IMPROVING OUR MISSION PERFORMANCE THROUGH INFORMATION MANAGEMENT:

This edition of the Distribution Digest (D2) covers several pertinent issues. Enclosed are articles that discuss topics such as emerging concepts, tactical procedures, new policies, familiar challenges, updates on longstanding programs, and the development of risk compliant audit functions. No one specific theme dominates our publication; rather, we deliberately designed it to complement the full array of transportation, distribution, and logistics responsibilities that we all face daily. The D2 is an information management tool that you can add to your resource toolbox to increase your effectiveness and efficiency.

Given the risks of the status quo, business as usual is simply not an option for logistics organizations and leaders. In order to evolve, the Marine Corps is pursuing targeted improvements in all major areas. We are rapidly setting dramatic goals to improve customer service standards for our Families. We are aggressively applying new technologies and systems. We are advocating for absolute financial transparency within every Program Objective Memorandum initiative. We are investing in experimental organizations. Lastly, we are building new, unconventional relationships and partnership with federal agencies and Department of Defense organizations. However, we cannot accomplish these improvements without also prioritizing and implementing successful information management.

Prioritizing your information management plan means setting daily priorities to mitigate information overload. This is a management challenge that goes well beyond the Marine Corps. Senior leaders and every member of an organization have an inherent requirement to implement effective information management. Prioritizing and implementing successful information management will allow us to deliver faster services and support more effectively and with significantly improved precision.

Developing solutions to address today’s flood of information is challenging. It will require leadership involvement, consistent communication, and a deliberate commitment from all. This will create a new standard that will allow an organization to exploit its full information management potential. All personnel must recognize the need for effective information management and also identify any deficiencies or gaps.

You must decide to change and you must communicate the urgent need to change information management practices. You must direct change and assign ownership by anchoring strategic planning and operational goals in your organizational requirements, task, and initiatives to personnel. You must support change and embrace thriving in an uncertain and fluid environment. You do this by taking specific actions to support the relationship between information management, individuals, the organization, and the Marine Corps. This relationship will be the new integrated standard for improving mission performance.

- POC: Mr. James Meersman, LPD Branch Head, (703) 256-8129, james.meersman@usmc.mil
31XX OCCFIELD SPONSOR UPDATES:

The first quarter of 2019 was extremely busy and productive for the Logistics Distribution Policy (LPD) Branch. We expect the second quarter to be an equally dynamic period, due to the imminent onset of the Household Goods Permanent Change of Station (PCS) Peak Moving Season and the progression of several projects within the organization. Some of the highlights are as follows:

At the February 2019 Supply Symposium, MSgt Jose Sanchez, who is the Preservation, Packaging, Packing and Marking (PPP&M) OccField Sponsor, recommended a conversion of the PPP&M Military Occupational Specialty (MOS) from 3052 to 3152. Over the past 15 years, the PPP&M capability has been the first step of the distribution process for both forward deployed and rear operations. Hence, the MOS conversion will be more in line with the current reality and historical practices. In addition, the conversion will move the advocacy for the PPP&M MOS to the 31XX Distribution Management Community, which will garner better support for the Packaging Community. This effort gained concurrence and endorsement from Brigadier General David Maxwell, Assistant Deputy Commandant for Installations and Logistics.

The 4 - 8 February 2019 Transportation and Distribution Operational Advisory Group (T&D OAG) was extremely successful, with four priority issues approved for submission to the Logistics Consolidated Operational Advisory Group by the T&D OAG Voting Members:

- Marine Air-Ground Task Force (MAGTF) Deployment and Distribution Operations Center (MDDOC) Standardization
- Global Combat Support System - Marine Corps (GCSS-MC) Interoperability with In-transit Visibility (ITV) Systems
- Augment Cold Weather Capabilities to Enhance Distributed Operations
- Enhance Class I (Bulk Water) Distribution Capability

Also, during the T&D OAG, the Distribution Management Office (DMO) Working Group (WG) identified a few issues that we will work internally, such as the implementation of a DMO Representative at Marine Corps Installations Command. The DMO Representative will act as a liaison between Headquarters Marine Corps and our Installations. In addition, the DMO WG is working to standardize the United States Marine Corps Distribution Liaison Cell (DLC) Handbook, which will standardize missions, operations, roles, and responsibilities in the Operational Forces’ DLCs. LPD is the Office of Primary Responsibility for this effort.

The Personal Property and Passenger Transportation (LPD-2) Section participated in many Operational Planning Teams, WGs, and meetings. Some of these were in support of the Global Household Goods contract (Single Move Manager Concept) at United States Transportation Command. Others were in support of the Camp Lejeune request for emergent booking authority and lifting the Administrative Weight Limitation for accompanied Marines and Sailors (stationed at Marine units) who are executing PCS orders to, from, or between Japan Permanent Duty Stations (reference MARADMIN 221/19 and USTRANSCOM PP Advisory #19-0050A). Additionally, LPD-2 worked on the Exception to Policy for the Air Mobility Command Patriot Express (AMC-PE), which culminated in the coordinated MARADMIN (122/19) between DC, I&L; Deputy Commandant, Manpower and Reserve Affairs; and Commander, Marine Corps Installations Command. MARADMIN 122/19 provides commanders with a flexible framework to approve the use of commercial air transportation as an exception to the AMC-PE, when appropriate.
From 29 April - 3 May, LPD participated in the FedEx Global Logistics Operations Summit at the FedEx World Headquarters in Memphis, TN. The theme of the summit was logistics and innovation. The purpose was to familiarize Marines and Civilians with the agile nature of FedEx logistics and supply chain operations and the innovations supporting that cause. Participants gained a deeper understanding of FedEx logistics operations and capabilities in support of the Department of Defense.

Lastly, we have had some selections for promotion over the past months. Congratulations to all the new officers! The new promotion board season will begin shortly. Eligible officers should review their records now. I will send out an email with the projected eligible officers detailing who is in what zone.

Congratulations to:
- Major John Jarvis
- Captain Termaine Babers
- Captain Harvey LaCanilao
- Captain Shawn Minosky

- POC: Maj Christopher Gilmore, LPD Deputy Branch Head and 31XX OccField Manager, (703) 695-6099, christopher.m.gilmore@usmc.mil

LPD-1:

JOINT DEPLOYMENT AND DISTRIBUTION EXECUTIVE BOARD (JDDEB):

On 20 February 2019, Headquarters Marine Corps (HQMC), Logistics Distribution Policy (LPD) Branch accompanied the Deputy Commandant for Installations and Logistics (DC, IL) to the United States Transportation Command (USTRANSCOM) - sponsored Joint Deployment and Distribution Executive Board (JDDEB) at Scott AFB, IL. The JDDEB is the 3-star level meeting within USTRANSCOM’s governance forum construct.

The JDDEB is chaired by the Commander, USTRANSCOM (TCCC). Other attendees included the Assistant Secretary of Defense for Sustainment; Deputy Chief Management Officer, Defense Logistics Agency; Joint Staff (JS) J3 Operations; JS J4 Logistics; Service Logistics Leads; Combatant Command Logistics Leads; General Services Administration/Federal Acquisition Service Commissioner; USTRANSCOM Deputy Commander; Army and Air Force Exchange Service; Defense Commissary Agency; Federal Emergency Management Agency; Navy Exchange Service; United States Agency for International Development; Deputy Assistant Secretary of Defense Transportation Policy; Deputy Assistant Secretary of Defense for Supply Chain Integration. USTRANSCOM participants included J3 Operations Directorate; J5/4 Strategy, Capabilities, Policy and Logistics; J6 Command Control, Command & Cyber Systems; J8 Program Analysis and Financial Management.

The JDDEB provides a General Officer forum for strategic level discussions aimed at enhancing the capabilities of the Joint Deployment and Distribution Enterprise (JDDE) in order to project our nation's power and employ it at the right place and at the right time. This was the first JDDEB hosted by the current TCCC, General Stephen Lyons. For this meeting, General Lyons focused on approving action plans to address gaps in the JDDE’s collective ability to track the aggregation of combat power, to help provide end-to-end distribution of critical commodities, and fix the underlying digital linkages required to accomplish these tasks. Attendees were encouraged to identify current issues and provide their thoughts and insights in support of developing and implementing solutions.
General Lyons spoke of his intent to revise the JDDE format. The former JDDEB format, battle rhythm, and senior leadership participation did not adequately align with or integrate JDDE activities. The Unified Campaign Plan outlines these activities and supports the objectives of the National Defense Strategy (NDS), National Military Strategy (NMS) and the requirements of the Combatant Commanders.

- Revised TCCC Intent: The JDDEB should deliver outcomes tied to achieving the objectives of the NDS and NMS. JDDEB initiatives should be joint in nature with equities that span the entire JDDE. The focus of effort should always be on Warfighter readiness.

- Revised Battle Rhythm: Conduct JDDEB every six months.

- Key Outputs:
  o The JDDEB should create action plans that drive solutions.
  o The JDDEB should utilize wargames, exercises, and training inputs to refine solution sets.

As a way Ahead, HQMC LPD will continue to engage with USTRANSCOM in support of future JDDEB initiatives.

- POC: Mr. James Jones, LPD-1 Deputy Section Head, (571) 256-2752, james.a.jones7@usmc.mil

UNMANNED LOGISTICS SYSTEMS (ULS) IN SUPPORT OF DIVERSIFYING DISTRIBUTION:

Diversifying Distribution refers to the myriad of methods and modes available that Marines will use in the delivery, retrograde, and recovery of logistics services to the Marine Air-Ground Task Force. It addresses the need to capitalize on both legacy and emerging distribution capabilities in order to support geographically dispersed forces throughout highly contested operating environments. It also requires capabilities and systems to support distributions that are:

- Resilient - functioning through payload or platform loss
- Scalable - supports delivery to disaggregated units with appropriately sized delivery mechanisms
- Unpredictable - use non-standard methods and lines of communication (to deter exploitation)

Unmanned Logistics Systems (ULSs) support this by employing autonomous air, surface, and ground capabilities that are resilient, scalable, and unpredictable. For example, the small ULS-Air capability can support 55-pound payloads within a 10km (6.2 mile) radius and deliver 1,000 pounds/day/system, effectively resupplying a squad in environments unreachable by other methods.

ULS-Ground (ULS-G) capabilities can support squads with small ULS-G vehicles, medium ULS-G vehicles or provide semi-autonomous convoy capability in theater. ULS-Surface provides organic Autonomous Littoral Connectors to deliver fuel, equipment, personnel, or supplies from ship-to-shore and throughout the littoral and brown water environment.

These ULS capabilities support the Diversifying Distribution goals of enhancing Marine Corps lethality by maximizing the ability of our commanders to employ tactical units across the entirety of non-linear battlespace. ULS expands the distribution portfolio to allow logistics support to an increasing number of geographically dispersed forces while maintaining the ability to support larger, more traditional Marine Expeditionary Force, or Joint Operations requirements.

- POC: Mr. Jeff Booth, LPD-1, (571) 256-2770, jeff.booth.ctr@usmc.mil
GLOBAL HEAVYWEIGHT SERVICES (GHS) CONTRACT:
Effective 1 April 2019, the GHS Federal Acquisition Regulation contract replaced the International Heavyweight Air Tender program. United States Transportation Command awarded 25 Civil Reserve Air Fleet carriers with a contract consisting of a 3.5-year base period (with two six-month options). The contract is effective 1 April 2019 through 30 September 2022. The GHS contract is available for Department of Defense transportation officers/shippers, federal agencies, and eligible cost reimbursable contractors. The GHS contract provides commercial door-to-door, international pickup and delivery services for cargo over 300 lbs., CONUS outbound shipments that are less than planeload, OCONUS to CONUS, and lateral (OCONUS to OCONUS) shipments. For additional information, visit https://ww2.ustranscom.mil/commair/commair_index.cfm?thisview=GHS.
- POC: Mr. Oliver Bell, LPD-1, (703) 695-7930, oliver.j.bell@usmc.mil

DISTRIBUTION PROCESS REVIEW (DPR) FOR THE MARINE CORPS:
Below, you will find information from the United States Central Command (CENTCOM) DPR for the Marine Corps. United States Transportation Command (USTRANSCOM) provides the DPR every quarter for each Geographic Combatant Command (GCC) to give detailed distribution network analysis for Combatant Command shipments. Reviewing the DPR provides action officers the opportunity to review the analysis and identify process improvement opportunities.

Figure 1.1 outlines information from February 2018 – February 2019. This particular DPR shows the Marine Corps shipped 733 shipments with an 84% Logistics Response Time (LRT). The LRT comprises the time lapsed from the sourcing of an asset through the supplier picking, packing, and transportation of the asset from origin to destination.

Once the asset arrives at destination, the Theater time starts for Distribution Management Offices, which is processed in Automated Manifest System – Tactical or Cargo Movement Operations System until it is closed out (D6T transaction) in Global Combat Service Support – Marine Corps (GCSS-MC).

Figure 1.1 DPR for the Marine Corps

Figure 1.1 shows that we were YELLOW (70% - 84%) for seven months. The 85% mark is the minimum standard that Department of Defense (DoD) hopes to achieve. The chart also shows that we missed the target a few months by just a few percentage points. Please note that in each month the Theater performance was the sole lagging indicator dragging the LRT below the 85% standard. Although a contributory factor is our true consumer-to-consumer method of measurement, we can still improve our performance.

In our analysis, we have found the following solutions to meeting the DoD standard of 85% LRT:

- Supply processing must not exceed the five day standard of closing shipments in GCSS-MC
- DMOs must assign shipments to a manifest and close out in our distribution systems in order to send data to Integrated Development Environment/Global Transportation Network [IDE/GTN] Convergence (IGC)
Headquarters Marine Corps, Logistics Distribution Policy Branch also reviews the Operational Need Goals (ONG) chart, which USTRANSCOM also provides. The purpose of the ONG is to create a decision space between the performance of the distribution network and the needs of the Warfighter.

Figure 1.2 shows all Category (CAT) 1-3 shipments broken into the various modes. The chart tells us that Commercial Air is the best means for the shipment of CAT 1 assets to CENTCOM; however, MILAIR or MilALOC have challenges meeting the established ONG timelines. We understand some shipments must use these modes, based on size, weight, or classification. Therefore, we must provide customers realistic Required Delivery Dates when selecting MILAIR or MilALOC as modes of service.

We would like feedback associated with your DMO’s decision methodology on shipment mode selections and shipping processes. This will help us to coordinate with USTRANSCOM for changes to the ONG chart, if required. Our ultimate objective is to improve the Marine Corps performance on the quarterly DPR, which will signal improved logistics support for our Warfighters.

- POC: Mr. Travis Goodman, LPD-1, (571) 256-2774, travis.goodman.ctr@usmc.mil

CUSTOMER AND CARRIER ADVISORIES:
Customer and Carrier Advisories are important because they disseminate information across the entire Logistics Enterprise. These advisories provide guidance and direction associated with the movement of Department of Defense cargo for operational situations and provides updates and/or changes to published transportation services or guidance. In addition, the advisories notify the Logistics Enterprise of activities that will result in significant changes to transportation requirements. Some examples of issued advisories are current base closures, information on systems and training updates, carrier suspensions, damage claims, and rail car information. Headquarters Marine Corps asks that you please stay engaged with Customer and Carrier Advisories. Those wanting to receive advisories must register by completing the "Register for Advisories" application at https://www.sddc.army.mil/res/Pages/advisories.aspx or you may contact the below POC with questions.

- POC: Ms. Candice Marshall, LPD-1, (571) 256-2758, candice.marshall@usmc.mil

NATIONAL INSTITUTE OF PACKAGING, HANDLING, AND LOGISTICS ENGINEERS (NIPHLE) – 2019 JAMES A. RUSSELL MEMORIAL AWARD WINNER:
NIPHLE is an association of packaging and logistics professionals who share an interest in the complex and diverse practices of packaging, distribution, and logistics. NIPHLE’s primary focus is on the connection between industry and government/defense packaging and movement of materials around the world. NIPHLE annually recognizes individuals who have achieved a lifetime of excellence in packaging.
This year, NIPHLE selected our very own SSgt Earl L. Jackson from 1st Supply Battalion to receive the James A. Russell Memorial Award for his dedicated service to NIPHLE and the packaging, handling, and logistics community. Ms. Jan Mulligan from the Office of the Secretary of Defense will present SSgt Jackson the award at the 2019 NIPHLE Annual Training event held 20 - 23 May in Huntsville, Alabama. Congratulations, SSgt Jackson on winning this prestigious award!

- POC: Mr. Lakye Franklin, LPD-1, (571) 256-2763, lakye.franklin@usmc.mil

**PRESERVATION, PACKAGING, PACKING, AND MARKING (PPP&M) ACCOMPLISHMENTS/INITIATIVES:**

I have great news for the community! Headquarters Marine Corps (HQMC), Manpower & Reserve Affairs approved and finalized the Military Occupational Specialty (MOS) grade shape in the February Authorized Strength Report. The changes will take effect in FY22. The Occupational Field Manager and Blount Island Command (BICMD) positions are now permanent. We will increase E9s from four to five. We will add two E8s (increasing from five to seven). Because of these changes, we have fixed the inverted pyramid, thus, allowing faster promotion for all Marines within the MOS.

The conversion of the PPP&M MOS from 3052 to 3152 is underway, and we have made significant progress. In March 2019, the Logistics Distribution Policy (LPD) Branch briefed Brigadier General David Maxwell, Assistant Deputy Commandant, Installations and Logistics (ADC, IL), and he concurred with our vision for the future of the MOS. In April, LPD released a DON TRACKER task to all relevant units for concurrence. Once the units have finalized the task, we will endorse it and staff it through the chain of command for DC, I&L approval and signature. We are diligently working to make this long-awaited change by January 2020.

The PPP&M Automation process is almost complete and LPD is ready to test it as a Proof of Concept. We are making final preparations and will pilot it at Camp Pendleton, CA in mid-July. Then, a Camp Lejeune, NC pilot will occur later this summer.

Currently, HQMC is working with BICMD and Virginia Tech University to modernize our packaging equipment. We are exploring efficient ways to heat treat and pressure treat lumber. The Marine Corps transports heat and pressure treated lumber all over the world, incurring great costs and taking up space on our ships, both Maritime Pre-Positioning Forces and Military Expeditionary Units (MEUs). Virginia Tech has developed more efficient and effective ways to treat lumber using new technology. This machine is portable and Marines can use it in any climate or location. BICMD is looking into putting these machines on their ships, and then they would purchase lumber in host nation ports to treat it in place. This will create additional space on the ships for more critical items. MEUs can apply the same concept for deployments, and daily garrison operations. We will meet with Virginia Tech on 5 June 2019 to discuss how this effort could potentially save the Marine Corps millions of dollars!

Lastly, we are in communication with Marine Corps Logistics Command to fix current issues with the P700-CNP. The P700-CNP is not current in Marine Corps ground parts, thus, limiting its usage and affecting the proper packaging of materiel. The P700-CNP mandates packaging requirements for Navy, Marine Corps, and Coast Guard activities. In addition, it mandates contractors and transhippers performing packaging, handling, storage, and transportation functions for Navy depot level reparables, Navy managed consumables, United States Marine Corps secondary reparables, and Coast Guard repairables.

- POC: MSgt Jose Sanchez, LPD-1, (703) 695-7762, jose.sanchezmejia@usmc.mil
POLICY UPDATE - REMOVING THE ADMINISTRATIVE WEIGHT LIMITATION FOR ACCOMPANIED MARINES/SAILORS ASSIGNED TO JAPAN:

Last month, LtGen Charles G. Chiarotti, Deputy Commandant for Installations and Logistics, released MARADMIN 221/19 referencing a major change to the Joint Travel Regulation. Effective 2 Apr 2019, the change eliminates the Household Goods Administrative Weight Limit (AWL) for accompanied Marines and Sailors (assigned to Marine units) with orders to, from, or between Japan Permanent Duty Stations. Marines issued PCS orders that have an effective date on or after 2 Apr 19 may take 100% of their Joint Travel Regulation weight allowance.

Please be aware of the following clarifications, restrictions, or exceptions to this policy:

- “Effective date” is not the issue date of orders.
- There is no AWL change for unaccompanied personnel.
- If customers have already executed orders under the previous AWL, please inform them that they may not ship additional property, nor release property from Non-Temporary Storage (NTS) for shipment to Japan.
- This change does not retroactively apply if customers have already executed a PCS move to Japan, even if they have received approval for delay of dependent travel or a tour conversion.
- If the customers Household Goods (HHGs) have arrived, they will not receive an entitlement for transportation of their HHGs to a storage facility.

Accompanied Marines and Sailors (assigned to Marine units) still have an entitlement for CONUS NTS in conjunction with their PCS move to Japan. This is in accordance with existing processes and procedures that are outlined in Marine Corps Order 4600.39, Personal Property Transportation (19 Aug 16). They should consult their command-designated sponsor and supporting housing office in Japan to help decide what they should ship and what they should place in CONUS NTS.

Personal Property Offices should have contacted all Marines impacted by this change. You know your Marines, so communicate this change to those who are impacted. Successful implementation of this policy change requires robust and effective communication from organizations at every level - from HQMC to each unit. Leadership at all levels must ensure Marines leverage this policy benefit to improve the overall PCS move experience.

- POC: Mr. Fred Hyden, LPD-2 Section Head, (571) 256-2753, frederick.hyden@usmc.mil
- POC: Mr. Brian Imler, LPD-2, (571) 256-2754, brian.imler@usmc.mil
PEAK SEASON REMINDER FOR DISTRIBUTION MANAGEMENT OFFICES (DMOs) - MARINES MOVING WITH PETS:

Are some of your Marines executing Permanent Change of Station (PCS) orders with pets this Peak Season? If so, make sure they know the allowances, rules, and restrictions associated with transporting their pets. The earlier you inform your Marines, the better they can plan for an easier move!

Last year, Air Mobility Command (AMC) produced a pamphlet designed to assist Marines in preparing pets (dog or cat) for transport aboard AMC- Patriot Express (AMC-PE) flights. They recommend your Marines contact their DMO as early as possible to book pet space, as this space is extremely limited. Owners must accompany their pets and transport is at the owner’s expense.

If Marines are not leveraging AMC-PE flights for their pet, direct them to contact their airline to determine costs, breed restrictions, and policies:

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<tr>
<th>Airline</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>American Airlines</td>
<td>800.433.7300</td>
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<tr>
<td>Delta Airlines</td>
<td>800.352.2746</td>
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<tr>
<td>United Airlines</td>
<td>800.864.8331</td>
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<tr>
<td>Alaska Airlines</td>
<td>800.252.7522</td>
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<tr>
<td>Southwest Airlines</td>
<td>800.435.9792</td>
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<td>JetBlue Airlines</td>
<td>800.538.2583</td>
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<td>Hawaiian Airlines</td>
<td>800.367.5320</td>
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<td>Silver Airways</td>
<td>801.401.9100</td>
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<tr>
<td>All Nippon Airways</td>
<td>800.235.9262</td>
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<tr>
<td>Korean Airlines</td>
<td>800.438.5000</td>
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Below are some helpful hints to pass along to Marines who are transporting pets:

- Try to travel on same flight as pet and ask to watch on- and off-load of your pet.
- If pet is traveling in cabin, inform flight attendants.
- Choose flights that mitigate high temperature extremes: early morning or late evening flights are better for pets in the summer.
- Use two ID tags for your pets - one with permanent ID info and one with temporary contact info an airline representative can use to reach you when the flight arrives.
- To minimize pets’ travel stress, allow a month for them to acclimate to the travel carrier.
- Unless vet prescribed, do not give your pet tranquilizers.
- Do not feed your pet up between 4-6 hours before flight time; however, do give them access to water.
- Carry a photo of your pet just in case the pet is lost during the trip.
- Examine your pet immediately upon arrival, and take your pet to the veterinarian if anything seems wrong.

You may find additional information and references at the GSA Pet Policy Site. Be sure to pass this information along to your Marines as soon as possible this Peak Season.

- POC: Mr. Mark A. Edwards, LPD-2, (703) 695-7765, mark.a.edwards5@usmc.mil

LPD-3:

ASSESSING RISK AND MEASURING COMPLIANCE:

The Department of Defense (DoD) has received more than $1.8 trillion for war-related activities since 2001. Currently, Congress provides funds for both war-related activities and regular operating sustainment activities. DoD tracks the funds separately by using codes and applicable transactions in all
of its financial systems. The Marine Corps, and in particular our Transportation Financial Management Programs under Installations and Logistics, further track additional systematic functions, interfaces, and requirements to effectively manage the execution of funding allocations that keep the Total Marine Force on the move around the world.

We cannot easily codify the complexity of where we are within our current policies, audit requirements, system capabilities, and financial constraints. Rather, the current Financial Audit that the Marine Corps is currently navigating provides for a necessary means to drive positive accountability change, long overdue systems improvements, and seeks clarity of historically undefined billing practices. The “pain and problems” are temporary. Our goal and benefit will be significantly improved financial accountability and standardized internal controls that actually measure effectiveness of programs and policies. Ultimately, audit iterations provide for a much less complicated budget execution process that complies with operational best practices and federal law, as well as emplacing an auditable program down to the single transaction-level detail across the life of that transportation expenditure.

The Marine Corps does not have that capability today, but we are getting there with your help. Over the next year, additional audit cycles and events for all Marine Corps locations and organizations will continue the efforts to improve functional processes, transparency, and reporting compliance within standardized methods for Third Party Payment System actions. Among some of these planned efforts, will be interim guidance directions called Functional Procedure Notices that help shape the trajectory of how we manage transportation finance funding across the Marine Corps in concert with developing audit Corrective Action Plans.

Headquarters Marine Corps is developing and testing other process improvements and information tools, such as playbooks and Data Science Analytics for implementation as well. Some of the developed adjustments in business processes are going to disrupt historical functions, as we know them today; this is by design. There will most certainly be tradeoffs and comparisons between positive and negative aspects on how we manage our transportation finance responsibilities within every Distribution Management professional space, function, and in every location. Each new audit process, function, procedure, and policy will have an evaluation component considered that determines an appropriate balance between Marine Corps operational capability and flexibility, internal controls, and compliance for audibility purposes. This becomes the level of acceptable risk for the Marine Corps Transportation Finance Program. Assessing those acceptable risks, and measuring the speed of our organizational compliance, gives us the balanced capability that we must find for the sustainability of the program. We will shape and transform ourselves to meet these challenges and rely on your help for its success.

- POC: Mr. Shawn Harris, LPD-3, (571) 256-2767, shawn.harris@sabelsystems.com

THE MASTER GUNNY’S CORNER - 31XX OCCFIELD SPONSOR UPDATE:

First, I would like to say that I appreciate the effort put forth by our Non-Commissioned Officers (NCOs) at the February Transportation and Distribution Operational Advisory Group (T&D OAG) Enlisted Break out Session. During the session, they were professional and precise with their communication. We had conversations on several pertinent issues affecting the community and the participants were able to out-brief senior leadership on possible solutions to these enterprise-wide issues. My desire is for the Enlisted Break out Session to become a part of the annual T&D OAG. We all know that the NCOs are where the rubber meets the road, and it is our responsibility to listen to and respond to their feedback.

Recently, we took a tour of the Joint Personal Property Shipping Office-Southeast (JPPSO-SE) and had the opportunity to meet with senior leadership and Marines. We had great discussions. The highlight of the meeting was speaking with the highly motivated Marines who are working at JPPSO-SE. Some of
their accomplishments include meritorious SNCO promotions, NCO meritorious promotions, Below Zone selections, and winning the NCO Sword award. The Marines are looking forward to the challenge of this peak season.

Finally, there are numerous things going on in DC (as always). We are here to advocate on your behalf. If you feel we need to shift a direction, let us know. You are working the ground level and we need to know if the policy coming out of this office is right. Keep doing great things!
- POC: MGySgt Adam McDermott, LPD-1, (571) 256-2760, adam.mcdermott@usmc.mil

I MARINE EXPEDITIONARY FORCE (I MEF) SPOTLIGHT:

Pacific Blitz 19 is a scenario-driven, joint exercise that provides relevant training by replicating a realistic maritime environment. I MEF designed the exercise to challenge and improve amphibious capabilities and other skillsets. The exercise integrated the staffs of I MEF and 3rd Fleet.

The I MEF G4 Marine Air-Ground Task Force (MAGTF) Deployment and Distribution Operations Center (MDDOC) was heavily engaged in the exercise. Challengers were analyzed and resolved with deliberate deployment and distribution related solutions. The maritime environment compelled a different methodology from the United States Central Command status quo, testing all participants accordingly. The far-reaching effects of this scenario highlighted critical roles from the supporting establishment and identified areas that require deeper analysis.

The Distribution Management Office (DMO) of Camp Pendleton and Marine Corps Air Station Miramar were involved with deployment, sustainment, and redeployment operations. The use of the “spot bid” process identified critical timelines necessary to move large volumes of cargo during a short notification event. Additionally, the MDDOC identified large Marine Corps equipment that exceeded organic lift capability along with the timelines necessary to move on public highways. These actions helped to replicate real-world planning and execution requirements and validated DMO’s ability to meet emerging transportation requirements during contingency operations.

We established the 1st Supply Battalion MAGTF Materiel Distribution Center (MMDC) in a centralized location and laid the framework to conduct distribution operations in a maritime environment. During the exercise, we placed Distribution Liaison Cells (DLCs) on two Amphibious Ships and identified locations for additional DLC capability. The MMDC was a member of the I MEF Force Transportation Working Group. They expanded transportation resource opportunities and delivered Class IX by Landing Craft Air Cushioned, tactical vehicles, and helicopter. The MMDC conducted operational testing of the Tactical Edge Telemetry application and successfully transferred data using the PRC 117G tactical radio, providing an alternative to available communication networks and possible mitigation for contested network environments. We also tasked the MMDC to manage the container lot for the Maritime Prepositioning Force (MPF) offload.

The Navy/Marine Corps integration was an incredible experience and identified areas for further advancement in support of distribution operations. Some key items of note: In-transit Visibility must
consider low emission/signature management techniques, tactics, and procedures. DLC placement on MPF breakbulk ships will enable rapid packaging and throughput of sustainment by leveraging a floating warehouse. DLC placement throughout strategic hubs will ensure proper prioritization of the Marine Corps cargo movements. Terminal Operations Organizations are high demand capability and will soon include the Landing Support Battalion and their own Distribution Management Marines.

Pacific Blitz 19 was a tremendous opportunity for Distribution Management Marines to explore and expand their capabilities beyond the routine, but necessary, rigors of garrison operations and MEU and Fleet Logistics Center integration. The DMO community must continue to mature through training and awareness of future Marine Corps concepts and plans.

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THE IMPORTANCE OF THE REQUIRED DELIVERY DATE (RDD):

Commanders at all levels rely on an effective and reliable distribution pipeline for their formations to remain lean, agile, and lethal to fight and win. Joint Publication 4-09, Distribution Operations, states that Distribution includes the collective activities of Combatant Commanders (COCOMs), Services, Department of Defense (DoD), other United States Government departments and agencies, and commercial sectors to meet the Required Delivery Date (RDD) or to achieve Time-Definite Delivery.

Marine Corps Logistics Command G3 Enterprise Distribution Division supports the Command's role as the Marine Corps Distribution Process Manager with an initiative to monitor RDD attainment across the enterprise. According to metrics provided by Integrated Development Environment/Global Transportation Network [IDE/GTN] Convergence (IGC), only 40.8% percent of the 50,000+ United States Marine Corps shipments across all COCOMs had met its RDD during the month of February 2019. This initiative is one of many that look at optimizing performance and efficiency in the distribution process across the enterprise.

The Defense Transportation Regulation defines RDDs as the calendar date when the requisitioner requires material. The Uniform Material Movement and Issue Priority System (UMMIPS) also outline RDD. UMMIPS sets priorities for the issuance and movement of material. The lack of attention given to the RDD by individuals and organizations involved in submitting and filling requisitions for supply items will negatively affect the warfighters' confidence in the supply chain and distribution pipeline to deliver material to the right place at the right time. The RDD indicates when requesting organization require requisitioned items. Properly using, and meeting RDDs, would minimize customers' wait time, provide accurate logistics response time, and enhance warfighters' confidence in the DoD supply system.

The requisitioning activity determines the appropriate Priority Designator (PD) to enter in the requisition based on the assigned Force or Activity Designator (F/AD) and the UND determined by the requisitioning activity.

The PD Issue Priority Groups (IPGs) as follows:

- PDs 01, 02, and 03 form IPG I.
- PDs 04, 05, 06, 07 and 08 form IPG II.
- PDs 09, 10, 11, 12, 13, 14 and 15 form IPG III.

After determining the appropriate PD applicable to requisitions, requisitioning activities will determine the appropriate entry for the RDD. The combination of the PD and the designation, or non-designation of
an RDD, or other allowable entry will determine the response time requirements of supply and transportation system. There are four RDD categories. The categories are blank, coded, extended, and Julian date. If the customer does not specify an RDD, then the customer should expect the total time from order placement to receipt to be within the UMMIPS time standards (TDD Standards) of total order-to-receipt time. Requisitioning activities use a coded RDD when the requisition is for Not Mission Capable Supply (NMCS) items or anticipated NMCS items. The coded RDD communicates special delivery terms and conditions. If the customer does not specify an RDD, then the customer should expect the total time from order placement to receipt to be within the UMMIPS time standards (TDD Standards) of total order-to-receipt time. An example of a Julian date is 053 (the 53rd day of a year), which is equivalent to the calendar date 22 February.

As the overall distribution pipeline is saturated with over inflated priority shipments, it is time that all services get "back to basics" so that the distribution pipeline can operate as it was designed. Commanding officers or the heads of requisitioning organizations shall ensure that PDs assigned to requisitions are valid and accurate, consistent with F/ADs assigned by higher authority as well as with the existing urgency of need, and that RDDs assigned to requisitions are valid. They should personally review or delegate (in writing) to specific personnel the authority to review all requirements assigned an urgency of need "A" to certify inability to perform mission. That review must occur before the transmission of a requisition to the source of supply.

Recommend that all Commands place emphasis on the importance of RDDs, the rules for assigning RDDs, and provide appropriate RDD training. Marine Corps Logistics Command is in development of a RDD micro-application that will assist item managers with assigning RDDs, as well as additional guidance and training from Enterprise Distribution Division emphasizing the importance of properly using RDDs. This initiative and training hopes to promote acceptance by the user and improve the accuracy of RDDs.

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HELPFUL LINKS:

- U.S. Marine Corps Personal Property Transportation and Storage Facebook Page: https://www.facebook.com/usmchouseholdgoods/
- U.S. Marine Corps Passenger Transportation Facebook Page: https://www.facebook.com/usmcpassengertravel/
- Did you miss a past issue of the Distribution Digest or Distributor? Find them at the link below! https://www.iandl.marines.mil/Divisions/Logistics-Plans-Policies-Strategic-Mobility-LP/Logistics-Distribution-Policy-Branch-LPD/LPD-Library/Messages/
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