



U.S. TRANSPORTATION COMMAND

 USTRANSCOM TCJ4-H POINT OF CONTACT
 (618) 220-5476

1 **DP3 EXECUTIVE WORKING GROUP (EWG)**
 2 **MEETING MINUTES**
 3 **17 September 2019**
 4

5 **NOTICE**

6 United States Transportation Command (USTRANSCOM) organized the first Defense Personal
 7 Property Program (DP3) Executive Working Group (EWG) on 17 September 2019. The EWG
 8 was created to foster meaningful dialogue between Personal Property senior leaders within the
 9 Department of Defense and Industry, as an expansion of USTRANSCOM's suite of EWGs for
 10 Surface, VISA (Voluntary Intermodal Sealift Agreement), and CRAF (Civil Reserve Air Fleet)
 11 programs. The DP3 EWG will gather semiannually as a non-decisional and non-contractual
 12 forum, with a goal to share information across the personal property enterprise. A list of meeting
 13 participants is enclosed at the end of this document.

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 15 **COMPANIES REPRESENTED**

<u>Organization</u>	<u>Telephone</u>
The Suddath Companies	(954) 920-5445
Wheaton Van Lines, Inc.	(317) 842-8111
National Van Lines, Inc.	(708) 450-2900
Cartwright International, Inc.	(855) 210-5359
Cornerstone Moving, Inc.	(571) 351-0125
Lambert Transfer & Storage, Inc.	(334) 745-5706
Shur-Way Van Lines	(847) 362-2976
Interstate Van Lines, Inc.	(703) 569-2121
Quality Moving Services	(210) 432-2532
Total Move Management	(904) 739-7856
UniGroup	(636) 305-5000
SIRVA, Inc.	(630) 570-3996
American Van Lines, Inc.	(954) 630-0316
Tier One Relocation, LLC	(401) 262-0327
International Auto Logistics	(423) 914-3684

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 17 **MEETING SUMMARY**

18 1. Opening Remarks

19 a. Meeting opened with remarks by VADM Mewbourne, Deputy Commander

20 (1) Why are we here? DP3 is a high interest item for USTRANSCOM and DoD. The
 21 TCCC (USTRANSCOM Commander) established the first DP3 EWG to solidify
 22 communication with industry leaders and provide a structured dialogue between
 23 industry, USTRANSCOM leaders, and DP3 staff.



- 1 (2) How were invited participants chosen for this EWG? In line with other
 2 USTRANSCOM EWGs for VISA, Surface, and CRAF, we worked hard to ensure we
 3 had diverse participation from TSPs spanning all areas of DP3. We will continuously
 4 work on establishing a process that allows for industry voices to be heard, and for
 5 USTRANSCOM leadership to get a complete picture of the DP3 from an industry
 6 perspective.
- 7 (3) What can invited participants expect from the DP3 EWG? A healthy dialogue and
 8 exchange of information, particularly industry inputs to the program. As the DP3
 9 program already hosts a biannual Personal Property Forum (PPF), which will
 10 immediately follow this EWG, we will capture all inputs and funnel due outs into
 11 those venues to ensure synchronization across their entire governance process.
- 12 2. Personnel Relocation Cross-Functional Team (CFT)
- 13 a. COL Kevin Baird, Director of Transportation, Office of the Deputy Assistant Secretary
 14 of Defense for Logistics, presented.
- 15 (1) The CFT was formed in September 2018, and remains focused on improving the
 16 relocation process for DoD members.
- 17 (2) The CFT includes OSD and Service-level members from the personnel, logistics, and
 18 finance communities working to understand the interplay between the different
 19 relocation functions, what changes were possible, and to determine any unintended
 20 consequences of systemic changes. Key areas addressed were demand, supply, and
 21 quality.
- 22 (3) Specific items tackled by the team under the 2019 CFT initiatives were: orders
 23 integration, report “no later than” dates, media and education campaign, requirement
 24 synch, 6 month orders lead time, Increase capacity, QA standardization, 1-833 Call
 25 Center, claims review, and shipping office performance.
- 26 (4) For 2020 and beyond, the CFT is looking at; demand smoothing with longer tours,
 27 moves outside peak season, entitlement standardization, claims process refinement,
 28 enhance government/industry relationship and consolidate DoD functions.
- 29 3. DP3 Update: “How Did Peak Season Go?”
- 30 a. COL Marshanna Gipson, Chief, Defense Personal Property Program, provided an
 31 overview of the DP3 performance highlighting 2019 Peak Season actions aimed to
 32 increase capacity, improve service, and multi-tier DP3 communication with the Services,
 33 Industry partners and spouses. Throughout 2019, DoD implemented several initiatives
 34 including increased use of containerized moves (Code 2); allowing unlimited refusals for
 35 TSPs; requesting Personally Procured Moves (PPM) in the new MilMove system;
 36 addition of inconvenience claims for delayed deliveries out of storage in transit: creation
 37 of a 24/7 call center; new customer-focused pamphlets; and increasing full replacement
 38 valuation for shipment claims.
- 39 (1) Pre-decisional initiatives for 2020 were shared with the EWG to gain insight into the
 40 audience’s perspectives. These include actions regarding special solicitations for
 41 hard-to-service domestic locations; planned increase of the TSP minimum



- 1 performance score (MPS); change to inconvenience claim methodology; and
 2 additional line item reimbursements required to be passed through by the TSP directly
 3 to the agent who performs the service.
- 4 (2) During discussion on special solicitation for hard-to-service locations where DoD
 5 struggled to move unaccompanied baggage, Industry shared concerns that reducing a
 6 location to a single TSP under the “winner-takes-all” concept currently used for
 7 international solicitations will not affect the available number of agents and may not
 8 have the desired effect. Caution was given that this action could have long-term
 9 negative effect for this requirement. A suggestion was made to increase the minimum
 10 weight payment of unaccompanied baggage from 300 pounds to 500 pounds.
- 11 (3) There was healthy dialog on USTRANSCOM’s planned increase of the MPS for DP3
 12 TSPs to 85 percent across all three markets in 2020. Several industry representatives
 13 expressed concern that this would simply be circumvented through the manipulation
 14 of standard carrier alpha code (SCACs) and others expressed concern that it would
 15 cut out too much capacity. The idea to give all TSPs under the same management
 16 group a shared Performance Score (PS) was brought up and several agreed this would
 17 be a more realistic representation of performance, but would require additional
 18 detailed business rules to prevent TSPs from manipulating SCACs.
- 19 (4) Continued Customer Satisfaction Survey (CSS) discussion focused on the return rate,
 20 which has hovered at or below 30% annually for the DP3. The group agreed this is
 21 low given the importance the CSS has on the traffic distribution list. Industry
 22 representatives offered it would be much lower if TSPs did not repeatedly remind
 23 customers to complete their CSS. A suggestion was made for DoD to contract with a
 24 third-party survey company to conduct the CSS to gain true efficacy in bolstering
 25 return rate for 2020 and beyond.
- 26 (5) DP3 communications initiatives include the development of a Personal Property
 27 Relocation Advisory Panel of key spouses designated by each service; a rotating
 28 monthly open discussion with Industry; weekly Peak Season calls with DP3
 29 organizations and Industry; DP3 advisories; and DP3 customer outreach pamphlets.
- 30 (6) Discussion on DP3 advisories. An Industry representative observed that
 31 USTRANSCOM advisories don’t seem to be uniformly filtering down to all
 32 implementation levels at the regional Joint Personal Property Shipping Offices
 33 (JPPSOs) and base-level Personal Property Processing Offices (PPPOs), causing
 34 confusion and additional time being spent educating personnel of updated
 35 processes/rules, policies, or directives.
- 36 4. 2019 Peak Season Summary
- 37 a. Mr. Daniel Martinez, Chief, Business Operations Branch, provided an in-depth analysis
 38 of peak season and an interim evaluation of all initiatives. The discussion included a
 39 summary of peak season volume, required delivery date compliance and transit time,
 40 initiatives such as Code 2 and refusals, and DPS system challenges during peak season.
- 41 (1) Overall, the Code 2 initiative had a target of 12% Code 2 bookings and was intended
 42 to reduce claims and raise customer satisfaction scores (results pending). Refusals



- 1 were also allowed to optimize industry capacity by allowing last load match. These
 2 initiatives were met with mixed feedback from the EWG audience. JPPSOs reported
 3 capacity was much harder to obtain program wide, and the data shows that this was
 4 true as measured by the number of shipments booked and shipments awarded. On the
 5 industry side, TSPs reported better optimization.
- 6 (2) EWG participants received details on Domestic/International rate increases, including
 7 a significant revamp of the domestic tariff geographic compensation schedules. A
 8 major improvement, intended to make DoD moves more attractive than national
 9 accounts or cash on delivery moves, which saw an average compensation increase of
 10 27% for CONUS locations with a large military footprint. A similar update to the
 11 International Tender was applied to multiple year increases to address international
 12 inflation.
- 13 (3) DoD addressed agent pass-through efforts going into 2019 by introducing line item
 14 reimbursements required to be passed directly from the TSP to the agent who
 15 performed the service, i.e., labor, shuttle, and fuel surcharges. Feedback indicated
 16 this was key to ensuring agents providing curbside service to DoD customers were
 17 paid in a timely manner. Agents also found this pass-through effort to be very
 18 beneficial and helped make DoD business more attractive.
- 19 (4) Raising the MPS. Several TSPs indicated this would not help because move
 20 managers would just manipulate TSP SCAC scores by putting them on “hold” or
 21 “blacking out” to preserve their ranking.
- 22 5. DoD Perspectives
- 23 a. Air Force: Air Force expressed concern about a lack of TSPs accepting unaccompanied
 24 baggage shipments to Turkey and Korea and recommended that if a TSP can’t provide a
 25 service in a particular channel, they shouldn’t file rates in that channel. An Industry rep
 26 noted that rates are filed in January and February, but changes in the market including
 27 labor and fuel costs can change dramatically over the next 18 months during which their
 28 rates apply (i.e., from round-1 filing in January through May of the next year). TCJ4-H
 29 noted that peak season rates start in May, which is just three months after rates are filed.
 30 An Industry representative suggested that the low numbers of providers in these
 31 unaccompanied baggage channels is a result of non-acceptance of rates bid for those
 32 channels as he experienced an overall 40% rate rejection in 2019 for international
 33 channels.
- 34 (1) During the discussion, Industry expressed concern at a continued lack of
 35 standardization regarding base access for moving crews. OSD suggested companies
 36 invest in getting their crews Transportation Worker Identification Credentials, which
 37 provides a process for continuous base access through a regular background check.
 38 Industry noted that different installations have different standards on which prior
 39 offenses disqualify an individual from entering the installation.
- 40 (a) OSD indicated that they have a future requirement to post disqualifying
 41 information in a prominent place at their visitor centers.



- 1 b. Navy: Overall, 2019's peak season was better than 2018's, but there were some troubling
 2 trends. Missed pickups are a major concern, particularly the impact of last-minute
 3 notifications to customers who are already stressed about their move. Denied
 4 inconvenience claims and lowball offers are also a concern. The Navy echoed the Air
 5 Force's concern about the inability to book unaccompanied baggage shipments to certain
 6 locations. They believe that the policy of allowing unlimited refusals had an overall
 7 negative impact.
- 8 (1) The Navy has several future initiatives in work to grow their customer outreach:
 9 Navy HHG live webinars; Navy HHG customer video series on Facebook &
 10 YouTube; a Navy HHG Help E-Team; a Navy HHG customer web page; Navy
 11 Ombudsman town hall meetings; and Fleet and Family services training.
- 12 (2) Additionally, the Navy has launched a three-phase, multi-product effort intended to
 13 modernize the PCS experience for Sailors and their families. Products delivered to
 14 date include:
- 15 (a) MyPCS Mobile: CAC-free, secure, web-based application accessible 24x7 from
 16 any mobile device, tablet, or desktop computer.
- 17 (b) PCS Checklist: personalized for individual Sailor's PCS; includes ability for
 18 Sailors get on the waitlist for government housing and childcare services at the
 19 new duty station.
- 20 (c) PCS Entitlements Calculator: tool available to assist Sailors/supporting Command
 21 Pay and Personnel Administrators to calculate PCS travel entitlements for
 22 planning purposes.
- 23 (d) Lean Orders: streamlined, easy-to-read PCS orders accessed via MyPCS Mobile
 24 app.
- 25 (e) Electronic Travel Vouchers: Sailors can complete and submit travel vouchers for
 26 PCS travel using the MyPCS Mobile app.
- 27 c. Marine Corps: The Marine Corps noted several successes in the 2019 Peak Season such
 28 as the OSD-led CFT with Service 1's and 4's, an aggressive social media campaign, and
 29 robust on-site QA Inspections. They also noted summer persistent problems such as poor
 30 TSP communications with Marines throughout the moving experience, late pickup and
 31 delivery dates, poor quality of packing and loading, and a lack of timely claims
 32 settlement. The Marines also had several suggestions to improve the program, including
 33 improving DPS functionality to improve the user experience in the Claims and
 34 Counseling Modules, addressing capacity constraints in hard-to-reach locations, and re-
 35 evaluating the JPPSO structure.
- 36 6. Industry Perspectives
- 37 a. Industry leaders suggested adopting commercial best practices, simplifying processes,
 38 and reviewing administrative processes that do not add value to the program or for the
 39 customer. Representatives noted and appreciated the differing opinions between the
 40 PPSOs and TSPs concerning the impact of unlimited refusals, and emphasized that both
 41 parties need to continue to work together to come to the best solutions. A participant



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- 1 pointed out that corporate accounts do not have their own QA functions and suggested
 2 that DoD might spend money better elsewhere. The group also emphasized that the DoD
 3 constitutes an entire market segment, and changes in the DP3 affect the entire industry.
- 4 7. Final Open Discussion Items
- 5 a. Several participants expressed an interest in participating in cybersecurity discussions
 6 with USTRANSCOM J6 at a future meeting. Additionally, the Air Force recommended
 7 allowing pinpoint blackouts by “zip-3” at both origin and destination rather than
 8 unlimited refusals as a better way to access additional capacity.
- 9 8. DP3 EWG Wrap-up and Closing
- 10 a. VADM Mewbourne thanked attendees for participating and offered all a chance for final
 11 thoughts. The collective assessment was that the DP3 EWG was a successful meeting
 12 and all attendees appreciated the opportunity to participate.
- 13 9. Way Ahead
- 14 a. The next DP3 EWG will be held in March 2020. DP3 EWG invitations will go out to
 15 standing members from USTRANSCOM, the Services, GSA, and NDTA.
 16 USTRANSCOM will also select 12 DP3 TSP representatives, some of whom may be
 17 new attendees or original participants at this EWG. Leaders can expect an invitation to
 18 this event early January 2020 to facilitate individual travel planning.
- 19 10. Due-Out Task Review
- 20 a. Meeting minutes.
 21 OPR – TCJ4-HP
- 22 b. Drive standardization efforts across Services – streamline expectations by focusing on
 23 counseling and key responsibilities for members.
 24 OPR – OSD
- 25 c. Work to standardize application of secretarial process across services where possible.
 26 OPR – OSD
- 27 d. Look into reviewing the current minimum number of CSS returns required to calculate
 28 each TSPs Performance Score as there was concern that the current requirement of 20
 29 should be increased to 100 as it allows for TSPs to get around true accountability by
 30 putting a TSP in reserve once they have met the minimum. In addition, we will
 31 evaluate impacts and risks of raising the MPS to 85 percent across all markets in 2020
 32 since some in the audience felt that a score of 75 would be considered good and yet
 33 we’re saying that’s not good enough.
 34 OPR- TCJ4-H
- 35 e. Review minimum weights for unaccompanied baggage shipments.
 36 OPR – TCJ4-H



- 1 f. Ensuring more effective distribution of DP3 Advisories - filtering down information to
 2 the lowest levels – targeting JPPSOs and PPSOs. To ensure distribution to the lowest
 3 levels, TCJ4-H maintains a master advisory log containing the email address of every
 4 user in DPS based on their SDDC ETA (Electronic Transportation Acquisition) user ID.
 5 TCJ4-H periodically refreshes this list to ensure the latest contact information is
 6 available. The list also contains contact information for senior leaders and association
 7 representatives who do not have DPS accounts. Advisories are sent out by email to the
 8 thousands of addresses in a series of four to five email groups, depending on the number
 9 of recipients. Advisories that do not pose system security concerns are then posted to the
 10 Move.mil PPSO and TSP portal.
- 11 OPR – TCJ4-H
- 12 g. Continue to collect data and conduct Code 2 and Refusal analysis to find viable target
 13 goals for Code 2 and determine if there is an optimal use for Refusals going into 2020.
 14 The goal is to find a viable performance solution that helps generate quality capacity for
 15 customers without increasing the burden on the DoD customer. Refusals represent a rule
 16 that we relax during peak season and will continue to assess it and others to find a way to
 17 improve service and optimize industry capacity.
- 18 OPR – TCJ4-H
- 19 h. Look at opportunities/risks of consolidated Performance Scores for all move management
 20 companies, regardless of the number of SCACs owned.
- 21 OPR – TCJ4-H
- 22 i. Look into shipments moving in/out of hard to service areas (focusing in on Korea and
 23 Turkey).
- 24 OPR – TCJ4-H
- 25 j. Base access (request standardization).
- 26 OPR – OSD
- 27 k. Continue to assess DP3 processes that do not add value to the overall customer
 28 experience by looking for opportunities to simplify business rules or modify to model
 29 after commercial like processes and assess that the current metrics being reviewed are the
 30 right ones for peak and non peak season
- 31 OPR – TCJ4-H
- 32 l. Consider developing small working groups that focus on domestic & international
 33 challenges.
- 34 OPR – TCJ4-H
- 35 11. DP3 EWG Adjourned.
- 36 12. Updates and corrections - Please use the USTRANSCOM TCJ4-H point of contact listed for
 37 updates or corrections to these minutes.



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1 Meeting Participants

2 **USTRANSCOM** **OSD/Joint Staff**

3 VADM Mewbourne TCDC Brig Gen Steven Whitney OASD

4 MG Wehr TCJ5/J4 COL Kevin Baird OSD

5 Rick Marsh TCJ5-D

6 Ken Brennan TCAQ **USN**

7 Tamara Thouvenot TCAQ CAPT Chris Harris NAVSUP N1

8 COL Rick Lear TCJA CAPT Tony Yanero NAVSUP N4

9 COL Marshanna Gipson TCJ4-H

10 Lt Col Jeremy Reeves TCDC-E **USAF**

11 Brian Ballew TCAC Col Craig Panches HQ USAF/A4

12 Kurt LaFrance TCCC-LA Leigh Method AMC/A4

13 Terri Dilly TCJ8

14 Lt Col Ryan Schiffner TCCC-X **USMC**

15 Scott Ross TCPA Patrick Kelleher I&L LP

16 Lt Col James Hannan TCJ6

17 Joseph (Jerry) Cronin TCJ6

18 Larry McClain TCJ6

19 Michael Macik POLAD

20

21

22 **General Services Administration**

23 Tim Burke Director of Travel, Employee Relocation, and Transportation

24

25 **NDTA**

26 VADM (Ret) William Brown NDTA

27

28 **Industry**

29 Scott Kelly President, Gov't Business, The Suddath Companies

30 Kevin Myers Director, Military Services, Wheaton Van Lines, Inc.

31 Tim Helenthal President, National Van Lines

32 Andy Cartwright President, Cartwright International, Inc.

33 Chuck Bailey President, Cornerstone Moving

34 Jeannette Homan President, Lambert Transfer & Storage

35 Doug Brzezinski President, Shur-Way Van Lines

36 J.D. Morrissette President, Interstate Van Lines, Inc.

37 Ed Graves President, Quality Moving Services

38 Matt Connell President, Total Move Management

39 Bob McCabe VP, UniGroup

40 Steve McKenna VP, SIRVA, Inc.

41 Steve Westerberg CEO, American Van Lines

42 Matt Dolan COO, Tier One Relocation, LLC

43 Doug Tipton President and CEO, International Auto Logistics