given six days carrier possession time per the contract. An additional two days was added for weekends, and one day for the Awaiting Carrier Pickup sub-segment. The methodology was agreed upon by the NGDS contract Program Management Office (TCJ4-LC/Commercial Services).

CAT A is also managed by Commercial Services and after verification of current contract terms, the USTCJ4-LM team used the contractual standard transit time applicable to each stream. In addition, two days was added to the carrier time to accommodate for deliveries which spanned a weekend. The current contract does not require or expect weekend deliveries.
NGDS Transporter Methodology

International (OCONUS) – Comm Express (NGDS)

- Used CY17 SDDB Data (from submitted Carrier Reports)
  - Determined Carrier Volume Percentages by Stream in column “U” (above)
    - Determined Lead Carrier (above FedEx 93%) column “U”

- Used current FY18 NGDS Transit Time Data (provided by NGDS PMO)
  - Determined correct Transit Time (column “T”) by Carrier & origin-destination pairs

- Added 1 day Awaiting Carrier plus 2 additional days for weekends

<p>| NGDS |</p>
<table>
<thead>
<tr>
<th>Stream</th>
<th>Supply Location</th>
<th>Transportation Method</th>
<th>Customer Location</th>
<th># of Reqs measured (LRT)</th>
<th># of Reqs measured (Transporter)</th>
<th>Transporter Segment Standard</th>
<th>Carrier Transit Time Standard</th>
<th>Carrier Transit Time Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDJC:Comm Express:Hawaii</td>
<td>DDJC</td>
<td>Comm Express</td>
<td>Hawaii</td>
<td>2919</td>
<td>2787</td>
<td>5</td>
<td>1</td>
<td>2+2</td>
</tr>
</tbody>
</table>

FDE 93% of population
CAT A Transporter Methodology

International (OCONUS) – CAT A

- Used CAT A contracted transit times where applicable
- Used historical performance data for CY17
  - Two primary carriers utilized over 95% of time for worldwide customers with consistent performance of 7 days
  - Added 2 days to Carrier Time in FY19 for deliveries spanning the weekend

<table>
<thead>
<tr>
<th>CAT A</th>
<th># of Reqs measured (LRT)</th>
<th># of Reqs measured (Transporter)</th>
<th>Transporter Segment Standard</th>
<th>Carrier Time Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stream</td>
<td>Supply Location</td>
<td>Transportation Method</td>
<td>Customer Location</td>
<td>Provided Input</td>
</tr>
<tr>
<td>DDSP:CAT A:US</td>
<td>DDSP</td>
<td>CAT A</td>
<td>US Alaska</td>
<td>4808</td>
</tr>
</tbody>
</table>
In Military Air transportation mode, there are two methods that differ by consolidation location. MILAIR refers to Military Air shipments sent individually to the APOE where the cargo is palletized and processed for onward movement. For MILAIR, the Transporter Segment begins at the warehouse ship and ends with the APOD ship. MILALOC refers to Military Air shipments palletized at a DLA Consolidation and Containerization Point (CCP) location and sent to the APOE via rollerbed trucks. MILALOC Transporter Segment begins at the CCP ship and also ends with the APOD ship. The next few slides will show the sub-segments included in the Transporter segment.

Transportation to the APOE for MILAIR utilized Defense Transportation Regulation (DTR) 4500.9R, chapter 202 page 33 - Table 202-3. DoD Standard Transit Time Guide - Single & Dual Driver Shipments. The mileage was calculated either from the strategic distribution platforms (DDSP and DDJC) or the farthest location for both DLA CONUS and DLA Planned DVDs since cross-country depots or vendor locations can fulfill an Material Release Order (MRO). After calculating the transit time, two days were added for the weekend. For GSA Planned DVDs, the transportation to the APOE was set at six days initially based on their planned DVD contract; CY17 data confirmed this standard. For OCONUS depot locations, historical FY17 SDBD data was used to calculate a transportation time for each CCMD. Using the above methodology, transportation to the APOE ranged from zero days for USEUCOM depots to nine days for a CONUS cross-country sourced requisition.
Transportation to APOE for MILALOC is a method that mostly originates from CONUS locations and will be shipped from the CCP on the same coast to the strategic APOE. For this process in CONUS, the rollerbeds pick up full pallets on a daily basis and the pallets are in-checked with GATES. The input for this segment is one day since the process is congruent across all CONUS originating streams. OCONUS sourcing also used one day since depots are located close to military aerial ports.

APOE Processing includes processing MILALOC pallets for forward movement, and processing MILAIR shipments in GATES and then building pallets. After the pallets are capped, scheduled for airlift and manifested, the APOE ship is applied when aircraft departs. In this sub-segment there are many factors that drive performance at the aerial port. Below is a list of the characteristics impacting performance:

- Aerial Port – Each location may have different number of personnel, operating hours, or level of automation
- Cargo – characteristics such as size, security, storage rqmt, clearance procedures, or special handling rqmts can affect velocity
- Airlift Transportation Assets – aircraft schedule/route will impact the time a pallet is held at the port
- Utilization – Direct correlation between pallet utilization and air terminal flow time
- APOE Arrival – Cargo arriving after flight departure will have the longest wait

Due to these characteristics impacting performance, a streamlined process with consistent times is not plausible. Therefore, a special GATES data pull was used to calculate an input goal. The timeframe of the data was CY17. The data was broken down into MILAIR and MILALOC and then the 85%-tile days was computed to capture capability for all sub-segments. This method removes the outliers.
The next sub-segment, Transit to the APOD was also calculated using the same specialized GATES pull. For each stream the dominate APOE and APOD pair was used to calculate the air transit time for both MILAIR and MILALOC as it moves congruently after it is loaded onto the aircraft. The 85%-tile days was used as a proxy for capability for this sub-segment.

The last sub-segment in the Transporter Segment for Military Air is POD processing. This sub-segment also used the special GATES pull for CY17 and calculated the capability based on the 85%-tile since, like APOE, has many factors that can impact the process and interfere with the ability to set a standardized port processing time. Below is a list of these APOD processing impacts.

- Aerial Port – Each location may have different number of personnel, operating hours, or level of automation
- Theater Coordination – Time needed to coordinate onward movement due to asset availability
- Customs – Cargo and location impact customer clearance processing
- Theater Distribution Plan – Some pallets require deconsolidation/consolidation at the aerial port while other are sent to the customer via Service supply support activity (SSA) or Theater Consolidation and Shipping Point (TCSP)

The additional difference in the APOD can create different processing times and therefore required an historical perspective to set the capability standards. The methodology used was reviewed and approved by AMC Air Transportation Division and 618 AOC/TACC Channel Division.
Transporter Segment – Military Air Methods

- Transporter is comprised of 4 sub-segments:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation to APOE</td>
<td>SDDC (contract owner); DLA utilizes methods defined by contract</td>
<td>Departure from supplier facility (Warehouse Ship or CCP Ship) to APOE receipt</td>
<td>Transportation is contracted by others (SDDC) but scheduled by depot or vendor. MILALOC moves by rollerbed, usually same day as pickup. MILAIR uses other small parcel options such as LTL</td>
</tr>
<tr>
<td>APOE Processing</td>
<td>AMC</td>
<td>APOE receipt to POE ship (Lift by aircraft)</td>
<td>Includes processing of shipment, consolidation of loose cargo, and wait on lift for mission departure</td>
</tr>
<tr>
<td>Transit to APOD</td>
<td>AMC</td>
<td>Air movement to final AMC controlled port; re-fueling stops not visible unless mission number changes</td>
<td>Includes in-transit stops. Final air movement by CCMD assets is measured in Theater segment</td>
</tr>
<tr>
<td>APOD Processing</td>
<td>AMC</td>
<td>APOD receipt to APOD ship (Pickup by customer or departure of delivery truck)</td>
<td>Includes deconsolidation of pallets for multiple customers</td>
</tr>
</tbody>
</table>
Transporter Segment – Military Air Methods

MILALOC & MILAIR

- Military Air performance has many variables impacting performance.
- Utilized IDE/GTN (Integrated Development Environment/Global Transportation Network) Convergence (IGC) GATES data pull (CY17):
  - Identified Channel APOE – APOD Pair Volume (# of TCN's moved)
  - Used 85%tile days (rounded up) to fill Transporter sub-segments
  - Example: McGuire AFB (WRI) with largest volume to Ramstein AB, Germany
    - Capability Standard would be 7 days for APOE Processing Time

<table>
<thead>
<tr>
<th></th>
<th>APOE</th>
<th>APOD</th>
<th>CALC</th>
<th>PCTILE_85</th>
<th>AVG_VAL</th>
<th>CNT</th>
<th>STONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WRI</td>
<td>RMS</td>
<td>APOE_PHT</td>
<td>6.65</td>
<td>4.1</td>
<td>28078</td>
<td>6862.5</td>
<td></td>
</tr>
</tbody>
</table>

### Variables Impacting Performance

<table>
<thead>
<tr>
<th>Airlift Transportation Asset</th>
<th>Volume</th>
<th>Customs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft schedule and route</td>
<td>Fluctuations of cargo volumes</td>
<td>Customs clearance processing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cargo</th>
<th>APOE Arrival</th>
<th>Port</th>
</tr>
</thead>
<tbody>
<tr>
<td>size, security, storage requirement, clearance procedures, or special handling requirements</td>
<td>Cargo arriving after flight departure will have the longest wait</td>
<td>Number of personnel, operating hours, or level of automation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilization</th>
<th>Theater Coordination</th>
<th>Theater distribution Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation between pallet utilization and air terminal flow time</td>
<td>Coordination time for forward Theater movement</td>
<td>interim stops for Deconsolidation / consolidation activities vs direct routes</td>
</tr>
</tbody>
</table>
Cargo moved by Ocean is managed by the current Universal Services Contract (USC) and includes contractual timelines or Required Delivery Dates (RDDs). The Transporter Segment involves five sub-segments as outlined in the next few slides. The TCJ4-LM team worked closely with SDDC Central Booking Office (SDDC G3) to coordinate the entries for the global ocean standards. This section provides an overview of the ocean transporter sub-segments and an overview of the methodology used to populate the capability standards.

The first sub-segment called origin linehaul is the time between the carrier pick-up at the customer location to in-gate transaction at the seaport. According to the contract, carriers’ requirements are calculated using mileage from pick-up location to port. The contract states the carrier should travel 300 miles per day rounded up. For example, the pick-up location to port distance is 450 miles. Therefore the calculation would be 450 / 300 = 1.5; rounded up to the next whole day would equal two days. The SDDC representative calculated the mileage from the CCP location to the seaport mostly used based on customer location and current vessel schedules.

The next sub-segment is SPOE processing and contains the time of the in-gate of the container at the SPOE to the vessel departure. This is driven by the port cutoff times and is dependent on carrier and container type. The SDDC G3 expert based on operational knowledge, listed multiple port cutoff times and agreed with multiple carriers, the best Capability Standard would be three days. All seaports across the globe were assigned three days.
### Transporter Segment – Ocean

- **Transporter is comprised of 4-5 sub-segments:**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Origin Linehaul</td>
<td>SDDC (contract owner); performed by USC Carrier or customer, depending on booking method</td>
<td>Carrier Pickup (Departure from consolidation facility) to SPOE receipt</td>
<td>Transportation is contracted by others (SDDC) but booked by shipper. Most containers shipped Door to Door. If not, this segment is performed by customer</td>
</tr>
<tr>
<td>SPOE Processing</td>
<td>SDDC (USC Carrier or port contractor)</td>
<td>SPOE receipt to SPOE ship (Sailing of ship)</td>
<td>Includes staging at port and loading on ship</td>
</tr>
<tr>
<td>Over Ocean Transit</td>
<td>SDDC (USC Carrier or sub-contractor)</td>
<td>SPOE ship to (final) SPOD receipt</td>
<td>May include trans-loading to smaller vessels for final delivery, depending on port limitations</td>
</tr>
<tr>
<td>SPOD Processing</td>
<td>SDDC (USC Carrier or port contractor)</td>
<td>SPOD receipt to SPOD ship</td>
<td>Includes deconsolidation of container for booked to Port</td>
</tr>
<tr>
<td>Destination Linehaul</td>
<td>SDDC (USC Carrier or customer)</td>
<td>SPOD ship to Carrier Drop-off</td>
<td>End of segment depends on booking to Port or Door</td>
</tr>
</tbody>
</table>
The Ocean Transit time is the next sub-segment within Ocean Transporter. The inputs by stream varied on the current vessel schedules available in Integrated Booking System (IBS) Sustainment Module. Using knowledge of the system of which seaport is predominantly used for area to area, the SDDC G3 analyst queried the current vessel schedule provided by the carriers and input usual sailing times. There were some locations where more information was needed. For Afghanistan shipments, USC-7 Attachment 10 provided carrier guidelines for specific Northern Distribution Network (NDN) routes and calculated allowable time. Another special case was Diego Garcia. USC is used to manage the transportation to Singapore where Military Sealift Command (MSC) manages the final leg of transportation (one sailing monthly).

After the vessel arrives at the SPOD location, the SPOD processing commences and ends with the SPOD out-gate. Customs clearance happens during this sub-segment. A standard set number of days were provided for this process by location. These numbers are provided below:

- Africa – 20 Days
- Bahrain, Kuwait, Jordan – 15 Days (Change due to Customs Delays + Carrier DRAP)
- CONUS, Alaska, Hawaii – 3 Days
- Iraq, Afghanistan via Pakistan – 45 Days
- Oman, Qatar, UAE, Saudi Arabia – 30 Days
- Rest of World (ROW) not covered – 5 Days
All Inputs based on Universal Services Contract (USC)

- Origin Linehaul - Derived from days calculation as the number of miles divided by 300 and rounded up: Point to Port = 450 Miles; 2 days (450/300 – 1.5 rounded)
- SPOE Processing – Surface Deployment and Distribution Command (SDDC) provided inputs for Cut-off times across all carriers.
  — Aggregated input – 3 days for all locations
- Ocean Transit Time – Derived from Integrated Booking System (IBS) Sustainment Module.
  — Used common Seaport pairs /carrier and Vessel Schedule to calculate sailing times
  — Special rules used for Afghanistan for Northern Distribution Network (NDN) and Pakistan Ground lines of Communication (PAKGLOC)
The last sub-segment for ocean Transporter Segment is destination linehaul starting at SPOD out-gate and ending with delivery designated by an X1 transaction with Electronic Data Interchange (EDI) 315A. This sub-segment follows the same methodology as origin linehaul. Mileage is divided by 300 and rounded up to the next whole day. These calculations were inputted into the master spreadsheet for the capability standards.

Four lanes consisted of lower volume, multiple routes and carriers, or illogical combinations. Based on the SDDC G3 expert’s process knowledge, the entire transporter was calculated at the 85%-tile days using CY17 SDDDB data. It was aggregated at a CCMD to CCMD level. The capability inputs and methodology were coordinated and approved by SDDC G3 and is overall based on the current USC contract.

- **SPOD Processing** – Derived from seaport cut times and Cargo Clearance times.
  - Seaport Cut: CONUS – 2 days; OCONUS 3 days
  - Cargo Clearance times location dependent

- **Destination Linehaul** – Derived from days calculations as the number of miles divided by 300 and rounded up (same as example calculation for origin linehaul).
Transporter Segment – Other Surface Methods

Facer Slide

In CONUS, there are four ground modes – Ground Local, Ground LTL, Ground Scheduled and Ground Small Package. Ground Local refers to shipments sourced from a depot where the customer is within 25 miles and ship mode code of nine (9) is used. These movements are performed by a mixture of DLA and Service assets dependent upon the depot location. DLA Distribution recommended two days for delivery to account for the volume of material that could be delivered across a standard weekend. TCJ4-LM concurred and it was inputted into the master spreadsheet.

The final mode refers to all other modes not listed separately within IntraCONUS is ‘Other’. This consolidated mode contains multiple other modes with approximately 85% of the requisitions moved by seven primary modes – Truckload, Other, government watercraft (barge or lighter), Air Freight, Shipper Agent, Other Walk-Thru, and MSC. Analysis was done on performing a weighted average of performance based on mode, but the mode mix changes month to month. Therefore, for ‘Other’ Transporter Segment, CY17 SDDB data was used to calculate the time between warehouse ship and delivery. Performance increased to seven days (+1 day) and was used across the board for all streams with ‘Other’ as a mode.
Transporter Segment – Other Surface Methods

• Transporter is comprised of one sub-segment, including the following methods:
  – CONUS: Ground Local, Ground LTL, Ground Scheduled, Ground Small Package
  – CONUS Other also has only one sub-segment but may include other water or air methods

• Contracts are managed by USTRANSCOM AQ and SDDC but delivery due date is determined by shipper based on Defense Transportation Regulation (DTR), trucking schedules, contracts, etc.

• OCONUS Truck is the **ONLY** method which has no Transporter segment since transportation is provided by and conducted within the Combatant Command / Theater segment:
  – Includes **four** methods: Scheduled Truck, Local Truck, Other Truck, Consolidated Truck.
Ground Small Package is the last of the surface modes within CONUS which is managed under an SDDC Surface Small Package (SSP) contract. The methodology used was similar to LTL with regard to the mileage calculation with Table 203 in the DTR. Based on the different contract, the day of pick-up is not included in the contractual transportation time and therefore a day was added to the calculations. The SDDC SSP contract representative concurred with our methodology.

The Ground LTL contracts are managed by the DTC Program office. The program office works closely with DLA T who manages the day to day activity including the truck routes. Ground LTL utilizes the DTR 4500.9R, Table 202-3 DoD Standard Transit Time Guide - Single & Dual Driver Shipments, to set the capability standards for the Transporter Segment. Based on the stream, the largest distance was used to calculate the number of days. After the days were determined, any lane with more than three days transportation time was given an additional two days for weekends. This methodology was agreed upon by DLA T.

Ground Scheduled inputs were derived from the current scheduled truck schedule. The depot locations were assigned to their respective depot groups and the customers to their State or US region. After aggregating these, the max transportation time was used and agreed upon by DLA T.
Methodology for Other Surface Methods

Ground Small Package and Ground LTL

- Using the table, assigned the number of days by stream calculated by distance for carrier possession time. Distances for new state streams was recalculated for FY19 resulting in region standards adjusted to shorter or longer times for each state based on distance.
- If carrier possession time exceeded 3 days, a weekend (2 days) was added.
- In addition, 1 day was added for carrier Pick-up time. (FY19: included LTL, adding day of pickup)

<table>
<thead>
<tr>
<th>Distance</th>
<th>Single Driver</th>
<th>LTL</th>
<th>Dual Driver</th>
<th>LTL/DROM</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 500</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>501 – 1000</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>1001 – 1500</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>1501 – 2000</td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>2001 – 2500</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>&gt; 2500</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td>9</td>
</tr>
</tbody>
</table>

Ground Local

Used 2 day standard for transporter accounting for the volume of material that could be delivered across a standard weekend.
Methodology for Other Surface Methods

Ground Scheduled
- Also referred to as Dedicated Truck (DTK) or Scheduled Truck.
- Capability standard set for each depot-region pair, based on DLA schedule adjusted to CY17 historical performance.

<table>
<thead>
<tr>
<th>Ground Scheduled</th>
<th>Days Carrier Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depot Group</td>
<td>2</td>
</tr>
<tr>
<td>DDSP</td>
<td>NC, Northeast, VA</td>
</tr>
<tr>
<td>DDJC</td>
<td>UT</td>
</tr>
<tr>
<td>DDRT</td>
<td>Central, KY</td>
</tr>
<tr>
<td>DLA CONUS</td>
<td>NC, OK</td>
</tr>
<tr>
<td>DLA Planned DVD</td>
<td>All except those listed elsewhere</td>
</tr>
<tr>
<td>GSA Planned DVD</td>
<td>All GSA streams: 4 days</td>
</tr>
<tr>
<td>CONUS Other</td>
<td>Northeast, SC, WA</td>
</tr>
</tbody>
</table>

- CA, GA, KS, KY, OK, SC, WA

- Central, FL, TX

- Southeast, UT, West

- FL, GA, NC, Southeast, VA

- GA

- CA, Northeast, Southeast

- FL, GA, KY, Northeast, SC, TX, VA, WA

- Southeast (10 days to CA, WA)

Other
- Other Transporter Performance across all lanes – increased to 7 days. Calculated from CY17 SDDB.
The Theater Segment starts with the hand-off between strategic transportation to theater distribution activities and ends with the requisition receipt transaction. Based on mode, the transporter to theater hand-off point can be carrier drop-off or POD ship. The start points by mode are provided in *Appendix B - LRT Measurement Timestamps*. In general, if strategic movement is performance by a commercial carrier, the theater begins at carrier drop-off. Otherwise, it is POD ship for Military Air and warehouse ship for OCONUS truck.

The Theater Segment standards were coordinated with the CCMD POCs and are based on current Theater Distribution Plans (TDPs), other distribution guidance, scheduled truck agreements, and historical information. The number of sub-segments are based on mode and whether the CCMD has a TCSP. The designation of a TCSP lane was based on mode (MILAIR/MILALOC/Ocean) and location by country. For example, Northern Italy cargo transported by Military Air or Ocean requisitions will be given TCSP capability standards. The Services agreed upon a five day standard for Receipt Take up Time based on DoDM 4140.01 Volume 5 Enclosure 3. The next slide provides a brief description of the Theater sub-segments.
Theater Segment

- Theater is comprised of 1-4 sub-segments, depending on mode:

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Process Owner</th>
<th>Timestamp begin and end</th>
<th>General Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation to Theater Consolidation and Shipping Point (TCSP) or Customer Location</td>
<td>CCMD J4, DLA</td>
<td>Carrier Drop-off or APOD-ship to receipt at the TCSP or base receiving</td>
<td>Time accrued between departure from military aerial port or carrier drop-off and in-check at TCSP or Customer Base</td>
</tr>
<tr>
<td>TCSP Processing</td>
<td>DLA</td>
<td>TCSP receipt to TCSP ship</td>
<td>Deconsolidation and TCSP processing of air pallets or ocean containers, including awaiting lift (truck depart)</td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>CCMD J4, DLA</td>
<td>TCSP ship to Customer Available date, or from base receiving to supply activity</td>
<td>Truck delivery to Base receiving</td>
</tr>
<tr>
<td>Customer Receipt Time - Only sub-segment for CONUS (All methods) &amp; OCONUS (Commercial Air)</td>
<td>Services</td>
<td>Customer Available date to Receipt processed (D6S, DRA/DRB transaction)</td>
<td>Supply activity for receipt of requisition</td>
</tr>
</tbody>
</table>
Theater Segment

- Theater time is *independent* of depot/source.
- DLA, in coordination with each CCMD, set unique standards for TCSP related activities, based on theater distribution plans.
- Some locations receive shipments direct (do not go through the TCSP) or do not have a TCSP.
- All Services follow the same guidance for Receipt Take up Time, set at 5 days for all.
- As part of data standardization, unit names and address information for each DoDAAC are pulled directly from DAAS, instead of using the data passed from LMARS / DORRA for each requisition.
- New streams for additional countries were added during FY18 when volume appeared. See the following slide for a list of previous and current country names.
## Additional Consignee Locations

<table>
<thead>
<tr>
<th>CCMD</th>
<th>Country / Region</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>USEUCOM</td>
<td>France</td>
<td>All modes except Ocean added; assumed consolidated air/surface processed through TCSP</td>
</tr>
<tr>
<td>USSOUTHCOM</td>
<td>El Salvador</td>
<td>Commercial Air only</td>
</tr>
</tbody>
</table>
### Capability Standard for each sub-segment:

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sub-Segment Name</th>
<th>CONUS (All Modes)</th>
<th>OCONUS (Comm Express – All CCMDs)</th>
<th>OCONUS (CAT A – All CCMDs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theater</td>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
USAFRICOM includes streams to Djibouti, Ethiopia, Niger, Seychelles, Tunisia, Cameroon, and Uganda/Malawi. The distribution process was upgraded in FY17 as DLA Distribution Djibouti Africa (DDDA) located at Camp Lemonnier, commenced initial operational capability (IOC) functions on 1 October 2016 and became fully operational on 1 January, 2017. DLA and TCJ4-LM conducted analysis of operations and set initial standards during the initial three month trial period at the Distribution Center.

USAFRICOM's distribution Theater process currently does not utilize TCSP functions at DDDA. Once distribution operations in Kenya and Somalia have matured, DDDA will begin the process to incorporate the TCSP function within USAFRICOM’s Theater distribution segment. The next slide contains the summary capability standards per Theater sub-segments and location.
### Theater Segment – OCONUS (USAFRICOM)

- **Capability Standard for each sub-segment (except Commercial Air):**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>MILAIR / MILALOC Djibouti</th>
<th>MILAIR Ethiopia, Uganda</th>
<th>MILAIR Cameroon, Niger, Saint Helena, Seychelles, Tunisia</th>
<th>Ocean Djibouti</th>
<th>Ocean Ethiopia, Niger, Uganda</th>
<th>OCONUS Truck Djibouti</th>
<th>OCONUS Truck Ethiopia, Uganda</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation to TCSP or Customer Location</td>
<td>3 – MILAIR 3 - MILALOC</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>TCSP Processing</td>
<td>TBD</td>
<td>N/A</td>
<td>N/A</td>
<td>TBD</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>TBD</td>
<td>N/A</td>
<td>N/A</td>
<td>TBD</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
USCENTCOM includes streams to Kuwait, Afghanistan, Iraq, Bahrain, Jordan, Oman, Qatar, United Arab Emirates (UAE), and Saudi Arabia. USCENTCOM does not have a TCSP. The primary deconsolidation activity happens at the Central Receiving and Shipping Point (CRSP) at Camp Arifjan, Kuwait. The CRSP is an Army run facility that processes Military Air and Ocean cargo for customers in Kuwait, Iraq, and Jordan. CRSP processing activity time has been included in the Ship to Customer Capability sub-segment of the Theater since it currently cannot be measured as a sub-segment. All other countries receive direct shipments. The only DLA Depot in theater is in Bahrain (DDNB) and they ship via all modes to all countries globally.

The USTCJ4-LM analysts coordinated with USCENTCOM J4 to establish capability standards for USCENTCOM stream theater processes. The 1st Theater Support Command (TSC) was consulted for specifics on deconsolidation activities, customs delays, and frequency of onward movement. The Trans-Arabian Network GLOC Handbook (TAN Book) is the guideline for surface and air movement times from the Strategic POD to the customer location within the USCENTCOM AOR. The next slide contains the summary capability standards per Theater sub-segments and location. (Capability standards are not defined for Kyrgyzstan since customers are not planned for this country.)
Theater Segment – OCONUS (USCENTCOM)

- Capability Standard for each sub-segment (except Commercial Air):

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Afghanistan, Oman, Qatar, Saudi Arabia</th>
<th>Bahrain</th>
<th>Kuwait</th>
<th>Jordan</th>
<th>Iraq</th>
<th>UAE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILAIR/ MILALOC</td>
<td>2 (Saudi Arabia=14)</td>
<td>3</td>
<td>14</td>
<td>2</td>
<td>24</td>
<td>2</td>
</tr>
<tr>
<td>Ocean</td>
<td>2 (Saudi Arabia=20)</td>
<td>1</td>
<td>14</td>
<td>25</td>
<td>24</td>
<td>7</td>
</tr>
<tr>
<td>Truck methods</td>
<td>5 (Afghanistan)</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4 (Oman)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3 (Qatar, Saudi Arabia)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Modes</td>
<td>TCSP Processing</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>All Modes</td>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>All Modes</td>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
USEUCOM includes streams to Germany, Italy (North and South), Kosovo, Spain, Turkey, United Kingdom, and various smaller volume locations. The TCSP is co-located with the Defense Distribution Depot Europe (DDDE). It supports USEUCOM regions with deconsolidation and consolidation of requisitions arriving by Military Air and Ocean. DDDE also issues items from inventory via all modes. The trucks are used to transport both issues and throughput cargo and are based on scheduled truck routes managed by DLA. The TDP and the DLA’s truck schedule were used as the basis to create the capability standards for the individual stream Theater segments. The next slide contains the summary capability standards per Theater sub-segments and location.
# Theater Segment – OCONUS (USEUCOM)

**• Capability Standard for each sub-segment (except Commercial Air):**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Germany</th>
<th>N. Italy, U.K.</th>
<th>Kosovo, Bosnia/Hertegovina</th>
<th>Greece, S. Italy, Spain</th>
<th>Georgia, Turkey</th>
<th>Belgium, Bulgaria, Estonia, Hungary, Israel, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Romania, Ukraine</th>
<th>Cyprus, Greenland, Iceland, Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILAIR/ MILALOC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation to TCSP or Customer Location</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILAIR/ALOC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TCSP Processing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ocean</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Truck methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILAIR/ALOC &amp; Ocean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>N/A</td>
</tr>
<tr>
<td>Ocean</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>N/A</td>
</tr>
<tr>
<td>All Modes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
USNORTHCOM includes OCONUS streams to Alaska, Puerto Rico, Virgin Islands, and employs the same strategic modes as other CCMDs. USNORTHOM does not have a TCSP supporting customers. All USNORTHCOM sourced requisitions are sourced from Service depot locations. The next slide contains the summary capability standards per Theater sub-segments and location.
### Theater Segment – OCONUS (NORTHCOM)

- **Capability Standard for each sub-segment (except Commercial Air):**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>MILAIR Alaska</th>
<th>MILAIR Puerto Rico</th>
<th>MILALOC Alaska</th>
<th>MILALOC Puerto Rico</th>
<th>Ocean Alaska, US V.I.</th>
<th>Ocean Puerto Rico</th>
<th>Truck Alaska</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation to TCSP or Customer Location</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>OCONUS sources=6; CONUS sources = 9</td>
</tr>
<tr>
<td>TCSP Processing</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
USINDOPACOM includes streams to Australia, Diego Garcia, Guam, Hawaii, Hong Kong, Japan, Okinawa, Philippines, Singapore, and South Korea. In FY18, three low-volume locations were added: American Samoa, Malaysia, and Marshall Islands. The distribution network is complex as locations supported are separated by water. Analyst collaborated with USINDOPACOM J4, DLA Pacific, US Pacific Fleet (PACFLT), Marine Corps Forces Pacific (MARFORPAC), US Army Pacific (USARPAC) and Pacific Air Force (PACAF) representatives on specific service and provider Theater processes along with relevant guidance within the USPACOM TDP, DLA’s TCSP Concept of Operations (CONOPS), and Truck Schedules to support the capability standards developed under TDD framework methodology for USPACOM.

For Military Air and Ocean modes to Hawaii, S Korea, Japan and Guam, a majority of the requisition volume is deconsolidated at the TCSP locations before distribution to customers via Common User Land Transportation (CULT) or organic theater truck assets. All other locations have requisition volumes delivered via theater movement assets to their specific supply activities. These different processes are captured under each location’s Theater capability standards. One example is Ocean requisition volume destined to British Indian Ocean Territory (BIOT – Diego Garcia) moves on a strategic movement vessel to Singapore completing the Transporter segment and then awaits onward Theater movement on an MSC vessel scheduled once every four weeks. This wait time for onward movement is attributed to the Theater segment for Ocean streams to BIOT. The next slide contains the summary capability standards per Theater sub-segments and location.
## Theater Segment – OCONUS (INDOPACOM)

- **Capability Standard for each sub-segment:**

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>Mainland Japan</th>
<th>Guam, Hawaii, S. Korea</th>
<th>American Samoa, Hong Kong, Malaysia, Marshall Islands, Okinawa, Philippines, Singapore</th>
<th>Australia</th>
<th>British Indian Ocean Territory</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILAIR/ MILALOC</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1 (MILALOC)</td>
<td>1</td>
</tr>
<tr>
<td>Ocean</td>
<td>1</td>
<td>1</td>
<td>1 (also includes N. Mariana Island)</td>
<td>1</td>
<td>48*</td>
</tr>
<tr>
<td>Transportation to TCSP or Customer Location</td>
<td>2</td>
<td>1</td>
<td>1 N/A (Hong Kong, Marshall Islands)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Truck methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILAIR/ALOC &amp; Ocean</td>
<td>4</td>
<td>4</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>TCSP Processing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILAIR/ALOC &amp; Ocean</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>5</td>
<td>5</td>
<td></td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>All Modes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Monthly delivery from Singapore
Theater Segment – (USSOUTHCOM)

The distribution network for wholesale requisitions to USSOUTHCOM is designed to service a vast area divided into levels of service. The aggregate, wholesale distribution to USSOUTHCOM is very low volume with requisitions rarely booked to more than two or three countries each month.

USSOUTHCOM capability standards were collaborated with USSOUTHCOM J4. USSOUTHCOM does not have a TDP, nor do they have a TCSP. In Honduras, the Army receives the bulk of requisitions, which are processed through an Army SSA. Theater capability standards were based on the logic of geographical location; where the customer and PODs are collocated (Guantanamo Bay and Soto Cano Air Base) standards were set at one day. Where they are not collocated, established host-country processes are used (historic data for ocean through multiple ports to a Colombian Air Base in Bogota) and standards vary with customs and inland transportation requirements. The next slide contains the summary capability standards per Theater sub-segments and location.
**Theater Segment – OCONUS (SOUTHCOM)**

- Capability Standard for each sub-segment (except Commercial Air):

<table>
<thead>
<tr>
<th>Sub-Segment Name</th>
<th>MILAIR Colombia, Cuba, Honduras</th>
<th>Ocean Cuba, Honduras</th>
<th>Ocean Colombia</th>
<th>Truck Honduras</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation to TCSP or Customer Location</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1 GSA sourced: 10</td>
</tr>
<tr>
<td>TCSP Processing</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Theater Delivery from TCSP to Customer Location</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Receipt Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Together, we deliver.
The Navy afloat additives have been applied to the standard for several years after analysis proved different processing times were required for Navy Afloat units. Initially, the Theater Segment was given the additive. With additional analysis, it was determined the Source Segment also required an additive. The Source Segment additive is four days globally, while the Theater Segment additive is based on location. The latest update added the additives to requisitions for Marine Expeditionary Units traveling with afloat units. The table below provides the additional time given to Afloat units by location and segment.
Navy Afloat Additives

- NAVSUP has defined additives for Afloat units. These also apply to Marine Expeditionary Units (MEU):

<table>
<thead>
<tr>
<th>Afloat Additives</th>
<th>AFRICOM</th>
<th>CENTCOM</th>
<th>EUCOM</th>
<th>NORTHCOM (CONUS &amp; AK/PR)</th>
<th>PACOM (Guam &amp; Hawaii)</th>
<th>PACOM (Others)</th>
<th>SOUTHCOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOURCE (Requisition Submission)</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>THEATER (Customer Receipt)</td>
<td>12</td>
<td>12</td>
<td>15</td>
<td>None</td>
<td>None</td>
<td>10</td>
<td>None</td>
</tr>
</tbody>
</table>
The preceding sections define the capability standards provided from each stakeholder. In cases where there were multiple process owners or a hand-off between organizations with no guiding document for the process, a recommended approach was coordinated between process owners if possible. In a few cases, some process capabilities needed to be automatically calculated based on a mathematical or analytical approach. In those cases, the general approach applied a process of defining the segment level capability standard using historical performance and extrapolating known process timeframes from other similar streams to set the sub-segment process standards. If a common process occurred across streams, such as CCP Processing time, the number of days provided by DLA was assigned to all streams that would be consolidated at the CCP. The specific number of days for each Auto-Calc instance is defined in the preceding tables.
Auto Calculation Methodology

• Streams with the following conditions will be calculated based on previous year’s performance:
  — Multiple process owners without a consistent dominant provider
  — Invalid stream combinations based on process knowledge (Investigate data)
  — Other Recommendations
The current list of approximately 2800 streams has a unique, specific combination of the three components that made up each stream but does not represent every possible combination of depot source, mode, and customer location. As time moves forward, new streams occur with the introduction of new customer locations, application of different transportation modes for customers that were not serviced by that specific mode, or implementation of new supply sources (i.e. new depot in USAFRICOM).

The general approach now is to review a list of new streams each month and if the new population reaches a statistically relevant volume of requisitions, extrapolate current process capability standards to the new stream sub-segments in order to define an LRT capability standard. Low volume, unexpected streams may not be added to the performance evaluation until distribution data is validated. (For example, one requisition delivered by military air to a location where no channel routes exist may not be added until the transportation route is validated and the volume increases.)
Method for Setting Standards for New Streams

- Methodology for setting capability standards began with all streams that occurred in a 12 month timeframe.
  - Initially started with CY15, then reset to FY15 before initial implementation
  - For FY19 release, added all new streams described in summary (primarily, consolidated truck to Alaska and USCENTCOM trucking from DLA Bahrain/DDNB)
  - Every month, new streams occur based on new combinations of customer location, mode used, and source of supply

- Monthly SDDB processing incorporates new streams.
  - Normal approach is a short pause mid-process to define standards
  - New standards are set by TCJ4-LM analysts using the approach summarized in the preceding slides to define sub-segment standards
  - If new streams occur for a previously undefined area, process owner will be informed of assumption and allowed to update standard the next month
  - If new streams are more than 1% of the CCMD volume, processing will pause in order to get concurrence from process owner
While TDD standards assess the currently designed and funded distribution network, operational need goals are meant to provide a solely customer focused perspective. These goals can be completely agnostic of the currently designed and funded distribution network, if the customer chooses to make them so. Ideally, the goals should be based on criteria that speak to the operational environment of the customer (e.g. readiness, OPLANs, etc.). The overall purpose of these goals is to create a decision space between the performance of the designed and funded distribution network and the needs of the Warfighter.

The operational need goals must describe the required velocity (in days) for wholesale requisitions. In other words, the goals should take into consideration the existence and performance of the retail distribution system.

Throughout FY18, members of the TCJ4-LM branch engaged each of the Services to obtain updates to their Operational Needs Goals and/or Methodologies. The Marines compiled a list of updated values and provided them to the J4-LM branch. All other services had no updates to their previous values.
## Updated Operation Need Goals

<table>
<thead>
<tr>
<th>Service</th>
<th>Priority</th>
<th>CONUS</th>
<th>OCONUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTHCOM</td>
<td>1</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>14</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>PACOM</td>
<td>1</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>28</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>54</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>EUCOM</td>
<td>1</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>25</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>65</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>CENTCOM</td>
<td>1</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>30</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>113</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>SOUTHCOM</td>
<td>1</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>71</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>AFRICOM</td>
<td>1</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>2</td>
<td>8</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>15</td>
<td>45</td>
<td></td>
</tr>
</tbody>
</table>

Received updated values from Marines. No changes for FY19 goals for the other services.
Additional SDDB Processing Enhancements

- SDDB processing was updated to improve data quality, update business rules, and standardize reference data.
  - PACOM renaming to INDOPACOM
  - Developing new streams for consolidated trucks from CONUS to Alaska
  - Removing stream additive TCSP designations (Admin only; no impact to stream standard)
  - Incorporating NGDS contractual exhibit data
  - Marking incorrect LMARS MRA events as Indeterminate Data
TDD Framework Methodology Overview

- Each segment standard is sum of capability standards for each sub-segment, defined by process owner.
- Capability Standard LRT is sum of 4 segments.
- Operational Need Goal is defined at LRT level by priority.
Source/Supplier Events

Requisition Created
Received by Wholesale System
Transmitted to ICPs
Material Release Order
Shipment Departure
WHSE Carrier Pickup
Arrived at CCP
Booking Date
Shipm. Departure
CCP Carrier Pickup

Warehouse Activities

Material Release Order
LMARS (MRO Date)
Requisition Created
LMARS (Doc Date)

CCP Activities

Arrived at CCP
Booking Date
Shipment Departure
CCP Carrier Pickup

LMARS (CCPs)
GSA (CCPs)
MIS (CCPs)
TPPS (ACT_DLVY)
ACR (ACT_DLVY)
TPPS (ACT_PKUP)
ACR (PKUP TM)
LMARS (CCPs)
GSA (CCPs)
MIS (CCPs)
TPPS (ACT_PKUP)
ACR (PKUP TM)

WHSE Carrier Pickup
214A (A1)

WHSE Carrier Pickup
214A (A1)

WHSE Carrier Pickup
214A (A1)

Current as of 9 Aug 2017
Military Air
(MILAIR, MILALOC)

Together, we deliver.

Current as of 9 Aug 2017
Together, we deliver.
Together, we deliver.
Total Delivery Services (TDS)

Source
- Requisition Created
- Received by Wholesale System
- Transmitted to ICPs
- Material Release Order

Supplier
- MRO

Transporter
- Ready for Pick-up
- Pick-up by Carrier

Theater
- Carrier Controlled Activities
- Carrier Drop-off
- Delivered to Customer

Warehouse Activities
- Carrier Provided EDI

Current as of 9 Aug 2017

Together, we deliver.