

DLA-00-P00173

**COST OF PACKAGING SDR (SUPPLY
DISCREPANCY REPORTS) UPDATE**

March 5, 2001

Walter L. Calvin

**FOR
DEPARTMENT OF DEFENSE
DEFENSE LOGISTICS AGENCY
Operations Research and Resource Analysis
Office**

**DORRA c/o Defense Supply Center Richmond
8000 Jefferson Davis Highway
Richmond, VA 23297-5082**

FOREWORD

This report updates the packaging cost within the 1996 DLA Operations Research Office study, DLA-96-P50094, Cost of Reports of Discrepancy (ROD) Update. Supply Discrepancy Reports are generated when shipping or packaging problems arise within the DoD Supply System. This report summarizes the methodology used to calculate costs associated only with packaging SDRs that are attributable to contractor fault and presents the results in tabular form for the use by supply centers. The results can aid in determining the true cost to the government of doing business with individual contractors by including expected packaging SDRs costs as a bid evaluation factor. More detailed descriptions and calculations can be found in the technical manual titled Cost of Processing Reports of Discrepancy: Administrative Costs and Holding Costs (September 1995).

We wish to thank the Defense Supply Center Richmond (DSCR), Defense Contract Management Agency (DCMA) and The Defense Distribution Depot Richmond, Virginia (DDRV) for their support in this effort. Experts at these locations provided information vital to the completion of this project.

CHARLES F. MYERS
Director
DLA Office of Operations Research
and Resource Analysis

This page is intentionally left blank

EXECUTIVE SUMMARY

This study updates packaging discrepancy costs associated with the 1996 report entitled Administrative and Holding Costs Resulting from processing Reports of Discrepancy (DLA-95-P50094). The DLA Materiel Distribution Branch (J33232) wants to determine a valid dollar threshold (above which you should report and below which you should not report) for initiating either written or electronic packaging discrepancy reports for the Military Services. This information can be used as a baseline by the Defense Logistics Management Standards Office (DLMSO) to determine a valid threshold that should be applied within the Joint Service Instruction for Supply Discrepancy Reporting for the Military Services. The Defense Logistics Management Standards Office (DLMSO) is responsible for updating and disseminating this information. An update to the Joint Service Instruction will provide a new standard for the Military Services' general commodity to allow correction-packaging discrepancies without generating the packaging SDR report through the Supply Discrepancy Reporting (SDR) process, since you would be exceeding the value by the cost of the labor to prepare the packaging SDR report. This information can help ensure that DLA and the Services can focus their limited resources on those discrepancies where it makes economic sense. In support of this effort, the DLA Operations Research and Resource Analysis Office has been tasked with evaluating the costs associated with packaging discrepancies that are attributable to contractor fault.

This study examines two elements of discrepant items: the administrative cost and the holding cost. The administrative cost arises from actions normally performed at various supply and staff levels (internal and external to DLA) when a discrepant item or shipment is discovered and a packaging SDR is initiated, processed, investigated and resolved. The holding cost results from the storage and handling of discrepant items, and from the lost opportunity of investment for money "tied-up" in these items.

The administrative cost (in dollars) and holding cost (expressed as a percentage of contract value) were calculated by individual supply center. The average administrative cost for a packaging SDR is \$149, and the average holding cost is 4.0 percent of the contract value. Summary results for these costs can be found in Appendices within this report. A more detailed description and calculations can be found in the technical manual titled Cost of Processing Reports of Discrepancy: Administrative Costs and Holding Costs (September 1995).

During the four years since the 1996 RODs study was updated, changes in packaging SDR processing have been relatively minor. Electronic transmission and storage of packaging SDR information have increased the speed with which packaging SDR data travels within DLA, especially in the initial stages and forwarding to the various action points for processing. However, paper copies of packaging SDRs still exist, and the types of personnel involved in initiation and resolution are nearly the same as in 1996.

Although this study is comprehensive, it is not all-inclusive. As many costs as possible were quantified. However, there are many other costs associated with packaging SDRs that could not easily be quantified, such as equipment downtime and readiness degradation associated with parts being unavailable during the SDR process.

In conjunction of two or more bids for a particular item, the contracting officer at a center may calculate “evaluation factors” for each potential contractor based on the contractor’s packaging SDR history and contract data. A “true” cost to the government of doing business with each contractor can be better assessed using these factors. A more prudent choice – a more cost-effective decision – can then be made. The cost estimates developed in this report can be used as “evaluation factors” at the supply centers.

These cost are valid and current as of the date of this report. Changes in labor rates, process changes and other factors will make these costs less reliable over time. We recommend that these factors be reevaluated for an update approximately every four years or if there is a significant process change.

TABLE OF CONTENTS

<u>Section</u>	<u>Title</u>	<u>Page</u>
	FOREWORD	iii
	EXECUTIVE SUMMARY	v
	TABLE OF CONTENTS	vii
	LIST OF TABLES	ix
1	INTRODUCTION	1-1
1.1	Background	1-1
1.2	Problem Statement	1-1
1.3	Objectives	1-1
1.4	Scope	1-2
2	METHODOLOGY	2-1
2.1	Administrative Costs	2-1
2.2	Holding Costs	2-2
2.3	Data Sources	2-2
2.4	Analysis	2-2
2.4.1	Material Flow	2-2
2.4.2	Cost Calculations	2-3
2.4.3	Administrative Cost Determination	2-4
2.4.4	Holding Cost Determination	2-6
3	RESULTS	3-1
4	CONCLUSIONS	4-1
5	RECOMMENDATIONS	5-1

TABLE OF CONTENTS (CONT'D)

<u>Section</u>	<u>Title</u>	<u>Page</u>
Appendix A.	Individual Center Administrative Results for Packaging SDRs.....	A-1
Appendix B.	Expected Costs for Non-DLA Activities.....	B-1
Appendix C.	Expected Cost for Packaging SDRs Calculations for Non-DLA Activities.....	C-1
Appendix D.	Calculations for DLA Activities Cost for Packaging SDRs.....	D-1
Appendix E.	Calculations for DLA Depot Expected Cost for Packaging SDRs.....	E-1
Appendix F.	Expected Supply Center Cost for Packaging SDRs.....	F-1
Appendix G.	Development of Cost – DLA Depot for Packaging SDRs.....	G-1
Appendix H.	Development of Cost for Center Quality Activities for Packaging SDRs.....	H-1
Appendix I.	Development of Cost for Center Support Activities for Packaging SDRs.....	I-1
Appendix J.	Development of Cost for Defense Contract Management Agency (DCMA) QDR monitor and Administrative Contracting Officer.....	J-1
Appendix K.	Table of Administrative Cost (Sorted by Center and FSC Within Center) for Packaging SDRs.....	K-1
Appendix L.	Packaging SDRs Evaluation Factors (By Center and FSC)..	L-1
Appendix M.	Percent of Contract Value Results for Packaging SDRs (By Center and Federal Supply Class (FSC)).....	M-1

LIST OF TABLES

<u>Number</u>	<u>Title</u>	<u>Page</u>
2-1	Total Holding Cost Rates	2-7
3-1	Packaging SDRs Individual Center Results	3-1

This page is intentionally left blank

SECTION 1

INTRODUCTION

1.1 BACKGROUND

When DLA receives materiel that is **not** packaged in accordance with requirements it has several options. If it is a relatively simple and inexpensive fix, it may choose to correct the problem and pass this cost on to its customer. If there is a significant and costly deficiency, the materiel owner must be notified through the discrepancy reporting process. The costs to address these discrepancies must be identified to determine a threshold for initiating either written or electronic packaging discrepancy reports. This information will be used to develop guidance for the DOD Stock Readiness Program. This information can help ensure that DLA and the Services can focus their limited resources on those discrepancies where it makes economic sense.

Earlier studies (as recent as May 1996) have quantified these costs arising from nonconforming supplies, and this information needs to be updated.

1.2 PROBLEM STATEMENT

DLA receives and stores both DLA managed and Military Service-managed items. The dollar threshold for processing a packaging discrepancy report for Military Service-managed items is \$100. This threshold has not changed since the original joint service instruction was released in 1980. The costs to address these discrepancies must be identified to determine a valid dollar threshold for initiating either written or electronic packaging discrepancy reports for Military Service-managed items.

1.3 OBJECTIVES

The objective of this study is to update the estimates of costs associated with the receipt of an item having a packaging problem. Specifically, this study determines the cost of the packaging SDRs reporting process from its inception (when a problem is discovered) and its processing through the various DoD, DLA and individual services activities. Actions for all activities that normally play a part in the process are quantified in monetary terms. The average holding cost per packaging SDR resulting from the receipt of a discrepant item is also calculated. These costs are identified by Federal Supply Class (FSC) and the managing DLA Supply Center.

A packaging SDR is the device utilized by the service activities and other DoD agencies (including depots) to report any problems or discrepancies other than nonconforming material. Submission of this report occurs at all echelons; the ultimate user, the retail supply activity, a wholesale supply source (or service maintenance facility) or a DoD Depot, depending upon what level detects the discrepant item or shipment. Specifically, this analysis concentrates on any report transaction that involves an SF-364, the actual Packaging Supply Discrepancy Report (SDR) form.

In this study, the single cost generated for a packaging SDR, encompassing both holding and administrative components, may be interpreted as the **minimum** cost for a packaging SDR. The process analyzed in this report encompasses only the essential information transfers, investigative efforts, and resolution actions for a typical packaging SDR. This study measures the cost for all actions that should occur, not necessarily all actions that could occur.

1.4 SCOPE

This study focuses on the entire reporting process when a problem in a shipment occurs, attributable to contractor fault, at any one of the four supply levels. The discovery of a discrepancy and the initiation of a report may arise from a customer (ultimate user of the item), a retail supply activity (in direct support of customers), a service wholesale supply activity (or service maintenance facility), or a DoD depot. Separate analyses were done for each of these four ROD initiation levels for packaging SDRs.

The DLA supply centers analyzed include DSCC (Construction and Electronics), DSCP (General & Industrial, Medical, and Clothing & Textile), and DSCR (Aviation). The subsistence mission of DSCP and the entire fuel management mission at the Defense Energy Support Center are excluded.

In this study, any shipment or individual supply item having a discrepancy for which a packaging SDR is submitted is termed a “discrepant item”. In this report, discrepant items do not include those supplies, which would cause the initiation of a quality deficiency report or any other form of quality complaint. These quality discrepancies have been addressed in DORO Project DLA-94-P40158, October 1994.

One major classification of packaging SDRs will be addressed in this study:

1. Packaging SDR. This type of report is initiated for items or shipments that are improperly preserved, packed, marked, or unitized. Packing discrepancies encompass specific problems areas such as incorrect or poor blocking, bracing, cushioning, weathering, reinforcing or application of various protective measures.

Two major classifications of cost will be addressed in this study:

1. Administrative costs. Associated with the processing of a packaging SDR, these include costs of discovering the discrepancy as well as investigation, coordination with the contractor, response to disposition instructions for materiel, financial management, and the general flow of formal and informal information. Scenarios involving each of the four supply levels and each of the three DLA supply centers are analyzed.

2. Holding costs. Two types are present in the packaging SDR resolution process, both associated with material awaiting disposition instructions. The first is the cost of lost opportunity for investment. The second cost is called the “pure” supply cost.

- a. Lost Opportunity Cost. During the period of time a packaging SDR is being investigated – the time between complaint initiation and packaging SDR complaint closure – discrepant supplies may be “frozen”. Since an item that has a packaging SDR issued against it, it is in a suspense mode. The funds invested in this particular item are also “tied up”. The financial cost tying up these funds (sometimes called an opportunity cost) can be calculated from the amount of time that the packaging SDR is in effect, and the value of the items suspended.
- b. Pure Supply Cost. This is the other type of cost that is associated with the holding of physical inventory within a storage facility. The suspended material occupies valuable floor and bin space within the depot or retail supply activity. Material handling equipment is utilized to segregate suspended stocks. Facilities and other material; support efforts are also occasionally needed. These costs, representing other than pure personnel salaries (which are included as administrative costs), are computed separately in this project. The sum total of all expenses incurred with the physical presence of discrepant stocks in a storage facility over time is the pure supply cost.

Packaging SDRs are resolved regardless of the type of discrepancy, the responsibility for the discrepancy, the originator level, or the involved supply center. The responsibility can be placed at various storage or other activities, whether DoD or not. However, only packaging SDRs that were ultimately determined to be the fault of the contractor were analyzed for this study.

SECTION 2

METHODOLOGY

2.1 ADMINISTRATIVE COSTS

We measured the expected cost of a packaging SDR to a complaint initiator, captured the cost of packaging SDR processing for each supply center, and determined the expected cost for participation of activities within the Defense Contract Management Agency (DCMA). The total expected administrative cost of a packaging SDR would be the sum of these three individual expected costs. These administrative costs are then combined with the holding costs to calculate the final Evaluation Factor (EF).

The first portion of the method for computing the administrative cost identifies the material flow of the items managed by DLA, purchased from the contractor, and provided to customer. The responsible organizations in the supply system are identified and a relative frequency (or probability) is assigned to each of the branches in a diagram representing flow of material. This diagram can be found in Part 1 of the technical report¹ (Figure 2 and 3).

An individual cost analysis is conducted at each of the supply activities that play a part in the storage and distribution of DLA managed items (DoD depots, service maintenance facilities, supporting supply activities, and ultimate users). This addresses the administrative costs incurred if a discrepant item is received by a given activity and if a packaging SDR is subsequently initiated by this activity.

For each supply center activity that plays a part in the processing and resolution of a packaging SDR, we measured the degree of participation (via probabilities). These center activities include the focal point, quality assurance, comptroller, contracting and production, and supply operations. The activity costs multiplied by the participation probabilities produce the expected value for each center's participation. A cost is developed for each of the three supply centers via commodity breakout for packaging SDRs.

The expected cost for DCMA elements is also measured using actual costs (if involvement occurs) and probabilities (reflecting relative participation). This cost is captured by FSC.

In all cases, individual activity costs are based on the time to perform identified tasks, the rank or wage grade of the person performing the tasks, the hourly pay rate (with leave, benefit, fatigue, and other factors applied), and the relative frequency of the tasks performed. Costs are based on calendar year 2000 pay scales. An expected cost of the total of all administrative actions applicable to a single packaging SDR is the result.

¹ DORRA Cost of Processing Reports of Discrepancy – Technical Manual - September 1995, (DLA-95-P50094)

2.2 HOLDING COSTS

Each packaging SDR in the Customer Depot Complaint System (CDCS) closed between 1 October 97 and 30 September 2000 was individually considered. A value for the pure supply cost, the lost opportunity cost, and the total holding cost was generated for each packaging SDR. In all cases, a value for each type of cost was computed, taking into account the dollar value of all items on a single packaging SDR, the appropriate rate, and the period during which the packaging SDR was investigated and resolved. The calculation of pure supply costs and lost opportunity costs used published factors for the interest rates in the computations.

Averages of all costs were calculated for each individual FSC and DLA supply center. The total holding cost was then expressed as a percentage of average contract value for a given FSC.

2.3 DATA SOURCES

The quantitative information utilized in this analysis was developed from Special Purpose Data (SPD) standards for DLA activities; responses to detailed surveys from project ² DLA-90-P90136 for agencies that do not have published performance standards (service customer units, retail supply organizations, and service maintenance facilities); interviews with and visits to activities that are involved with material and information flow; accumulated performance data submitted by individual supply centers; and historical data from the DLA Integrated Data Bank files and other available data files. The CDCS was a valuable source of performance and transaction data for packaging SDRs processed by supply centers. Information from the cumulative Active Contract Files (ACF) was used in the holding cost portion of the analysis.

2.4 ANALYSIS

There are many stages of computation, which led to the tables attached as appendices. The administrative costs were identified in a separately published September 1995 technical report, DLA-95-P50094, "Cost of processing Reports of Discrepancy; Part I: Administrative Costs". The development of holding cost was provided in "Cost of Processing Reports of Discrepancy; Part II: Holding Costs". The final results of part I and II of the technical report are combined to form the tables in the appendices to this report.

2.4.1 MATERIAL FLOW

The flow of material from the contractor through the supply system was the first step in estimating the relative frequencies that were associated with finding and reporting packaging discrepancies at all levels in the supply chain.

² DORRA Administrative and Holding Cost Resulting from Processing Report of Discrepancy (February 1990)

A contractor may ship DLA items to a depot or to any service maintenance facility. It may be economically advantageous and more efficient if contractor ships directly to an appropriate retail supply activity – the supply source for the ultimate user or requisitioner. This certainly applies to the situation in which items are not normally stocked at depots. These types of supplies are purchased by DLA for direct vendor delivery (DVD) to customers.

A DoD depot may ship to a service maintenance facility or to a retail support activity. A depot may also discover a discrepant item or shipment during inspection by the receiving division. A service maintenance facility, receiving supplies directly from a contractor or depot, may ship an item to a supporting supply activity if this item is believed to be “error free”. However, a service maintenance facility may also discover a discrepant item and, as a result, prevent shipment to other supply activities. A supporting supply activity or retail supply point may receive items from a depot, a service maintenance facility, or directly from a contractor. In any case, they will ship to the ultimate user or requisitioner of the item, who will actually use the item for the purpose for which it was designed. Some examples of retail supply activities are Army supply and service companies, Air Force base supply activities, or Navy supply ships. Both the supporting supply activities and the ultimate users have the opportunity to discover a discrepant item.

The first step of the analysis was the determination of the proportions (probabilities) of discrepant and nondiscrepant items at each level of supply. A complete analysis describing the material flow to various supply levels via branch probabilities is provided in Part I of the technical report¹. Part I also provides interim results that are utilized to describe discrepant material occurrence at each supply center.

2.4.2 COST CALCULATIONS

Once a nonconforming item is discovered, the reporting process begins. Costs are accumulated at many diverse activities as the packaging SDR proceeds through the administrative chain. The cost depends upon who initiates the packaging SDR as well as which supply center manages the particular item. Costs were captured for each of the four potential complaint initiator types for a typical item at each of the three DLA supply centers.

The number of participants in a packaging SDR flow depends upon the complexity of the problem, impact on customers, dollar value of the discrepant items, and other factors. These participants may involve focal points, action officers, contract administration representatives, and many other organizations and individuals. Costs associated with all of these participants were developed.

The “expected cost” of a particular supply level’s involvement is simply the product of the calculated probability (representing the participant’s involvement) multiplied by the

¹ DORRA Cost of Processing Reports of Discrepancy – Technical Manual - September 1995, (DLA-95-P50094)

administrative cost experienced when that supply level is involved. The expected cost of the administration performed in the initiation of, and response to, a packaging SDR was computed by evaluating the expected cost of each activity (using a decision tree), and subsequently summing these costs.

Similar actions take place at each supply center when a packaging SDR surfaces to that level. The procedures followed were assumed to be defined in the appropriate SPD standards. However, since each center is oriented to major commodity groupings, some variability in packaging SDR processing time is expected. For example, the administrative and investigative efforts required for certain repair parts may be substantially greater than those necessary to resolve packaging SDRs for a commercial “off-the-shelf” item. As a result, each center’s activities were individually analyzed. For each item (identified by FSC), the total expected administrative cost was computed by component costs. Individual cost estimates, each of which represents the administrative cost for one packaging SDR for a particular center, were developed. Lastly, a single value that represents the costs of a typical packaging SDR for a DLA item – averaged over all packaging SDR initiators and all supply centers – was derived through appropriate weighting of each supply center cost with the discrepant item probability.

2.4.3 ADMINISTRATIVE COST DETERMINATION

Tracing the packaging SDR flow was the first step in accumulating individual activity costs. The reporting and resolution process is extremely complicated. This complexity arises from the attempt to ensure that packaging SDR resolution occurs at the lowest level possible, that complete and correct information is always transferred from one activity to another, and that the packaging SDR initiator is satisfied in the most expeditious fashion.

2.4.3.1 CUSTOMER ACTIVITY

The process may begin with a customer activity, the ultimate user of the item. The cost estimates developed for each function performed by a customer included appropriate consideration of leave and fringe benefit costs, and factors such as personal fatigue and work delay. Customer time and frequency data associated with packaging SDR processing was collected by survey. In all cases where information was derived from survey results, the median cost, not the average or mean cost, was utilized. Using the median of all individual survey results provides a better-cost estimate, since it eliminates the risk of a few extremely high or low costs affecting the entire sample. This update used the survey results from the original SDR study² (DLA-90-P90136).

Customer unit costs are divided into two phases. The first phase involves the discovery of the discrepant material and the construction and submission of the packaging SDR. The second phase involves responding to instructions regarding the disposition of the material in conjunction with the resolution of the packaging SDR. It was assumed that if

² DORRA Administrative and Holding Cost Resulting from Processing Report of Discrepancy (February 1990)

an activity initiates a packaging SDR, that activity would eventually be provided instructions to handle the discrepant material.

2.4.3.2 SUPPORTING SUPPLY ACTIVITY

The supporting supply activity or retail supply point may initiate its own report if a discrepant item is detected upon receipt. The supporting supply activity receives, stores, and issues stock at the retail supply level directly in support of an intended user. A service maintenance facility operating at the wholesale supply level may receive and issue DLA managed items. A service maintenance facility, therefore, may detect a discrepant item and initiate a packaging SDR. Information on detailed tasks normally performed at a retail supply point and at a service maintenance facility was obtained from surveys of these activities. Costs were calculated based on the time expended and the associated grade of the person performing each task.

2.4.3.3 DEPOT

A depot electronically communicates a problem directly to a particular supply center depending upon the commodity affected. The actions that a depot normally takes are detailed in SPD standards. In addition to using the SPD standards, the actual flow of information and material within Defense Depot Richmond Virginia (DDRV) was studied in detail. In developing cost estimates, the process at DDRV was considered to be representative of the process at all DoD depots. To calculate the costs associated with the receipt of a discrepant item at a depot, SPD standards and information from interviews with DDRV personnel were utilized.

2.4.3.4 FOCAL POINT

The point in the supply center that receives the discrepancy for control, enters the data into the CDCS database, and makes distribution, is the focal point. The DLA SPD standards formed the basis for all computations of costs within the focal point and provided a detailed description of tasks by the focal point.

The other business processes covered are Contracting and Production, Supply Operations, Quality Assurance, and the Comptroller. The degree of participation of these center activities depends upon the complexity and nature of the packaging SDR. SPD standards and probabilities calculated from the CDCS combined to produce the expected cost of involvement for center processing points. This was accomplished for each individual supply center. Detailed descriptions for each processing activity are available in the set of SPD standards used in this study. A general outline of functions that are commonly performed by center processing point activities is provided in Part I of the technical report¹.

¹ DORRA Cost of Processing Reports of Discrepancy – Technical Manual - September 1995, (DLA-95-P50094)

Relative frequencies or probabilities, reflecting the proportion of time certain actions occurred, were obtained from the SPD Standards and telephone interviews with the supply centers. Probabilities were utilized to calculate expected costs for various activities both within a DLA supply center and at the DCMA level. Due to the anticipated variability in the numbers of transactions passed among supply center activities, and due to the variability of personnel grades among the different centers, each supply center's focal and SDR processing points were individually considered.

Once costs had been assigned to each activity in the packaging SDR process, probabilities of event occurrences established to reflect different scenarios, total costs were compiled. A "roll-up" or combined cost included all costs of all center activities involved with the distribution of both material and information.

2.4.3.5 DCMA

Costs experienced at the DCMA level were considered. The primary DCMA costs consist of Quality Assurance Representative (QAR) and Administrative Contracting Officer (ACO) involvement. The average cost of all monitoring activities at the DCMA level is now \$422.89. The ACO, when he/she becomes involved with the processing of a packaging SDR in concert with the QAR, accumulates an estimated cost of \$98.82. The expected cost of DCMA involvement became the product of two quantities; the total of individual activity costs at the DCMA level and the probability of DCMA involvement. Each FSC was analyzed separately for the DCMA portion of the analysis. Job descriptions (as they are related to complaint processing) for DCMA elements are referenced in Part I of the technical report.

The analysis contained in Part I of the technical report produced a breakdown of administrative costs for each center and FSC. Costs were stratified by non-DLA activities (ultimate customers, retail supply points, service maintenance facilities and screening points), DLA activities (all DLA supply centers and supply depot elements) and DCMA activities (QAR and ACO). The total of all administrative costs, experienced by all levels and activities, is reflected in Part I, Appendices T and U, of the 1995 technical report. Lastly, to arrive at a set of expected costs for non-DLA, DLA and DCMA activities that represent "global" packaging SDR costs (across all centers), each non-DLA cost, DLA cost and DCMA cost was multiplied by the probability of packaging SDR occurrence for that center. This produced weighted-average expected costs. These results are provided in the appendices of this report, and were updated based on the same methodology applied in Part I of the technical report.

2.4.4 HOLDING COST DETERMINATION

To calculate the holding cost, each record in the CDCS database that was coded as a contractor-caused packaging SDR was analyzed. An estimate of the material cost on the packaging SDR was derived from the quantity involved in the packaging SDR and the unit price of the particular item. This estimated cost represented the amount that was held in suspense awaiting packaging SDR resolution and was utilized as a principal from

which the cost of money and pure supply costs were generated. Specifics of this analysis are explained in Part II of the technical report.

The total holding cost rates for stock in a suspense mode differ from supply center to supply center. The source of these factors is the GAO report, Cost Factors Used to Manage Secondary Items, May 1992, updated for the current cost of money. The total holding cost rate is comprised of the pure holding cost plus the cost of money. For example, the pure holding cost for DSCC (7%) plus the cost of money (5.9%) equals the total holding cost rate (12.9%). Table 1 displays rates.

<u>Center</u>	<u>Rate</u>
DSCC (C) ³	12.9%
DSCC (E) ³	14.9%
DSCR (A) ⁴	12.9%
DSCP (I) ⁵	13.9%
DSCP (C&T) ⁶	13.9%
DSCP (Med) ⁷	7.9%

Table 2-1. TOTAL HOLDING COST RATES

The rate used for the cost of money in this study is 5.9 percent. This figure is the current discount rate for DLA investments. The difference between the total holding cost and the cost of money provides the cost of pure supply actions.

All packaging SDRs will accumulate a holding cost during SDR resolution. In all cases, an estimate of each type of cost for each packaging SDR was computed taking into account the total dollar value of all items on each packaging SDR, the appropriate rate, and the time period that the packaging SDR was being investigated and resolved. Only packaging SDRs “closed” (resolved) between 1 Oct 97 and 30 September 00 were considered in the analysis. The duration of a packaging SDR was measured to the nearest day: therefore, compounding occurred on each day for the entire period that a packaging SDR was open. Given that the total dollar value of items on a packaging SDR is ‘T’, the total holding cost (THC) of the money committed to the supplies is:

$$THC = T \left(1 + \frac{r}{365} \right)^m$$

³ Non Electronic Items (C), Electronic (E)

³ Same as above

⁴ Aviation Items

⁵ General and Industrial

⁶ Clothing and Textile

⁷ Medical

Here “r” is the appropriate rate, in decimal form (for example, 0.129 for the total holding cost rate for a DSCR item). The cost experienced, CE, is the difference between this total holding cost after a period of “m” days and the initial value “T”.

$$C_E = THC - T$$

An example highlights the technique for calculating the total holding costs for material reflected on a complaint:

A packaging SDR was reviewed for a DSCR item. The unit price of the item is \$32.50. The number of discrepant items for this packaging SDR is 50. The packaging SDR was initiated on Julian Date 99280 and resolved on Julian Date 00025. Determine the holding cost for the material on this complaint as follows:

Total Value of Material (T)		
\$32.50 per item x 50 items		= \$1,625

Total Duration Time of SDR (m)		
The difference (in days) between Julian Dates 00025 and 99280		111 days

Total Holding Cost Rate (DSCR) expressed as decimal (r)		0.129
---	--	-------

$THC = (\$1,625) \times \left(1 + \frac{0.129}{365}\right)^{111 \text{ days}}$		= \$1,690
--	--	-----------

Total Holding Cost Experienced (CE)		
-------------------------------------	--	--

$C_E = \$1,690 - \$1,625$		= \$65
---------------------------	--	--------

For this example, the total holding cost experienced by the government for the material on this packaging SDR is \$65.

After computing holding cost values for each packaging SDR, all dollar figures were summed to a specific FSC. Average costs, with respect to the number of packaging SDRs were then calculated. The total holding cost was also expressed as a percentage of average contract value for each given FSC in Part II of the technical report. The Active Contract File (ACF) was used to calculate an average contract value for each FSC to arrive at this percentage. The effect of a packaging SDR is expressed as a percentage of the average contract value for a specific FSC. The product of this percentage and a proposed bid becomes the holding cost component of the Evaluation Factor (E.F.) reported in this study. The process was repeated to obtain supply center results.

SECTION 3

RESULTS

The SDR cost equations for packaging SDRs are provided in Table 3-1. The evaluation factor can be generated for any given proposed contract value, and can be used in the bid evaluation process. Each formula represents the sum of the average cost of packaging SDR processing and the average cost for holding material for a typical item managed by each center. A detailed breakout of these costs can be found in the enclosures.

<u>Supply Center</u>	<u>Evaluation Factor</u>	=	<u>Admin Cost</u>	+	<u>Holding Cost Percentage</u>	x	<u>Proposed Contract Value</u>
DSCC (C)	E.F.	=	\$145	+	(.0212	x	\$_____)
DSCC (E)	E.F.	=	\$127	+	(.0620	x	\$_____)
DSCR (A)	E.F.	=	\$187	+	(.0618	x	\$_____)
DSCP (G&I)	E.F.	=	\$117	+	(.0914	x	\$_____)
DSCP (T)	E.F.	=	\$200	+	(.0013	x	\$_____)
DSCP (M)	E.F.	=	\$117	+	(.0036	x	\$_____)
AVG			\$149	+	(.0401	x	\$_____)

Table 3-1 Packaging SDR Individual Center Result

The administrative cost is calculated as a fixed cost for each supply center. The holding cost, however, is variable. It is represented as a percentage of the proposed contract value for a particular item identified with the FSC. Detailed discussion of the holding cost by FSC and all other costs can be found in the technical manual. (See Appendix L for Packaging SDRs Evaluation Factors (By Center and FSC)) and Appendix M for Holding Cost Percentages.

SECTION 4

CONCLUSIONS

Changes in the packaging SDR processing have been relatively minor. Electronic and paper copies of packaging SDRs still exist, and the types of personnel involved in initiation and resolution are nearly the same as in 1996. Administrative costs have generally increased since the update report on SDR costs was completed (DLA-95-P50094, May 1996). These higher costs are due to higher wage levels that are now in effect.

SECTION 5

RECOMMENDATIONS

Recommend that evaluation factors based on the cost estimates developed in this study be used in the bid evaluations at the DLA supply centers. A list of items that have had numerous discrepancies, and a list of contractors having high rates of packaging SDR occurrences, should be developed. The resulting lists, both problem items and poorly performing contractors, should be combined to become part of a viable and meaningful contract cost evaluation procedure.

If a particular FSC does not appear in the appendices to this report, supply center averages can be used, which are in Table 3. These averages can also be used in cases where there may be usually high or low holding cost factors.

The implementation of these evaluation factors will provide a more accurate estimate of the cost of doing business with contractors who have had a history of problems. These evaluation factors can assist DLA in determining “best value” buys and thus make more cost-effective contract award decisions. In addition, from a broader perspective, if contractors are being evaluated on performance they may be motivated to reduce discrepancies in the future.

We recommend that these factors be reevaluated for an update approximately every four years or if there is a significant process change.

Appendix A

**INDIVIDUAL CENTER ADMINISTRATIVE COSTS RESULTS FOR
PACKAGING SDRs**

<u>Center</u>	<u>Non-DLA Activities</u>	<u>DLA Activities</u>	<u>DCMA Activities</u>	<u>Expected Total Cost</u>
DSCC (C)	\$25.23	\$107.92	\$11.81	\$144.96
DSCC (E)	\$15.03	\$99.91	\$11.95	\$126.89
DSCR (A)	\$19.56	\$162.93	\$4.64	\$187.13
DSCP (G&I)	\$22.75	\$88.16	\$5.70	\$116.61
DSCP (C&T)	\$25.45	\$168.73	\$6.04	\$200.22
DSCP (Med)	\$12.05	\$93.04	\$11.98	\$116.98

Average \$148.80

Appendix B

EXPECTED COSTS FOR NON-DLA ACTIVITIES

<u>Supply Level</u>	<u>Packaging SDRs</u>
Customer (Ultimate User)	\$116.17
Retail Supply Point	\$69.87
Service Maintenance Facility	\$200.89

Costs represent both packaging SDR initiation actions and disposition response functions. Costs were updated for inflation from the 1996 report. Non-DLA costs were derived from survey data gathered during the 1990 study. The above cost from the prior study were adjusted fro inflation only. The rate of inflation used was an average of 2.1 percent per year.

Appendix C

EXPECTED COST PACKAGING SDRS CALCULATION FOR NON-DLA ACTIVITIES

<u>Center</u>	<u>Customer</u>	<u>Retail Supply Pts.</u>	<u>Service Maint. Facilities</u>	
DSCC (C)	0.017314*(\$116.17) +	0.012939*(\$69.87) +	0.111078*(\$200.89) =	\$25.23
DSCC (E)	0.011811*(\$116.17) +	0.008806*(\$69.87) +	0.064924*(\$200.89) =	\$15.03
DSCR (A)	0.014674*(\$116.17) +	0.010963*(\$69.87) +	0.085090*(\$200.89) =	\$19.56
DSCP (G&I)	0.012163*(\$116.17) +	0.009018*(\$69.87) +	0.102971*(\$200.89) =	\$22.75
DSCP (C&T)	0.012550*(\$116.17) +	0.009305*(\$69.87) +	0.116200*(\$200.89) =	\$25.45
DSCP (Med)	0.029691*(\$116.17) +	0.022056*(\$69.87) +	0.035121*(\$200.89) =	\$12.05

Probabilities and Cost data were based on survey data gather from the 1990 study, cost were update for inflation since the 1995 study. The average inflation factor used was 2.1% per year.

Appendix D

CALCULATIONS FOR DLA ACTIVITIES COST FOR PACKAGING SDRs

<u>Center</u>	<u>Expected DLA Depot Cost (from Appendix E</u>	<u>Expected DLA Supply Center Cost (from Appendix F</u>	<u>Total DLA Cost</u>
DSCC (C)	\$51.75	\$56.17	\$107.92
DSCC (E)	\$55.11	\$44.80	\$99.91
DSCR (A)	\$53.60	\$109.33	\$162.93
DSCP (G&I)	\$52.79	\$35.37	\$88.16
DSCP (C&T)	\$51.95	\$116.78	\$168.73
DSCP (Med)	\$55.03	\$38.01	\$ 93.04

Appendix E

CALCULATIONS OF DLA DEPOT EXPECTED COST FOR PACKAGING SDRs

<u>Center</u>	<u>Probability</u> <u>DLA Depot Involvement</u>	<u>DLA Depot</u> <u>Cost</u>		<u>Expected</u> <u>Cost</u>
DSCC (C)	0.858664 *	\$60.27	=	\$51.75
DSCC (E)	0.914459 *	\$60.27	=	\$55.11
DSCR (A)	0.889273 *	\$60.27	=	\$53.60
DSCP(G&I)	0.875848 *	\$60.27	=	\$52.79
DSCP (C & T)	0.861945 *	\$60.27	=	\$51.95
DSCP (Med)	0.913132 *	\$60.27	=	\$55.03

The DLA Depot cost was developed in Appendix G and H.

Appendix F

EXPECTED SUPPLY CENTER COSTS FOR PACKAGING SDRs

<u>Center</u>	<u>Table</u>	<u>Expected Cost</u>
DSCC (C)	F-2	\$56.17
DSCC (E)	F-3	\$44.80
DSCR (A)	F-4	\$109.33
DSCP (G & I)	F-5	\$35.37
DSCP (C&T)	F-6	\$116.78
DSCP (Med)	F-7	\$38.01

Table F-2 to Appendix F
DSCC (C) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs				Total Cost	Expected Cost
			Q	P	O	C		
Q	18	0.1230	94.90				\$94.90	\$11.67
P	17	0.1160		19.42			\$19.42	\$2.25
O	0	0.0000			12.27		\$12.27	\$0.00
C	0	0.0000				3.78	\$3.78	\$0.00
QP	7	0.0480	94.90	19.42			\$114.32	\$5.49
QO	4	0.0270	94.90		12.27		\$107.17	\$2.89
QC	2	0.0140	94.90			3.78	\$98.68	\$1.38
PO	87	0.5960		19.42	12.27		\$31.69	\$18.89
PC	0	0.0000		19.42		3.78	\$23.20	\$0.00
OC	0	0.0000			12.27	3.78	\$16.05	\$0.00
QPO	10	0.0680	94.90	19.42	12.27		\$126.59	\$8.61
QPC	0	0.0000	94.90	19.42		3.78	\$118.10	\$0.00
QOC	0	0.0000	94.90		12.27	3.78	\$110.95	\$0.00
POC	1	0.0070		19.42	12.27	3.78	\$35.47	\$0.25
QPOC	0	0.0000	94.90	19.42	12.27	3.78	\$130.37	\$0.00
TOTAL	146	1.0000						\$51.43

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$4.74 at DSCC (C). This cost was developed in Appendix L. The cost of all DSCC (C) activities involved is \$4.74 + \$51.43 = **\$56.17**

Q – Quality Assurance
P – Procurement
O – Supply
C – Comptroller

Table F-3 to Appendix F

DSCC (E) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs			C	Total Cost	Expected Cost
			Q	P	O			
Q	0	0.0000	94.90				\$94.90	\$0.00
P	76	0.0680		19.42			\$19.42	\$1.32
O	335	0.2980			12.52		\$12.52	\$3.73
C	0	0.0000				3.78	\$3.78	\$0.00
QP	1	0.0010	94.90	19.42			\$114.32	\$0.11
QO	93	0.0830	94.90		12.52		\$107.42	\$8.92
QC	0	0.0000	94.90			3.78	\$98.68	\$0.00
PO	491	0.4370		19.42	12.52		\$31.94	\$13.96
PC	0	0.0000		19.42		3.78	\$23.20	\$0.00
OC	12	0.0110			12.52	3.78	\$16.30	\$0.18
QPO	101	0.0900	94.90	19.42	12.52		\$126.84	\$11.42
QPC	0	0.0000	94.90	19.42		3.78	\$118.10	\$0.00
QOC	14	0.0120	94.90		12.52	3.78	\$111.20	\$1.33
POC	0	0.0000		19.42	12.52	3.78	\$35.72	\$0.00
QPOC	0	0.0000	94.90	19.42	12.52	3.78	\$130.62	\$0.00
TOTAL	1123	1.0000						\$40.97

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$3.83 at DSCC (E). This cost was developed in Appendix L. The cost of all DSCC (E) activities involved is \$3.83 + \$40.97 = **\$44.80**

Table F-4 to Appendix F

DSCR (A) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs				Total Cost	Expected Cost
			Q	P	O	C		
Q	130	0.0280	90.89				\$90.89	\$2.54
P	301	0.0650		19.25			\$19.25	\$1.25
O	53	0.0110			10.91		\$10.91	\$0.12
C	0	0.0000				3.75	\$3.75	\$0.00
QP	2279	0.4900	90.89	19.25			\$110.14	\$53.97
QO	61	0.0130	90.89		10.91		\$101.80	\$1.32
QC	1	0.0010	90.89			3.75	\$94.64	\$0.09
PO	46	0.0090		19.25	10.91		\$30.16	\$0.27
PC	1	0.0010		19.25		3.75	\$23.00	\$0.02
OC	0	0.0000			10.91	3.75	\$14.66	\$0.00
QPO	1760	0.3790	90.89	19.25	10.91		\$121.05	\$45.88
QPC	2	0.0010	90.89	19.25		3.75	\$113.89	\$0.11
QOC	1	0.0010	90.89		10.91	3.75	\$105.55	\$0.11
POC	0	0.0000		19.25	10.91	3.75	\$33.91	\$0.00
QPOC	13	0.0020	90.89	19.25	10.91	3.75	\$124.80	\$0.25
TOTAL	4648	1.0000						\$105.94

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$3.39 at DSCR. This cost was developed in Appendix L. The cost of all DSCR activities involved is \$3.39 + \$105.94 = **\$109.33**

Table F-5 to Appendix F

DSCP (G & I) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs			C	Total Cost	Expected Cost
			Q	P	O			
Q	8	0.0100	92.56				\$92.56	\$0.93
P	347	0.4370		23.72			\$23.72	\$10.37
O	143	0.1800			13.76		\$13.76	\$2.48
C	0	0.0000				3.81	\$3.81	\$0.00
QP	0	0.0000	92.56	23.72			\$116.28	\$0.00
QO	14	0.0180	92.56		13.76		\$106.32	\$1.91
QC	3	0.0040	92.56			3.81	\$96.37	\$0.39
PO	250	0.3150		23.72	13.76		\$37.48	\$11.81
PC	1	0.0010		23.72		3.81	\$27.53	\$0.03
OC	3	0.0040			13.76	3.81	\$17.57	\$0.07
QPO	23	0.0290	92.56	23.72	13.76		\$130.04	\$3.77
QPC	0	0.0000	92.56	23.72		3.81	\$120.09	\$0.00
QOC	0	0.0000	92.56		13.76	3.81	\$110.13	\$0.00
POC	1	0.0010		23.72	13.76	3.81	\$41.29	\$0.04
QPOC	1	0.0010	92.56	23.72	13.76	3.81	\$133.85	\$0.13
TOTAL	794	1.0000						\$31.92

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$3.45 at DSCP (G & I). This cost was developed in Appendix L. The cost of all DSCP (G & I) activities involved is \$3.45 + \$31.92 = **\$35.37**

Table F-6 to Appendix F

DSCP (C & T) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs			C	Total Cost	Expected Cost
			Q	P	O			
Q	241	1.0000	110.90				\$110.90	\$110.90
P	0	0.0000		28.42			\$28.42	\$0.00
O	0	0.0000			20.36		\$20.36	\$0.00
C	0	0.0000				3.81	\$3.81	\$0.00
QP	0	0.0000	110.90	28.42			\$139.32	\$0.00
QO	0	0.0000	110.90		20.36		\$131.26	\$0.00
QC	0	0.0000	110.90			3.81	\$114.71	\$0.00
PO	0	0.0000		28.42	20.36		\$48.78	\$0.00
PC	0	0.0000		28.42		3.81	\$32.23	\$0.00
OC	0	0.0000			20.36	3.81	\$24.17	\$0.00
QPO	0	0.0000	110.90	28.42	20.36		\$159.68	\$0.00
QPC	0	0.0000	110.90	28.42		3.81	\$143.13	\$0.00
QOC	0	0.0000	110.90		20.36	3.81	\$135.07	\$0.00
POC	0	0.0000		28.42	20.36	3.81	\$52.59	\$0.00
QPOC	0	0.0000	110.90	28.42	20.36	3.81	\$163.49	\$0.00
TOTAL	241	1.0000						\$110.90

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$5.88 at DSCP (C & T). This cost was developed in Appendix L. The cost of all DSCP (C & T) activities involved is \$5.88 + \$110.90 = **\$116.78**

Table F-7 to Appendix F

DSCP (Med) PACKAGING SDRS

Resolution Participants	No. Of SDRS	PROB.	Activity Costs			C	Total Cost	Expected Cost
			Q	P	O			
Q	0	0.0000	110.90				\$110.90	\$0.00
P	6	0.0090		23.72			\$23.72	\$0.21
O	13	0.0190			11.10		\$11.10	\$0.21
C	0	0.0000				3.81	\$3.81	\$0.00
QP	0	0.0000	110.90	23.72			\$134.62	\$0.00
QO	2	0.0030	110.90		11.10		\$122.00	\$0.37
QC	0	0.0000	110.90			3.81	\$114.71	\$0.00
PO	649	0.9460		23.72	11.10		\$34.82	\$32.94
PC	2	0.0030		23.72		3.81	\$27.53	\$0.08
OC	1	0.0010			11.10	3.81	\$14.91	\$0.01
QPO	1	0.0010	110.90	23.72	11.10		\$145.72	\$0.15
QPC	0	0.0000	110.90	23.72		3.81	\$138.43	\$0.00
QOC	0	0.0000	110.90		11.10	3.81	\$125.81	\$0.00
POC	12	0.0170		23.72	11.10	3.81	\$38.63	\$0.66
QPOC	0	0.0000	110.90	23.72	11.10	3.81	\$149.53	\$0.00
TOTAL	686	1.0000						\$34.63

The focal point, as the initial processor of packaging SDRs, accumulates a cost of \$3.45 at DSCP (Med). This cost was developed in Appendix L. The cost of all DSCP (Med) activities involved is \$3.45 + \$34.63 = **\$38.08**

Appendix G
Development of Costs – DLA Depot
for Packaging SDRs

Enclosure 1 to Appendix G

RECEIPT OF DISCREPANT ITEMS AT DLA DEPOT (Phase I)
DETECTING DISCREPANCY AND PROCESSING PACKAGING SDRs

	Bin Shipment		
	<u>Time</u>		<u>Time X</u>
	<u>Expended</u>		<u>Hourly Pay</u>
Research Documentation & Verify Number and Condition of Boxes	0.0980 WG-7	16.26	1.59
Inspection of Bin Shipment	0.0943 WG-7	16.26	1.53
Administrative Actions to Place Item In Suspended Status	0.0542 WG-7	16.26	0.88
Action Peculiar to Packaging, Packing, Preservation & Marking (PPP&M) Functions	0.0603 WG-7	16.26	0.98
Material Handling	0.5000 WG-5	14.51	7.26
Surveillance Actions	0.5406 WG-7	16.26	8.79
			\$21.03 Base Total
			\$36.62 Adjusted Total

	Bulk Shipment		
	<u>Time</u>		<u>Time X</u>
	<u>Expended</u>		<u>Hourly Pay</u>
Research Documentation & Verify Number and Condition of Boxes	0.1206 WG-7	16.26	1.96
Inspection of Bin Shipment	0.1350 WG-7	16.26	2.20
Administrative Actions to Place Item In Suspended Status	0.0527 WG-7	16.26	0.86
Action Peculiar to Packaging, Packing, Preservation & Marking (PPP&M) Functions	0.0873 WG-7	16.26	1.42
Material Handling	0.5000 WG-5	14.51	7.26
Surveillance Actions	0.5406 WG-7	16.26	8.79
			\$22.48 Base Total
			\$39.14 Adjusted Total

1 Source of Data: DLA SPD Standard 3271

2 Source of Data: DLA SPD Standard 3272

3 Source of Data: DDRV Information

4 Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave+ .3245 Fringe Benefits*1.31452)

5 Bin Cost =\$59.34 (36.62 App G + 22.72 App H) and Bulk Cost = \$68.42 (39.14 App G + 29.28 App H)

6 Weighted Cost = \$60.27 (.89759*59.34 + .10241*68.42)

7 Labor rates based on 2000 pay scale for WG and GS series

Enclosure 2 to Appendix G

RECEIPT OF DISCREPANT ITEMS AT DLA DEPOT (Phase II)
RESPONSE TO PACKAGING SDR DISPOSITION INSTRUCTIONS

	Bin Shipment		
	<u>Time</u>		<u>Time X</u>
	<u>Expended</u>		<u>Hourly Pay</u>
Perform Various Administrative Actions in Research to Disposition	0.0910 GS-5	14.32	1.30
Retrieve Discrepant Stock	0.1015 WG-7	16.26	1.65
Verify Stock for Shipment and Prepare Pack	0.5406 WG-7	16.26	8.79
Prepare Material Release Order (MRO) (To Contractor)	0.0910 GS-5	14.32	1.30
			\$13.05 Base Total
			\$22.72 Adjusted Total
	Bulk Shipment		
	<u>Time</u>		<u>Time X</u>
	<u>Expended</u>		<u>Hourly Pay</u>
Perform Various Administrative Actions in Research to Disposition	0.0910 GS-5	14.32	1.30
Retrieve Discrepant Stock	0.3333 WG-7	16.26	5.42
Verify Stock for Shipment and Prepare Pack	0.5406 WG-7	16.26	8.79
Prepare Material Release Order (MRO) (To Contractor)	0.0910 GS-5	14.32	1.30
			\$16.82 Base Total
			\$29.28 Adjusted Total

Appendix H
Development of Cost for Center Quality Activities
for Packaging SDRs

Enclosure 1 to Appendix H

Calculation of Focal Point Costs for Packaging SDRs

Element	Major Task	Relative Frequency	Time of Duration	Normalized Time
A	Receive SDR via Mail	0.850	0.0269	0.0229
B	Receive SDR via Telephone	0.050	0.6468	0.0323
C	Receive SDR Electronically	0.100	0.0259	0.0026
D	Screen SDR	1.000	0.0648	0.0648
E	Control SDR	1.000	0.0517	0.0517
F	Delete or Deactivate SDR	0.010	0.0176	0.0002
				0.1745

Total Time for Packaging SDRs = .0229+.0323+.0026+.0517+.0002 = .1745

Center	Grade	Hourly Rate	Base Cost	Enhanced Cost
DSCC (C)	GS-7	15.60	2.7222	\$4.74
DSCC (E)	GS-5	12.60	2.1987	\$3.83
DSCR (A)	GS-4	11.16	1.94742	\$3.39
DSCP (G & I)	GS-4	11.36	1.98232	\$3.45
DSCP (C&T)	GS-9	19.36	3.37832	\$5.88
DSCP (Med)	GS-4	11.36	1.98232	\$3.45

Source of Data: DLA SPD Standard 4634

Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave*1.3245 Fringe Benefits)

Enclosure 2 to Appendix H

CALCULATION OF ACTION POINT COSTS

Element	Major Task	Relative Frequency	Time of Duration	Normalized Time
A	Receive Uncontrolled SDR	0.050	0.0495	0.0025
B	Receive Controlled SDR	0.095	0.0065	0.0006
C	Review for Completeness	1.000	0.0298	0.0298
D	Identify and Process SDR	1.000	0.0456	0.0456
E	Sort SDRs by Category	1.000	0.0265	0.0265
G	Research Technical Data	1.000	0.474	0.4740
H	Investigate SDR	1.000	0.2804	0.2804
J	Prepare Interim Reply	1.000	0.2374	0.2374
K	Evaluate Results	1.000	0.4901	0.4901
L	Complete Corrective Actions	1.000	0.3181	0.3181
M	Initiate Measures to Preclude Reoccurrence	1.000	0.0256	0.0256
N	Prepare Final Reply	1.000	0.35	0.3500
				2.2806

Total Time for Packaging SDRs = 2.2806

Center	Grade	Hourly Rate	Base Cost	Enhanced Cost
DSCC (C)	GS-11	23.90	54.51	94.90
DSCC (E)	GS-11	23.90	54.51	94.90
DSCR (A)	GS-11	22.89	52.20	90.89
DSCP (G&I)	GS-11	23.31	53.16	92.56
DSCP (C&T)	GS-12	27.93	63.70	110.90
DSCP (Med)	GS-12	27.93	63.70	110.90

Source of Data: DLA SPD Standard 4636

Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave*1.3245 Fringe Benefits)

Appendix I
Development of Costs for Center Support Activities
for Packaging SDRs

Enclosure 1 to Appendix I

Contracting and Production

Element	Major Task	Relative Frequency	Time of Duration	Normalized Time
A	Receive Action	1.0000	0.0933	0.0933
B	Obtain Folder	1.0000	0.0497	0.0497
C	Review and Determine Action (LG)	0.1998	0.253	0.0505
D	Review and Determine Action (SM)	0.6976	0.2409	0.1681
E	Review and Determine Action (ASP)	0.1026	0.1874	0.0192
F	Prepare Reply and Correspondence	0.8112	0.1777	0.1442
G	Prepare Modification	0.1888	0.2055	0.0388
H	Review Modification	0.0726	0.156	0.0113
I	Control Modification	0.0387	0.0808	0.0031
J	Forward Modification	0.1733	0.0081	0.0014
K	Prepare System Input	0.1050	0.0453	0.0048
				0.5844

Total Time for Packaging SDRs = .5844

Center	Grade	Hourly Rate	Base Cost	Enhanced Cost
DSCC (C)	GS-09	19.09	11.16	19.42
DSCC (E)	GS-09	19.09	11.16	19.42
DSCR (A)	GS-09	18.92	11.06	19.25
DSCP (G&I)	GS-11	23.31	13.62	23.72
DSCP (C&T)	GS-12	27.93	16.32	28.42
DSCP (Med)	GS-11	23.31	13.62	23.72

Source of Data: DLA SPD Standard 1520

Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave*1.3245 Fringe Benefits)

Enclosure 2 to Appendix I

Inventory and Accounting (Supply)

Element	Major Task	Relative Frequency	Time of Duration	Normalized Time
A	Receive Correspondence	1.0000	0.0004	0.0004
B	Sort Discrepancy (DLA Depot SDR)	0.2140	0.0192	0.0041
F	Sort Discrepancy (Other Activity SDR)	0.7860	0.0155	0.0122
G	Control Discrepancy	1.0000	0.0007	0.0007
H	Sort Necessary Reports	0.0750	0.0026	0.0002
J	Make Distribution	1.0000	0.0073	0.0073
K	Sort Correspondence	1.0000	0.0079	0.0079
N	Process Report	0.0750	0.0523	0.0039
P	Process Asset	1.0000	0.2671	0.2671
Q	Process Discrepancy (DLA Depot SDR)	0.2070	0.2978	0.0616
S	Process Discrepancy (Other Activity SDR)	0.7930	0.1470	0.1166
T	Control Discrepancy	1.0000	0.0008	0.0008
U	Other Administration	0.7820	0.0133	0.0104
V	Follow-Up	1.0000	0.0085	0.0085
				0.5017

Total Time for Packaging SDRs = .5017

Center	Grade	Hourly Rate	Base Cost	Enhanced Cost
DSCC (C)	GS-06	14.05	7.05	12.27
DSCC (E)	GS-07	14.33	7.19	12.52
DSCR (A)	GS-05	12.49	6.27	10.91
DSCP (G&I)	GS-07	15.75	7.90	13.76
DSCP (C&T)	GS-11	23.31	11.70	20.36
DSCP (Med)	GS-05	12.71	6.38	11.10

Source of Data: DLA SPD Standard 2201

Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave*1.3245 Fringe Benefits)

Enclosure 3 to Appendix I

Comptroller Office

Element	Major Task	Relative Frequency	Time of Duration	Normalized Time
A	Receive and Screen SDR	1.0000	0.0768	0.0768
B	Return Incomplete and Incorrect SDRs	0.0100	0.0709	0.0007
C	Input Adjustment	1.0000	0.0576	0.0576
D	Process Inquiry	0.1000	0.149	0.0149
F	Follow-Up	1.0000	0.0046	0.0046
				0.1546

Total Time for Packaging SDRs = .5017

Center	Grade	Hourly Rate	Base Cost	Enhanced Cost
DSCC (C)	GS-06	14.05	2.17	3.78
DSCC (E)	GS-06	14.05	2.17	3.78
DSCR (A)	GS-06	13.92	2.15	3.75
DSCP (G&I)	GS-06	14.17	2.19	3.81
DSCP (C&T)	GS-06	14.17	2.19	3.81
DSCP (Med)	GS-06	14.17	2.19	3.81

Source of Data: DLA SPD Standard 7752

Adjustment Factor = 1.741082 (1.18 PF&D*1.114 Leave*1.3245 Fringe Benefits)

Appendix J

Development of Costs for Defense Contract Management Agency (DCMA)

QDR Monitor and the Administrative Contracting Officer

When a complaint is processed at the Defense Contract Management Agency Management Offices, it is processed through a formal automated system. The complaint is sent for the supply center action point to the DCMA Management Offices at either the Management area or Plant Representative area QDR monitor. The monitor enters the appropriate data into the QDR file, completes the necessary forms, and sends the QDR to the appropriate first-line supervisor. This supervisor in turn assigns the action to the QDR who, in conjunction with the contractor, conducts an investigation. The monitor also produces periodic reports and maintains contact with the QAR, especially when time standards for closing QDR's are exceeded.

The prior study indicated that there were 6 – GS-11 monitors at the DCMA Management area who spent 65 percent of their time working on MDR's and 6 – GS-11 monitors at the DCMA Plant Representative areas who spent 40% of their time working on MDR's. The annual workload for MDR's was 1,416 with 60 percent or 850 being processed at the Management areas and 40 percent or 566 being processed at the Plant Representative areas. There was one district monitor at a GS 12 level who spent 75 percent of his daily workload on deficiency report processing. The average administrative cost per complaint is estimated to be \$422.89. The cost estimate for division level efforts is \$370.09 i.e., $((0.6)*(324416/850)+(0.4)*(199641/566))$. The cost estimate at the district function is \$52.80 i.e., $(1*0.75*99693/1416)$. A factor of 1.74108 $(1.114*1.18*1.3245)$ was used to adjust the labor rate. These factors are broken out as follows: leave (18%), personal, fatigue & delay allowance (11.4%), and fringe benefit factor (.3245).

The Administrative Contracting Officer, when he/she becomes involved with the processing of a deficiency in concert with the QAR, has an estimated cost of \$98.82 i.e., $(39485/2087*1.74108*3)$. This is based on an average grade of GS-09/05, an average time of three (3) hours per deficiency involvement, and the leave, delay, and benefit factor. The probability of involvement for an ACO was five (5) percent. The formula used to calculate DCMA cost was $[\$422.89 + [.46] \times [\text{QAR Cost} + (.050000) (\$98.82)]$.

<u>Center</u>	Total QAR Cost		Expected
	<u>Avg for Center</u>	<u>DCMA Cost</u>	<u>DCMA Cost</u>
DSCC (C)	\$1,643.52	\$1,181.18	\$11.81
DSCC (E)	\$1,672.51	\$1,194.52	\$11.95
DSCR (A)	\$1,597.91	\$1,160.20	\$4.64
DSCP (G&I)	\$1,555.49	\$1,140.69	\$5.70
DSCP (C&T)	\$1,702.74	\$1,208.42	\$6.04
DSCP (Med)	\$1,659.78	\$1,188.66	\$11.89

Center	Probability of DCMC involvement
DSCC (C)	0.010
DSCC (E)	0.010
DSCR (A)	0.004
DSCP (G&I)	0.005
DSCP (C&T)	0.005
DSCP (Med)	0.010

Enclosure 1 to Appendix J

Calculation of Expected DCMA Costs for

Packaging SDRs (by Center and FSC)

FSC	CENTER	TOTAL QAR COST	TOTAL DCMA COST	EXPECTED DCMA COST
1005	DSCC (C)	1,354.61	1,048.28	10.48
1010	DSCC (C)	1,354.61	1,048.28	10.48
1015	DSCC (C)	1,354.61	1,048.28	10.48
1020	DSCC (C)	1,354.61	1,048.28	10.48
1055	DSCC (C)	1,354.61	1,048.28	10.48
1095	DSCC (C)	1,354.61	1,048.28	10.48
1450	DSCC (C)	1,354.61	1,048.28	10.48
1710	DSCC (C)	1,354.61	1,048.28	10.48
2010	DSCC (C)	1,651.60	1,184.90	11.85
2030	DSCC (C)	1,651.60	1,184.90	11.85
2040	DSCC (C)	1,651.60	1,184.90	11.85
2090	DSCC (C)	1,651.60	1,184.90	11.85
2510	DSCC (C)	1,303.74	1,024.88	10.25
2520	DSCC (C)	1,303.74	1,024.88	10.25
2530	DSCC (C)	1,303.74	1,024.88	10.25
2540	DSCC (C)	1,303.74	1,024.88	10.25
2590	DSCC (C)	1,303.74	1,024.88	10.25
2805	DSCC (C)	2,034.35	1,360.96	13.61
2815	DSCC (C)	2,034.35	1,360.96	13.61
2825	DSCC (C)	2,034.35	1,360.96	13.61
2910	DSCC (C)	2,034.35	1,360.96	13.61
2920	DSCC (C)	2,034.35	1,360.96	13.61
2930	DSCC (C)	2,034.35	1,360.96	13.61
2940	DSCC (C)	2,034.35	1,360.96	13.61
2990	DSCC (C)	2,034.35	1,360.96	13.61
3010	DSCC (C)	1,919.16	1,307.98	13.08
3020	DSCC (C)	1,919.16	1,307.98	13.08
3040	DSCC (C)	1,919.16	1,307.98	13.08
3950	DSCC (C)	1,919.16	1,307.98	13.08
4030	DSCC (C)	1,919.16	1,307.98	13.08
4310	DSCC (C)	2,034.35	1,360.96	13.61
4320	DSCC (C)	2,034.35	1,360.96	13.61
4330	DSCC (C)	2,034.35	1,360.96	13.61
4410	DSCC (C)	1,351.61	1,046.90	10.47
4420	DSCC (C)	1,351.61	1,046.90	10.47
4440	DSCC (C)	1,351.61	1,046.90	10.47
4460	DSCC (C)	1,351.61	1,046.90	10.47
4610	DSCC (C)	1,351.61	1,046.90	10.47
4620	DSCC (C)	1,351.61	1,046.90	10.47

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
4710	DSCC (C)	1,351.61	1,046.90	10.47
4720	DSCC (C)	1,351.61	1,046.90	10.47
4730	DSCC (C)	1,351.61	1,046.90	10.47
4810	DSCC (C)	1,517.12	1,123.04	11.23
4820	DSCC (C)	1,517.12	1,123.04	11.23
4910	DSCC (C)	2,034.35	1,360.96	13.61
4921	DSCC (C)	2,034.35	1,360.96	13.61
4940	DSCC (C)	1,651.60	1,184.90	11.85
5420	DSCC (C)	2,034.35	1,360.96	13.61

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
1240	DSCC (E)	1,420.74	1,078.70	10.79
1420	DSCC (E)	1,420.74	1,078.70	10.79
1430	DSCC (E)	1,420.74	1,078.70	10.79
5820	DSCC (E)	2,034.35	1,360.96	13.61
5840	DSCC (E)	2,034.35	1,360.96	13.61
5845	DSCC (E)	2,034.35	1,360.96	13.61
5855	DSCC (E)	2,034.35	1,360.96	13.61
5865	DSCC (E)	2,034.35	1,360.96	13.61
5895	DSCC (E)	2,034.35	1,360.96	13.61
5905	DSCC (E)	1,300.37	1,023.33	10.23
5910	DSCC (E)	1,300.37	1,023.33	10.23
5915	DSCC (E)	1,300.37	1,023.33	10.23
5920	DSCC (E)	1,242.97	996.93	9.97
5925	DSCC (E)	1,242.97	996.93	9.97
5930	DSCC (E)	1,242.97	996.93	9.97
5935	DSCC (E)	1,242.97	996.93	9.97
5945	DSCC (E)	1,242.97	996.93	9.97
5950	DSCC (E)	1,242.97	996.93	9.97
5955	DSCC (E)	1,242.97	996.93	9.97
5960	DSCC (E)	1,673.63	1,195.03	11.95
5961	DSCC (E)	1,300.37	1,023.33	10.23
5962	DSCC (E)	1,673.63	1,195.03	11.95
5963	DSCC (E)	1,493.35	1,112.10	11.12
5965	DSCC (E)	2,034.35	1,360.96	13.61
5980	DSCC (E)	2,034.35	1,360.96	13.61
5985	DSCC (E)	2,034.35	1,360.96	13.61
5990	DSCC (E)	2,034.35	1,360.96	13.61
5996	DSCC (E)	2,034.35	1,360.96	13.61
5998	DSCC (E)	2,034.35	1,360.96	13.61
5999	DSCC (E)	2,034.35	1,360.96	13.61
6145	DSCC (E)	2,034.35	1,360.96	13.61
6625	DSCC (E)	2,034.35	1,360.96	13.61

FSC	CENTER	TOTAL QAR COST	TOTAL DCMA COST	EXPECTED DCMA COST
1270	DSCR (A)	1,420.74	1,078.70	4.31
1560	DSCR (A)	1,354.61	1,048.28	4.19
1610	DSCR (A)	1,354.61	1,048.28	4.19
1615	DSCR (A)	1,354.61	1,048.28	4.19
1620	DSCR (A)	1,354.61	1,048.28	4.19
1630	DSCR (A)	1,354.61	1,048.28	4.19
1650	DSCR (A)	2,642.00	1,640.48	6.56
1660	DSCR (A)	1,354.61	1,048.28	4.19
1670	DSCR (A)	1,354.61	1,048.28	4.19
1680	DSCR (A)	1,354.61	1,048.28	4.19
1730	DSCR (A)	1,354.61	1,048.28	4.19
2835	DSCR (A)	2,642.00	1,640.48	6.56
2840	DSCR (A)	2,642.00	1,640.48	6.56
2915	DSCR (A)	1,469.73	1,101.24	4.40
2925	DSCR (A)	1,469.73	1,101.24	4.40
2995	DSCR (A)	1,469.73	1,101.24	4.40
3110	DSCR (A)	1,517.12	1,123.04	4.49
3120	DSCR (A)	1,517.12	1,123.04	4.49
3431	DSCR (A)	1,919.16	1,307.98	5.23
3433	DSCR (A)	1,919.16	1,307.98	5.23
3439	DSCR (A)	1,919.16	1,307.98	5.23
3455	DSCR (A)	1,919.16	1,307.98	5.23
3460	DSCR (A)	1,919.16	1,307.98	5.23
3510	DSCR (A)	1,475.01	1,103.67	4.41
3655	DSCR (A)	1,475.01	1,103.67	4.41
4010	DSCR (A)	1,351.61	1,046.90	4.19
4920	DSCR (A)	2,034.35	1,360.96	5.44
5120	DSCR (A)	2,034.35	1,360.96	5.44
5342	DSCR (A)	1,369.21	1,055.00	4.22
5365	DSCR (A)	1,369.21	1,055.00	4.22
5826	DSCR (A)	2,034.35	1,360.96	5.44
5841	DSCR (A)	2,034.35	1,360.96	5.44
5940	DSCR (A)	1,172.08	964.32	3.86
5970	DSCR (A)	1,172.08	964.32	3.86
5975	DSCR (A)	1,242.97	996.93	3.99
5977	DSCR (A)	1,242.97	996.93	3.99
5995	DSCR (A)	1,172.08	964.32	3.86
6105	DSCR (A)	2,034.35	1,360.96	5.44
6110	DSCR (A)	1,242.97	996.93	3.99
6115	DSCR (A)	2,034.35	1,360.96	5.44
6130	DSCR (A)	2,034.35	1,360.96	5.44
6135	DSCR (A)	1,770.55	1,239.62	4.96
6140	DSCR (A)	2,034.35	1,360.96	5.44
6150	DSCR (A)	1,242.97	996.93	3.99
6340	DSCR (A)	1,475.01	1,103.67	4.41

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
6605	DSCR (A)	1,402.33	1,070.23	4.28
6610	DSCR (A)	1,402.33	1,070.23	4.28
6615	DSCR (A)	1,402.33	1,070.23	4.28
6620	DSCR (A)	1,402.33	1,070.23	4.28
6645	DSCR (A)	1,402.33	1,070.23	4.28
6650	DSCR (A)	1,402.33	1,070.23	4.28
6660	DSCR (A)	1,402.33	1,070.23	4.28
6665	DSCR (A)	1,402.33	1,070.23	4.28
6670	DSCR (A)	1,402.33	1,070.23	4.28
6680	DSCR (A)	1,402.33	1,070.23	4.28
6685	DSCR (A)	1,402.33	1,070.23	4.28
6695	DSCR (A)	1,402.33	1,070.23	4.28
6810	DSCR (A)	2,034.35	1,360.96	5.44
6850	DSCR (A)	2,034.35	1,360.96	5.44
8140	DSCR (A)	1,475.01	1,103.67	4.41
9150	DSCR (A)	1,475.01	1,103.67	4.41

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
2250	DSCP (G&I)	1,651.60	1,184.90	5.92
3030	DSCP (G&I)	1,919.16	1,307.98	6.54
3510	DSCP (G&I)	1,475.01	1,103.67	5.52
3820	DSCP (G&I)	1,651.60	1,184.90	5.92
3920	DSCP (G&I)	1,475.01	1,103.67	5.52
3940	DSCP (G&I)	1,475.01	1,103.67	5.52
4020	DSCP (G&I)	1,369.21	1,055.00	5.27
4130	DSCP (G&I)	1,351.61	1,046.90	5.23
4140	DSCP (G&I)	1,351.61	1,046.90	5.23
4210	DSCP (G&I)	2,034.35	1,360.96	6.80
4220	DSCP (G&I)	2,034.35	1,360.96	6.80
4510	DSCP (G&I)	1,351.61	1,046.90	5.23
4520	DSCP (G&I)	1,351.61	1,046.90	5.23
4530	DSCP (G&I)	1,351.61	1,046.90	5.23
4540	DSCP (G&I)	1,351.61	1,046.90	5.23
4930	DSCP (G&I)	1,517.12	1,123.04	5.62
5210	DSCP (G&I)	1,475.01	1,103.67	5.52
5305	DSCP (G&I)	1,369.21	1,055.00	5.27
5306	DSCP (G&I)	1,369.21	1,055.00	5.27
5307	DSCP (G&I)	1,369.21	1,055.00	5.27
5310	DSCP (G&I)	1,369.21	1,055.00	5.27
5315	DSCP (G&I)	1,369.21	1,055.00	5.27
5320	DSCP (G&I)	1,369.21	1,055.00	5.27
5325	DSCP (G&I)	1,369.21	1,055.00	5.27
5330	DSCP (G&I)	1,369.21	1,055.00	5.27
5331	DSCP (G&I)	1,369.21	1,055.00	5.27
5340	DSCP (G&I)	1,369.21	1,055.00	5.27
5355	DSCP (G&I)	1,369.21	1,055.00	5.27
5360	DSCP (G&I)	1,369.21	1,055.00	5.27
5430	DSCP (G&I)	1,651.60	1,184.90	5.92
5660	DSCP (G&I)	1,651.60	1,184.90	5.92
5815	DSCP (G&I)	2,034.35	1,360.96	6.80
5835	DSCP (G&I)	2,034.35	1,360.96	6.80
6210	DSCP (G&I)	1,172.08	964.32	4.82
6220	DSCP (G&I)	1,172.08	964.32	4.82
6230	DSCP (G&I)	1,172.08	964.32	4.82
6240	DSCP (G&I)	1,172.08	964.32	4.82
6250	DSCP (G&I)	1,172.08	964.32	4.82
6350	DSCP (G&I)	1,475.01	1,103.67	5.52
6675	DSCP (G&I)	1,402.33	1,070.23	5.35
6740	DSCP (G&I)	1,402.33	1,070.23	5.35
6750	DSCP (G&I)	1,402.33	1,070.23	5.35
7025	DSCP (G&I)	1,420.74	1,078.70	5.39

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
7045	DSCP (G&I)	1,420.74	1,078.70	5.39
7310	DSCP (G&I)	2,034.35	1,360.96	6.80
7320	DSCP (G&I)	2,034.35	1,360.96	6.80
7360	DSCP (G&I)	2,034.35	1,360.96	6.80
7690	DSCP (G&I)	1,570.88	1,147.77	5.74
8110	DSCP (G&I)	1,475.01	1,103.67	5.52
8145	DSCP (G&I)	1,475.01	1,103.67	5.52
9320	DSCP (G&I)	2,034.35	1,360.96	6.80
9330	DSCP (G&I)	2,034.35	1,360.96	6.80
9390	DSCP (G&I)	2,034.35	1,360.96	6.80
9515	DSCP (G&I)	2,034.35	1,360.96	6.80
9520	DSCP (G&I)	2,034.35	1,360.96	6.80
9530	DSCP (G&I)	2,034.35	1,360.96	6.80

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
4240	DSCP (T)	1,067.19	916.07	4.58
6920	DSCP (T)	1,475.01	1,103.67	5.52
7210	DSCP (T)	1,694.86	1,204.80	6.02
8305	DSCP (T)	1,694.86	1,204.80	6.02
8315	DSCP (T)	1,694.86	1,204.80	6.02
8340	DSCP (T)	1,694.86	1,204.80	6.02
8345	DSCP (T)	1,694.86	1,204.80	6.02
8405	DSCP (T)	1,713.17	1,213.22	6.07
8415	DSCP (T)	1,713.17	1,213.22	6.07
8430	DSCP (T)	2,034.35	1,360.96	6.80
8435	DSCP (T)	2,034.35	1,360.96	6.80
8455	DSCP (T)	1,713.17	1,213.22	6.07
8460	DSCP (T)	1,640.99	1,180.02	5.90
8470	DSCP (T)	1,640.99	1,180.02	5.90
9905	DSCP (T)	2,034.35	1,360.96	6.80

<u>FSC</u>	<u>CENTER</u>	<u>TOTAL QAR COST</u>	<u>TOTAL DCMA COST</u>	<u>EXPECTED DCMA COST</u>
6505	DSCP (M)	2,034.35	1,360.96	13.61
6515	DSCP (M)	2,034.35	1,360.96	13.61
6520	DSCP (M)	1,402.33	1,070.23	10.70
6530	DSCP (M)	1,570.88	1,147.77	11.48
6532	DSCP (M)	1,067.19	916.07	9.16
6640	DSCP (M)	2,034.35	1,360.96	13.61
8120	DSCP (M)	1,475.01	1,103.67	11.04

Appendix K

Table of Administrative Costs

(Sorted by Center and FSC Within Center)

for Packaging SDRs

This appendix provides cost results for all FSCs within DLA management. Results are provided separately for each center. The FSC and the respective center that manages an item identified by the FSC are the first two elements in the table. The next column, Expected Costs for Non-DLA Activities, reflects the average packaging SDR costs for discrepant items accumulated by ultimate users, retail supply points, and service maintenance facilities – all of which are external to DLA Activities. The column entitled Expected Costs for DLA Activities accumulates those costs incurred by all elements at the supply centers and DLA depots involved in the SDR reporting and resolution process. The next column contains the Expected Cost of all DLA Activities. The final column, the Expected Total Cost is simply the sum of the previous three monetary values for each FSC.

Expected Costs

FSC	CENTER	Non-DLA Activities	DLA Activities	DCMA Activities	Expected Total Costs
1005	DSCC (C)	25.23	107.92	10.48	143.63
1010	DSCC (C)	25.23	107.92	10.48	143.63
1015	DSCC (C)	25.23	107.92	10.48	143.63
1020	DSCC (C)	25.23	107.92	10.48	143.63
1055	DSCC (C)	25.23	107.92	10.48	143.63
1095	DSCC (C)	25.23	107.92	10.48	143.63
1450	DSCC (C)	25.23	107.92	10.48	143.63
1710	DSCC (C)	25.23	107.92	10.48	143.63
2010	DSCC (C)	25.23	107.92	11.85	145.00
2030	DSCC (C)	25.23	107.92	11.85	145.00
2040	DSCC (C)	25.23	107.92	11.85	145.00
2090	DSCC (C)	25.23	107.92	11.85	145.00
2510	DSCC (C)	25.23	107.92	10.25	143.40
2520	DSCC (C)	25.23	107.92	10.25	143.40
2530	DSCC (C)	25.23	107.92	10.25	143.40
2540	DSCC (C)	25.23	107.92	10.25	143.40
2590	DSCC (C)	25.23	107.92	10.25	143.40
2805	DSCC (C)	25.23	107.92	13.61	146.76
2815	DSCC (C)	25.23	107.92	13.61	146.76
2825	DSCC (C)	25.23	107.92	13.61	146.76
2910	DSCC (C)	25.23	107.92	13.61	146.76
2920	DSCC (C)	25.23	107.92	13.61	146.76
2930	DSCC (C)	25.23	107.92	13.61	146.76
2940	DSCC (C)	25.23	107.92	13.61	146.76
2990	DSCC (C)	25.23	107.92	13.61	146.76
3010	DSCC (C)	25.23	107.92	13.08	146.23
3020	DSCC (C)	25.23	107.92	13.08	146.23
3040	DSCC (C)	25.23	107.92	13.08	146.23
3950	DSCC (C)	25.23	107.92	13.08	146.23
4030	DSCC (C)	25.23	107.92	13.08	146.23
4310	DSCC (C)	25.23	107.92	13.61	146.76
4320	DSCC (C)	25.23	107.92	13.61	146.76
4330	DSCC (C)	25.23	107.92	13.61	146.76
4410	DSCC (C)	25.23	107.92	10.47	143.62
4420	DSCC (C)	25.23	107.92	10.47	143.62
4440	DSCC (C)	25.23	107.92	10.47	143.62
4460	DSCC (C)	25.23	107.92	10.47	143.62
4610	DSCC (C)	25.23	107.92	10.47	143.62
4620	DSCC (C)	25.23	107.92	10.47	143.62

Expected Costs

<u>FSC</u>	<u>CENTER</u>	<u>Non-DLA Activities</u>	<u>DLA Activities</u>	<u>DCMA Activities</u>	<u>Expected Total Costs</u>
4710	DSCC (C)	25.23	107.92	10.47	143.62
4720	DSCC (C)	25.23	107.92	10.47	143.62
4730	DSCC (C)	25.23	107.92	10.47	143.62
4810	DSCC (C)	25.23	107.92	11.23	144.38
4820	DSCC (C)	25.23	107.92	11.23	144.38
4910	DSCC (C)	25.23	107.92	13.61	146.76
4921	DSCC (C)	25.23	107.92	13.61	146.76
4940	DSCC (C)	25.23	107.92	11.85	145.00
5420	DSCC (C)	25.23	107.92	13.61	146.76

Expected Costs

		Expected			
<u>FSC</u>	<u>CENTER</u>	<u>Non-DLA</u>	<u>DLA</u>	<u>DCMA</u>	<u>Total</u>
		<u>Activities</u>	<u>Activities</u>	<u>Activities</u>	<u>Costs</u>
1240	DSCC (E)	15.03	99.91	10.79	125.73
1420	DSCC (E)	15.03	99.91	10.79	125.73
1430	DSCC (E)	15.03	99.91	10.79	125.73
5820	DSCC (E)	15.03	99.91	13.61	128.55
5840	DSCC (E)	15.03	99.91	13.61	128.55
5845	DSCC (E)	15.03	99.91	13.61	128.55
5855	DSCC (E)	15.03	99.91	13.61	128.55
5865	DSCC (E)	15.03	99.91	13.61	128.55
5895	DSCC (E)	15.03	99.91	13.61	128.55
5905	DSCC (E)	15.03	99.91	10.23	125.17
5910	DSCC (E)	15.03	99.91	10.23	125.17
5915	DSCC (E)	15.03	99.91	10.23	125.17
5920	DSCC (E)	15.03	99.91	9.97	124.91
5925	DSCC (E)	15.03	99.91	9.97	124.91
5930	DSCC (E)	15.03	99.91	9.97	124.91
5935	DSCC (E)	15.03	99.91	9.97	124.91
5945	DSCC (E)	15.03	99.91	9.97	124.91
5950	DSCC (E)	15.03	99.91	9.97	124.91
5955	DSCC (E)	15.03	99.91	9.97	124.91
5960	DSCC (E)	15.03	99.91	11.95	126.89
5961	DSCC (E)	15.03	99.91	10.23	125.17
5962	DSCC (E)	15.03	99.91	11.95	126.89
5963	DSCC (E)	15.03	99.91	11.12	126.06
5965	DSCC (E)	15.03	99.91	13.61	128.55
5980	DSCC (E)	15.03	99.91	13.61	128.55
5985	DSCC (E)	15.03	99.91	13.61	128.55
5990	DSCC (E)	15.03	99.91	13.61	128.55
5996	DSCC (E)	15.03	99.91	13.61	128.55
5998	DSCC (E)	15.03	99.91	13.61	128.55
5999	DSCC (E)	15.03	99.91	13.61	128.55
6145	DSCC (E)	15.03	99.91	13.61	128.55
6625	DSCC (E)	15.03	99.91	13.61	128.55

Expected Costs

		Expected			
FSC	CENTER	Non-DLA	DLA	DCMA	Total
		Activities	Activities	Activities	Costs
1270	DSCR (A)	19.56	162.93	4.31	186.80
1560	DSCR (A)	19.56	162.93	4.19	186.68
1610	DSCR (A)	19.56	162.93	4.19	186.68
1615	DSCR (A)	19.56	162.93	4.19	186.68
1620	DSCR (A)	19.56	162.93	4.19	186.68
1630	DSCR (A)	19.56	162.93	4.19	186.68
1650	DSCR (A)	19.56	162.93	6.56	189.05
1660	DSCR (A)	19.56	162.93	4.19	186.68
1670	DSCR (A)	19.56	162.93	4.19	186.68
1680	DSCR (A)	19.56	162.93	4.19	186.68
1730	DSCR (A)	19.56	162.93	4.19	186.68
2835	DSCR (A)	19.56	162.93	6.56	189.05
2840	DSCR (A)	19.56	162.93	6.56	189.05
2915	DSCR (A)	19.56	162.93	4.40	186.89
2925	DSCR (A)	19.56	162.93	4.40	186.89
2995	DSCR (A)	19.56	162.93	4.40	186.89
3110	DSCR (A)	19.56	162.93	4.49	186.98
3120	DSCR (A)	19.56	162.93	4.49	186.98
3431	DSCR (A)	19.56	162.93	5.23	187.72
3433	DSCR (A)	19.56	162.93	5.23	187.72
3439	DSCR (A)	19.56	162.93	5.23	187.72
3455	DSCR (A)	19.56	162.93	5.23	187.72
3460	DSCR (A)	19.56	162.93	5.23	187.72
3510	DSCR (A)	19.56	162.93	4.41	186.90
3655	DSCR (A)	19.56	162.93	4.41	186.90
4010	DSCR (A)	19.56	162.93	4.19	186.68
4920	DSCR (A)	19.56	162.93	5.44	187.93
5120	DSCR (A)	19.56	162.93	5.44	187.93
5342	DSCR (A)	19.56	162.93	4.22	186.71
5365	DSCR (A)	19.56	162.93	4.22	186.71
5826	DSCR (A)	19.56	162.93	5.44	187.93
5841	DSCR (A)	19.56	162.93	5.44	187.93
5940	DSCR (A)	19.56	162.93	3.86	186.35
5970	DSCR (A)	19.56	162.93	3.86	186.35
5975	DSCR (A)	19.56	162.93	3.99	186.48
5977	DSCR (A)	19.56	162.93	3.99	186.48
5995	DSCR (A)	19.56	162.93	3.86	186.35
6105	DSCR (A)	19.56	162.93	5.44	187.93
6110	DSCR (A)	19.56	162.93	3.99	186.48
6115	DSCR (A)	19.56	162.93	5.44	187.93
6130	DSCR (A)	19.56	162.93	5.44	187.93

Expected Costs

<u>FSC</u>	<u>CENTER</u>	<u>Non-DLA Activities</u>	<u>DLA Activities</u>	<u>DCMA Activities</u>	<u>Expected Total Costs</u>
6135	DSCR (A)	19.56	162.93	4.96	187.45
6140	DSCR (A)	19.56	162.93	5.44	187.93
6150	DSCR (A)	19.56	162.93	3.99	186.48
6340	DSCR (A)	19.56	162.93	4.41	186.90
6605	DSCR (A)	19.56	162.93	4.28	186.77
6610	DSCR (A)	19.56	162.93	4.28	186.77
6615	DSCR (A)	19.56	162.93	4.28	186.77
6620	DSCR (A)	19.56	162.93	4.28	186.77
6645	DSCR (A)	19.56	162.93	4.28	186.77
6650	DSCR (A)	19.56	162.93	4.28	186.77
6660	DSCR (A)	19.56	162.93	4.28	186.77
6665	DSCR (A)	19.56	162.93	4.28	186.77
6670	DSCR (A)	19.56	162.93	4.28	186.77
6680	DSCR (A)	19.56	162.93	4.28	186.77
6685	DSCR (A)	19.56	162.93	4.28	186.77
6695	DSCR (A)	19.56	162.93	4.28	186.77
6810	DSCR (A)	19.56	162.93	5.44	187.93
6850	DSCR (A)	19.56	162.93	5.44	187.93
8140	DSCR (A)	19.56	162.93	4.41	186.90
9150	DSCR (A)	19.56	162.93	4.41	186.90

Expected Costs

<u>FSC CENTER</u>	<u>Non-DLA Activities</u>	<u>DLA Activities</u>	<u>DCMA Activities</u>	<u>Expected</u>
				<u>Total Costs</u>
2250 DSCP (G&I)	22.75	88.16	5.92	116.83
3030 DSCP (G&I)	22.75	88.16	6.54	117.45
3510 DSCP (G&I)	22.75	88.16	5.52	116.43
3820 DSCP (G&I)	22.75	88.16	5.92	116.83
3920 DSCP (G&I)	22.75	88.16	5.52	116.43
3940 DSCP (G&I)	22.75	88.16	5.27	116.18
4020 DSCP (G&I)	22.75	88.16	5.27	116.18
4130 DSCP (G&I)	22.75	88.16	5.23	116.14
4140 DSCP (G&I)	22.75	88.16	5.23	116.14
4210 DSCP (G&I)	22.75	88.16	6.80	117.71
4220 DSCP (G&I)	22.75	88.16	6.80	117.71
4510 DSCP (G&I)	22.75	88.16	5.23	116.14
4520 DSCP (G&I)	22.75	88.16	5.23	116.14
4530 DSCP (G&I)	22.75	88.16	5.23	116.14
4540 DSCP (G&I)	22.75	88.16	5.23	116.14
4930 DSCP (G&I)	22.75	88.16	6.81	117.72
5210 DSCP (G&I)	22.75	88.16	5.52	116.43
5305 DSCP (G&I)	22.75	88.16	5.27	116.18
5306 DSCP (G&I)	22.75	88.16	5.27	116.18
5307 DSCP (G&I)	22.75	88.16	5.27	116.18
5310 DSCP (G&I)	22.75	88.16	5.27	116.18
5315 DSCP (G&I)	22.75	88.16	5.27	116.18
5320 DSCP (G&I)	22.75	88.16	5.27	116.18
5325 DSCP (G&I)	22.75	88.16	5.27	116.18
5330 DSCP (G&I)	22.75	88.16	5.27	116.18
5331 DSCP (G&I)	22.75	88.16	5.27	116.18
5340 DSCP (G&I)	22.75	88.16	5.27	116.18
5355 DSCP (G&I)	22.75	88.16	5.27	116.18
5360 DSCP (G&I)	22.75	88.16	5.27	116.18
5430 DSCP (G&I)	22.75	88.16	5.92	116.83
5660 DSCP (G&I)	22.75	88.16	5.74	116.65
5815 DSCP (G&I)	22.75	88.16	6.80	117.71
5835 DSCP (G&I)	22.75	88.16	6.80	117.71
6210 DSCP (G&I)	22.75	88.16	4.82	115.73
6220 DSCP (G&I)	22.75	88.16	4.82	115.73
6230 DSCP (G&I)	22.75	88.16	4.82	115.73
6240 DSCP (G&I)	22.75	88.16	4.82	115.73
6250 DSCP (G&I)	22.75	88.16	4.82	115.73
6350 DSCP (G&I)	22.75	88.16	5.52	116.43
6675 DSCP (G&I)	22.75	88.16	5.52	116.43
6740 DSCP (G&I)	22.75	88.16	5.35	116.26

6750 DSCP (G&I)	22.75	88.16	5.35	116.26
7025 DSCP (G&I)	22.75	88.16	5.39	116.30
7045 DSCP (G&I)	22.75	88.16	5.39	116.30
7310 DSCP (G&I)	22.75	88.16	6.80	117.71
7320 DSCP (G&I)	22.75	88.16	5.39	116.30
7360 DSCP (G&I)	22.75	88.16	6.80	117.71
7690 DSCP (G&I)	22.75	88.16	5.72	116.63
8110 DSCP (G&I)	22.75	88.16	5.52	116.43
8145 DSCP (G&I)	22.75	88.16	5.52	116.43
9320 DSCP (G&I)	22.75	88.16	6.80	117.71
9330 DSCP (G&I)	22.75	88.16	6.80	117.71
9390 DSCP (G&I)	22.75	88.16	6.80	117.71
9515 DSCP (G&I)	22.75	88.16	6.80	117.71
9520 DSCP (G&I)	22.75	88.16	6.80	117.71
9530 DSCP (G&I)	22.75	88.16	6.80	117.71

Expected Costs

<u>FSC</u>	<u>CENTER</u>	DLA			<u>Expected Total Costs</u>
		<u>Non-DLA Activities (Up to DCMA)</u>	<u>Activities</u>	<u>DCMA Activities</u>	
4240	DSCP (T)	25.45	168.73	4.58	198.76
6920	DSCP (T)	25.45	168.73	5.52	199.70
7210	DSCP (T)	25.45	168.73	6.02	200.20
8305	DSCP (T)	25.45	168.73	6.02	200.20
8315	DSCP (T)	25.45	168.73	6.02	200.20
8340	DSCP (T)	25.45	168.73	6.02	200.20
8345	DSCP (T)	25.45	168.73	6.02	200.20
8405	DSCP (T)	25.45	168.73	6.07	200.25
8415	DSCP (T)	25.45	168.73	6.07	200.25
8430	DSCP (T)	25.45	168.73	6.80	200.98
8435	DSCP (T)	25.45	168.73	6.80	200.98
8455	DSCP (T)	25.45	168.73	6.07	200.25
8460	DSCP (T)	25.45	168.73	5.90	200.08
8470	DSCP (T)	25.45	168.73	5.90	200.08
9905	DSCP (T)	25.45	168.73	6.80	200.98

Expected Costs

<u>FSC</u>	<u>CENTER</u>	<u>Non-DLA Activities</u>	<u>DLA Activities</u>	<u>DCMA Activities</u>	<u>Expected Total Costs</u>
6505	DSCP (M)	12.05	93.04	13.61	118.70
6515	DSCP (M)	12.05	93.04	13.61	118.70
6520	DSCP (M)	12.05	93.04	10.70	115.79
6530	DSCP (M)	12.05	93.04	11.48	116.57
6532	DSCP (M)	12.05	93.04	9.16	114.25
6640	DSCP (M)	12.05	93.04	13.61	118.70
8120	DSCP (M)	12.05	93.04	11.04	116.13

APPENDIX L

Packaging SDR Evaluation Factors

(By Center and FSC)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
1005 DSCC (C)	E.F.	=	144	+	(0.586331	x	_____)
1010 DSCC (C)	E.F.	=	144	+	(0.806836	x	_____)
1015 DSCC (C)	E.F.	=	144	+	(0.771807	x	_____)
1020 DSCC (C)	E.F.	=	144	+	(0.130202	x	_____)
1055 DSCC (C)	E.F.	=	144	+	(0.007782	x	_____)
1095 DSCC (C)	E.F.	=	144	+	(0.446303	x	_____)
1450 DSCC (C)	E.F.	=	144	+	(0.000382	x	_____)
1710 DSCC (C)	E.F.	=	144	+	(0.025739	x	_____)
2010 DSCC (C)	E.F.	=	145	+	(0.256503	x	_____)
2030 DSCC (C)	E.F.	=	145	+	(0.006533	x	_____)
2040 DSCC (C)	E.F.	=	145	+	(0.03078	x	_____)
2090 DSCC (C)	E.F.	=	145	+	(5.998199	x	_____)
2510 DSCC (C)	E.F.	=	143	+	(0.816012	x	_____)
2520 DSCC (C)	E.F.	=	143	+	(0.302766	x	_____)
2530 DSCC (C)	E.F.	=	143	+	(0.387238	x	_____)
2540 DSCC (C)	E.F.	=	143	+	(0.175461	x	_____)
2590 DSCC (C)	E.F.	=	143	+	(0.072136	x	_____)
2805 DSCC (C)	E.F.	=	147	+	(0.041907	x	_____)
2815 DSCC (C)	E.F.	=	147	+	(0.019626	x	_____)
2825 DSCC (C)	E.F.	=	147	+	(0.024547	x	_____)
2910 DSCC (C)	E.F.	=	147	+	(4.242453	x	_____)
2920 DSCC (C)	E.F.	=	147	+	(0.409862	x	_____)
2930 DSCC (C)	E.F.	=	147	+	(0.111168	x	_____)
2940 DSCC (C)	E.F.	=	147	+	(0.659827	x	_____)
2990 DSCC (C)	E.F.	=	147	+	(0.101191	x	_____)
3010 DSCC (C)	E.F.	=	146	+	(0.038393	x	_____)
3020 DSCC (C)	E.F.	=	146	+	(0.650644	x	_____)
3040 DSCC (C)	E.F.	=	146	+	(0.231862	x	_____)
3950 DSCC (C)	E.F.	=	146	+	(0.101292	x	_____)
4030 DSCC (C)	E.F.	=	146	+	(0.008943	x	_____)
4310 DSCC (C)	E.F.	=	147	+	(0.09383	x	_____)
4320 DSCC (C)	E.F.	=	147	+	(0.019284	x	_____)
4330 DSCC (C)	E.F.	=	147	+	(0.000315	x	_____)
4410 DSCC (C)	E.F.	=	144	+	(0.018035	x	_____)
4420 DSCC (C)	E.F.	=	144	+	(0.258475	x	_____)
4440 DSCC (C)	E.F.	=	144	+	(1.260299	x	_____)
4460 DSCC (C)	E.F.	=	144	+	(0.608173	x	_____)
4610 DSCC (C)	E.F.	=	144	+	(0.023528	x	_____)
4620 DSCC (C)	E.F.	=	144	+	(29.76675	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	=	<u>Admin Cost</u>	+	<u>(Proportion</u>	x	<u>Proposed Contract) Value</u>
4710 DSCC (C)	E.F.	=	144	+	(4.597738	x	_____)
4720 DSCC (C)	E.F.	=	144	+	(0.232202	x	_____)
4730 DSCC (C)	E.F.	=	144	+	(0.114073	x	_____)
4810 DSCC (C)	E.F.	=	144	+	(0.103303	x	_____)
4820 DSCC (C)	E.F.	=	144	+	(0.025478	x	_____)
4910 DSCC (C)	E.F.	=	147	+	(0.704344	x	_____)
4921 DSCC (C)	E.F.	=	147	+	(0.129581	x	_____)
4940 DSCC (C)	E.F.	=	145	+	(0.165735	x	_____)
5420 DSCC (C)	E.F.	=	147	+	(0.465835	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
1240 DSCC (E)	E.F.	=	126	+	(0.136329	x	_____)
1420 DSCC (E)	E.F.	=	126	+	(0.035882	x	_____)
1430 DSCC (E)	E.F.	=	126	+	(0.036303	x	_____)
5820 DSCC (E)	E.F.	=	129	+	(0.260759	x	_____)
5840 DSCC (E)	E.F.	=	129	+	(0.318184	x	_____)
5845 DSCC (E)	E.F.	=	129	+	(0.02151	x	_____)
5855 DSCC (E)	E.F.	=	129	+	(1.798554	x	_____)
5865 DSCC (E)	E.F.	=	129	+	(0.271584	x	_____)
5895 DSCC (E)	E.F.	=	129	+	(0.076307	x	_____)
5905 DSCC (E)	E.F.	=	125	+	(0.058666	x	_____)
5910 DSCC (E)	E.F.	=	125	+	(0.409659	x	_____)
5915 DSCC (E)	E.F.	=	125	+	(0.032112	x	_____)
5920 DSCC (E)	E.F.	=	125	+	(13.40414	x	_____)
5925 DSCC (E)	E.F.	=	125	+	(0.104348	x	_____)
5930 DSCC (E)	E.F.	=	125	+	(0.08493	x	_____)
5935 DSCC (E)	E.F.	=	125	+	(0.026328	x	_____)
5945 DSCC (E)	E.F.	=	125	+	(0.064125	x	_____)
5950 DSCC (E)	E.F.	=	125	+	(0.134883	x	_____)
5955 DSCC (E)	E.F.	=	125	+	(0.067478	x	_____)
5960 DSCC (E)	E.F.	=	127	+	(0.319153	x	_____)
5961 DSCC (E)	E.F.	=	125	+	(0.411697	x	_____)
5962 DSCC (E)	E.F.	=	127	+	(4.063312	x	_____)
5963 DSCC (E)	E.F.	=	126	+	(0.007822	x	_____)
5965 DSCC (E)	E.F.	=	129	+	(0.088631	x	_____)
5980 DSCC (E)	E.F.	=	129	+	(34.82142	x	_____)
5985 DSCC (E)	E.F.	=	129	+	(0.054451	x	_____)
5990 DSCC (E)	E.F.	=	129	+	(0.227562	x	_____)
5996 DSCC (E)	E.F.	=	129	+	(0.030192	x	_____)
5998 DSCC (E)	E.F.	=	129	+	(0.110445	x	_____)
5999 DSCC (E)	E.F.	=	129	+	(0.672976	x	_____)
6145 DSCC (E)	E.F.	=	129	+	(4.673893	x	_____)
6625 DSCC (E)	E.F.	=	129	+	(0.1253	x	_____)

<u>FSC</u>	<u>CENTER</u>	<u>Evaluation</u> <u>Factor per</u>	<u>Admin</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed</u> <u>Contract)</u>	<u>Value</u>
		<u>Pkg SDR</u>	= <u>Cost</u>	+			
1270	DSCR (A)	E.F.	= 187	+	(0.282472	x	_____)
1560	DSCR (A)	E.F.	= 187	+	(0.039719	x	_____)
1610	DSCR (A)	E.F.	= 187	+	(0.172215	x	_____)
1615	DSCR (A)	E.F.	= 187	+	(0.036038	x	_____)
1620	DSCR (A)	E.F.	= 187	+	(0.042585	x	_____)
1630	DSCR (A)	E.F.	= 187	+	(0.465991	x	_____)
1650	DSCR (A)	E.F.	= 189	+	(0.535975	x	_____)
1660	DSCR (A)	E.F.	= 187	+	(0.013498	x	_____)
1670	DSCR (A)	E.F.	= 187	+	(1.385971	x	_____)
1680	DSCR (A)	E.F.	= 187	+	(0.097212	x	_____)
1730	DSCR (A)	E.F.	= 187	+	(0.530366	x	_____)
2835	DSCR (A)	E.F.	= 189	+	(0.001179	x	_____)
2840	DSCR (A)	E.F.	= 189	+	(0.274892	x	_____)
2915	DSCR (A)	E.F.	= 187	+	(0.028042	x	_____)
2925	DSCR (A)	E.F.	= 187	+	(0.895907	x	_____)
2995	DSCR (A)	E.F.	= 187	+	(0.004134	x	_____)
3110	DSCR (A)	E.F.	= 187	+	(0.456842	x	_____)
3120	DSCR (A)	E.F.	= 187	+	(0.302164	x	_____)
3431	DSCR (A)	E.F.	= 188	+	(0.033713	x	_____)
3433	DSCR (A)	E.F.	= 188	+	(1.191384	x	_____)
3439	DSCR (A)	E.F.	= 188	+	(0.510376	x	_____)
3455	DSCR (A)	E.F.	= 188	+	(2.502369	x	_____)
3460	DSCR (A)	E.F.	= 188	+	(0.155411	x	_____)
3510	DSCR (A)	E.F.	= 187	+	(2.543997	x	_____)
3655	DSCR (A)	E.F.	= 187	+	(0.316228	x	_____)
4010	DSCR (A)	E.F.	= 187	+	(0.03382	x	_____)
4920	DSCR (A)	E.F.	= 188	+	(0.0231171	x	_____)
5120	DSCR (A)	E.F.	= 188	+	(0.367048	x	_____)
5342	DSCR (A)	E.F.	= 187	+	(1.003333	x	_____)
5365	DSCR (A)	E.F.	= 187	+	(0.641053	x	_____)
5826	DSCR (A)	E.F.	= 188	+	(5.922307	x	_____)
5841	DSCR (A)	E.F.	= 188	+	(0.43649	x	_____)
5940	DSCR (A)	E.F.	= 186	+	(0.157369	x	_____)
5970	DSCR (A)	E.F.	= 186	+	(1.356053	x	_____)
5975	DSCR (A)	E.F.	= 186	+	(0.221532	x	_____)
5977	DSCR (A)	E.F.	= 186	+	(0.232299	x	_____)
5995	DSCR (A)	E.F.	= 186	+	(0.055761	x	_____)
6105	DSCR (A)	E.F.	= 188	+	(0.108653	x	_____)
6110	DSCR (A)	E.F.	= 186	+	(0.119311	x	_____)
6115	DSCR (A)	E.F.	= 188	+	(0.00522	x	_____)
6130	DSCR (A)	E.F.	= 188	+	(0.76777	x	_____)
6135	DSCR (A)	E.F.	= 187	+	(0.788514	x	_____)
6140	DSCR (A)	E.F.	= 188	+	(5.260795	x	_____)
6150	DSCR (A)	E.F.	= 186	+	(0.00452	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
6340 DSCR (A)	E.F.	=	187	+	(0.030905	x	_____)
6605 DSCR (A)	E.F.	=	187	+	(6.372159	x	_____)
6610 DSCR (A)	E.F.	=	187	+	(0.05818	x	_____)
6615 DSCR (A)	E.F.	=	187	+	(0.335815	x	_____)
6620 DSCR (A)	E.F.	=	187	+	(1.21931	x	_____)
6645 DSCR (A)	E.F.	=	187	+	(0.223264	x	_____)
6650 DSCR (A)	E.F.	=	187	+	(0.339108	x	_____)
6660 DSCR (A)	E.F.	=	187	+	(0.20976	x	_____)
6665 DSCR (A)	E.F.	=	187	+	(11.17547	x	_____)
6670 DSCR (A)	E.F.	=	187	+	(0.887336	x	_____)
6680 DSCR (A)	E.F.	=	187	+	(0.137723	x	_____)
6685 DSCR (A)	E.F.	=	187	+	(0.23142	x	_____)
6695 DSCR (A)	E.F.	=	187	+	(0.012638	x	_____)
6810 DSCR (A)	E.F.	=	188	+	(11.48552	x	_____)
6850 DSCR (A)	E.F.	=	188	+	(10.2254	x	_____)
8140 DSCR (A)	E.F.	=	187	+	(0.004505	x	_____)
9150 DSCR (A)	E.F.	=	187	+	(2.010463	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
2250 DSCP (G&I)	E.F.	=	117	+	(0.754677	x	_____)
3030 DSCP (G&I)	E.F.	=	117	+	(0.305608	x	_____)
3510 DSCP (G&I)	E.F.	=	116	+	(0.054308	x	_____)
3820 DSCP (G&I)	E.F.	=	117	+	(1.49871	x	_____)
3920 DSCP (G&I)	E.F.	=	116	+	(0.846982	x	_____)
3940 DSCP (G&I)	E.F.	=	116	+	(0.393567	x	_____)
4020 DSCP (G&I)	E.F.	=	116	+	(0.019412	x	_____)
4130 DSCP (G&I)	E.F.	=	116	+	(0.00302	x	_____)
4140 DSCP (G&I)	E.F.	=	116	+	(0.026393	x	_____)
4210 DSCP (G&I)	E.F.	=	118	+	(0.616194	x	_____)
4220 DSCP (G&I)	E.F.	=	118	+	(19.37668	x	_____)
4510 DSCP (G&I)	E.F.	=	116	+	(0.461772	x	_____)
4520 DSCP (G&I)	E.F.	=	116	+	(1.37859	x	_____)
4530 DSCP (G&I)	E.F.	=	116	+	(1.108625	x	_____)
4540 DSCP (G&I)	E.F.	=	116	+	(0.255736	x	_____)
4930 DSCP (G&I)	E.F.	=	118	+	(3.664574	x	_____)
5210 DSCP (G&I)	E.F.	=	116	+	(0.199137	x	_____)
5305 DSCP (G&I)	E.F.	=	116	+	(1.360201	x	_____)
5306 DSCP (G&I)	E.F.	=	116	+	(0.439905	x	_____)
5307 DSCP (G&I)	E.F.	=	116	+	(0.050163	x	_____)
5310 DSCP (G&I)	E.F.	=	116	+	(0.755727	x	_____)
5315 DSCP (G&I)	E.F.	=	116	+	(1.287325	x	_____)
5320 DSCP (G&I)	E.F.	=	116	+	(5.566984	x	_____)
5325 DSCP (G&I)	E.F.	=	116	+	(0.798387	x	_____)
5330 DSCP (G&I)	E.F.	=	116	+	(1.386818	x	_____)
5331 DSCP (G&I)	E.F.	=	116	+	(3.431626	x	_____)
5340 DSCP (G&I)	E.F.	=	116	+	(1.66681	x	_____)
5355 DSCP (G&I)	E.F.	=	116	+	(0.227482	x	_____)
5360 DSCP (G&I)	E.F.	=	116	+	(0.006548	x	_____)
5430 DSCP (G&I)	E.F.	=	117	+	(0.002381	x	_____)
5660 DSCP (G&I)	E.F.	=	117	+	(67.88293	x	_____)
5815 DSCP (G&I)	E.F.	=	118	+	(6.307489	x	_____)
5835 DSCP (G&I)	E.F.	=	118	+	(0.098545	x	_____)
6210 DSCP (G&I)	E.F.	=	116	+	(0.0753	x	_____)
6220 DSCP (G&I)	E.F.	=	116	+	(0.049707	x	_____)
6230 DSCP (G&I)	E.F.	=	116	+	(2.090689	x	_____)
6240 DSCP (G&I)	E.F.	=	116	+	(30.67823	x	_____)
6250 DSCP (G&I)	E.F.	=	116	+	(0.209317	x	_____)
6350 DSCP (G&I)	E.F.	=	116	+	(1.526546	x	_____)
6675 DSCP (G&I)	E.F.	=	116	+	(11.22153	x	_____)
6740 DSCP (G&I)	E.F.	=	116	+	(0.015507	x	_____)
6750 DSCP (G&I)	E.F.	=	116	+	(0.139676	x	_____)
7025 DSCP (G&I)	E.F.	=	116	+	(0.44438	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
7045 DSCP (G&I)	E.F.	=	116	+	(3.076911	x	_____)
7310 DSCP (G&I)	E.F.	=	118	+	(0.22196	x	_____)
7320 DSCP (G&I)	E.F.	=	116	+	(0.295298	x	_____)
7360 DSCP (G&I)	E.F.	=	118	+	(2.053324	x	_____)
7690 DSCP (G&I)	E.F.	=	117	+	(10.85148	x	_____)
8110 DSCP (G&I)	E.F.	=	116	+	(0.161394	x	_____)
8145 DSCP (G&I)	E.F.	=	116	+	(0.183901	x	_____)
9320 DSCP (G&I)	E.F.	=	118	+	(0.003058	x	_____)
9330 DSCP (G&I)	E.F.	=	118	+	(3.545204	x	_____)
9390 DSCP (G&I)	E.F.	=	118	+	(2.520195	x	_____)
9515 DSCP (G&I)	E.F.	=	118	+	(0.126451	x	_____)
9520 DSCP (G&I)	E.F.	=	118	+	(0.358712	x	_____)
9530 DSCP (G&I)	E.F.	=	118	+	(28.60352	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract) Value</u>
6505 DSCP (M)	E.F.	=	119	+	(19.32414	x	_____)
6515 DSCP (M)	E.F.	=	119	+	(1.016938	x	_____)
6520 DSCP (M)	E.F.	=	116	+	(0.022612	x	_____)
6530 DSCP (M)	E.F.	=	117	+	(0.310421	x	_____)
6532 DSCP (M)	E.F.	=	114	+	(41.09224	x	_____)
6640 DSCP (M)	E.F.	=	119	+	(0.953458	x	_____)
8120 DSCP (M)	E.F.	=	116	+	(12.08759	x	_____)

<u>FSC CENTER</u>	<u>Evaluation Factor per Pkg SDR</u>	<u>=</u>	<u>Admin Cost</u>	<u>+</u>	<u>(Proportion</u>	<u>x</u>	<u>Proposed Contract Value</u>
4240 DSCP (T)	E.F.	=	199	+	(0.077465	x	_____)
6920 DSCP (T)	E.F.	=	200	+	(0.042419	x	_____)
7210 DSCP (T)	E.F.	=	200	+	(16.4082	x	_____)
8305 DSCP (T)	E.F.	=	200	+	(1.473968	x	_____)
8315 DSCP (T)	E.F.	=	200	+	(189.735	x	_____)
8340 DSCP (T)	E.F.	=	200	+	(0.44917	x	_____)
8345 DSCP (T)	E.F.	=	200	+	(0.933273	x	_____)
8405 DSCP (T)	E.F.	=	200	+	(0.172308	x	_____)
8415 DSCP (T)	E.F.	=	200	+	(114.6657	x	_____)
8430 DSCP (T)	E.F.	=	201	+	(28.42651	x	_____)
8435 DSCP (T)	E.F.	=	201	+	(84.51983	x	_____)
8455 DSCP (T)	E.F.	=	200	+	(85.72198	x	_____)
8460 DSCP (T)	E.F.	=	200	+	(42.92345	x	_____)
8470 DSCP (T)	E.F.	=	200	+	(1.050362	x	_____)
9905 DSCP (T)	E.F.	=	201	+	(0.035148	x	_____)

Appendix M

Percent of Contract Value Results for Packaging SDRs

(by Center and Federal Supply Center (FSC))

<u>CENTER</u>	<u>FSC</u>	<u>Number of Closed Pckng SDRS With Cost</u>	<u>Pckng SDR Age (Days)</u>	<u>Average Lost Opp Cost (Per Pckng SDR)</u>	<u>Average Pure Supply Cost (Per Pckng SDR)</u>	<u>Average Total Cost (Per Pckng SDR)</u>	<u>Percent of Contract Value</u>	<u>Average FSC ACF Cost</u>
DSCC (C)	1005	16	452	996.35	1182.11	2178.47	0.5863	3715.42
DSCC (C)	1010	3	21	959.66	1138.58	2098.25	0.8068	2600.59
DSCC (C)	1015	3	79	614.11	728.60	1342.71	0.7718	1739.69
DSCC (C)	1020	1	6	449.74	533.59	983.33	0.1302	7552.35
DSCC (C)	1055	3	269	469.90	557.51	1027.40	0.0078	132023.89
DSCC (C)	1095	5	108	1283.75	1523.10	2806.85	0.4463	6289.11
DSCC (C)	1450	1	12	53.37	63.32	116.69	0.0004	305589.76
DSCC (C)	1710	3	75	4879.50	5789.24	10668.73	0.0257	414501.82
DSCC (C)	2010	2	49	2813.50	3338.05	6151.55	0.2565	23982.42
DSCC (C)	2030	1	5	45.52	54.01	99.53	0.0065	15233.69
DSCC (C)	2040	4	451	520.83	617.94	1138.77	0.0308	36996.85
DSCC (C)	2090	5	345	1580.18	1874.79	3454.96	5.9982	576
DSCC (C)	2510	20	1163	1826.46	2166.98	3993.44	0.8160	4893.85
DSCC (C)	2520	8	114	1067.15	1266.11	2333.25	0.3028	7706.46
DSCC (C)	2530	25	462	437.00	518.48	955.48	0.3872	2467.42
DSCC (C)	2540	18	781	937.03	1111.73	2048.75	0.1755	11676.38
DSCC (C)	2590	14	271	357.97	424.71	782.68	0.0721	10850.08
DSCC (C)	2805	3	33	60.01	71.20	131.22	0.0419	3131.2
DSCC (C)	2815	13	323	422.06	500.75	922.81	0.0196	47020.98
DSCC (C)	2825	1	7	551.43	654.24	1205.66	0.0245	49116.34
DSCC (C)	2910	16	1006	1720.00	2040.68	3760.68	4.2425	886.44
DSCC (C)	2920	8	305	1126.66	1336.72	2463.38	0.4099	6010.27
DSCC (C)	2930	6	345	530.96	629.95	1160.91	0.1112	10442.84
DSCC (C)	2940	11	248	413.62	490.74	904.36	0.6598	1370.6
DSCC (C)	2990	8	400	306.88	364.10	670.98	0.1012	6630.88
DSCC (C)	3010	6	111	694.46	823.94	1518.40	0.0384	39549.05
DSCC (C)	3020	10	442	1557.57	1847.96	3405.52	0.6506	5234.08
DSCC (C)	3040	35	914	559.50	663.81	1223.31	0.2319	5276.04
DSCC (C)	3950	3	68	1967.12	2333.87	4301.00	0.1013	42461.43
DSCC (C)	4030	3	574	97.55	115.74	213.29	0.0089	23848.93
DSCC (C)	4310	5	263	556.90	660.73	1217.63	0.0938	12976.95
DSCC (C)	4320	22	678	461.88	547.99	1009.88	0.0193	52368.12
DSCC (C)	4330	25	3013	568.50	674.49	1242.99	0.0003	3950790.7
DSCC (C)	4410	1	27	2850.25	3381.66	6231.91	0.0180	345548.55
DSCC (C)	4420	1	1	806.18	956.48	1762.66	0.2585	6819.44
DSCC (C)	4440	2	22	1212.87	1438.99	2651.86	1.2603	2104.15
DSCC (C)	4460	3	17	1534.16	1820.19	3354.34	0.6082	5515.44
DSCC (C)	4610	8	1081	325.61	386.32	711.93	0.0235	30258.28
DSCC (C)	4620	1	151	40.84	48.46	89.30	29.7668	3
DSCC (C)	4710	12	856	23816.95	28257.40	52074.35	4.5977	11326.08
DSCC (C)	4720	19	471	250.98	297.77	548.75	0.2322	2363.24
DSCC (C)	4730	90	5892	173.35	205.67	379.02	0.1141	3322.62
DSCC (C)	4810	19	1099	499.78	592.96	1092.75	0.1033	10578.1

DSCC (C)	4820	60	3543	399.68	474.19	873.87	0.0255	34298.73
DSCC (C)	4910	9	234	448.13	531.68	979.81	0.7043	1391.09
DSCC (C)	4921	1	78	197.34	234.14	431.48	0.1296	3329.8
DSCC (C)	4940	8	1093	659.87	782.90	1442.78	0.1657	8705.3
DSCC (C)	5420	1	7	1557.48	1847.86	3405.34	0.4658	7310.19
Grand	Total	542	27965	1156.51	1372.13	2528.63	0.0212	119133.01

Avg Age (Months) 1.72

<u>CENTER</u>	<u>FSC</u>	<u>Number of Closed Pckng SDRS With Cost</u>	<u>Pckng SDR Age (Days)</u>	<u>Average Lost Opp Cost (Per Pckng SDR)</u>	<u>Average Pure Supply Cost (Per Pckng SDR)</u>	<u>Average Total Cost (Per Pckng SDR)</u>	<u>Percent of Contract Value</u>	<u>Average FSC ACF Cost</u>
DSCC (E)	1240	3	554	151.77	231.51	383.28	0.1363	2811.43
DSCC (E)	1420	1	4	223.02	340.20	563.22	0.0359	15696.26
DSCC (E)	1430	2	63	374.63	571.47	946.09	0.0363	26061.01
DSCC (E)	5820	1	3	2288.63	3491.13	5779.75	0.2608	22165.11
DSCC (E)	5840	1	2	1327.21	2024.55	3351.76	0.3182	10534.03
DSCC (E)	5845	1	13	476.31	726.57	1202.88	0.0215	55922.67
DSCC (E)	5855	5	394	1822.09	2779.46	4601.55	1.7986	2558.47
DSCC (E)	5865	1	57	1188.75	1813.34	3002.09	0.2716	11054
DSCC (E)	5895	10	340	901.63	1375.37	2277.01	0.0763	29839.9
DSCC (E)	5905	32	2386	62.72	95.67	158.39	0.0587	2699.86
DSCC (E)	5910	7	132	49.01	74.77	123.78	0.4097	302.16
DSCC (E)	5915	12	689	330.88	504.73	835.61	0.0321	26021.93
DSCC (E)	5920	16	440	883.99	1348.47	2232.46	13.4041	166.55
DSCC (E)	5925	18	392	131.65	200.82	332.48	0.1043	3186.24
DSCC (E)	5930	21	659	403.05	614.82	1017.87	0.0849	11984.8
DSCC (E)	5935	49	1921	150.06	228.90	378.96	0.0263	14393.88
DSCC (E)	5945	18	729	300.97	459.11	760.08	0.0641	11853.06
DSCC (E)	5950	11	331	942.02	1436.98	2378.99	0.1349	17637.43
DSCC (E)	5955	8	1007	62.42	95.21	157.63	0.0675	2336.05
DSCC (E)	5960	4	365	1123.41	1713.68	2837.09	0.3192	8889.45
DSCC (E)	5961	68	3827	115.93	176.84	292.77	0.4117	711.14
DSCC (E)	5962	169	17430	367.91	561.21	929.12	4.0633	228.66
DSCC (E)	5963	2	230	251.80	384.10	635.90	0.0078	81295.86
DSCC (E)	5965	5	52	418.22	637.97	1056.19	0.0886	11916.66
DSCC (E)	5980	7	759	135.82	207.18	342.99	34.8214	9.85
DSCC (E)	5985	17	620	434.00	662.03	1096.04	0.0545	20128.97
DSCC (E)	5990	2	7	895.35	1365.80	2261.15	0.2276	9936.39
DSCC (E)	5996	9	340	412.34	628.99	1041.33	0.0302	34490.3
DSCC (E)	5998	101	9153	430.73	657.05	1087.78	0.1104	9849.04
DSCC (E)	5999	30	1000	347.30	529.77	877.07	0.6730	1303.27
DSCC (E)	6145	7	335	518.67	791.19	1309.86	4.6739	280.25
DSCC (E)	6625	13	504	642.37	979.88	1622.25	0.1253	12946.9
Grand	Total	651	44738	363.51	554.51	918.03	0.0620	14813.277

Avg Age (Months) 2.290732

<u>CENTER</u>	<u>FSC</u>	Number of Closed Pckng SDRS	Pckng SDR Age (Days)	Average Lost Opp Cost (Per Pckng SDR)	Average Pure Supply Cost (Per Pckng SDR)	Average Total Cost (Per Pckng SDR)	Percent of Contract Value	Average FSC ACF Cost
DSCR (A)	1270	5	598	298.73	354.43	653.16	0.2825	2312.3
DSCR (A)	1560	64	5378	1029.82	1221.82	2251.63	0.0397	56689.4
DSCR (A)	1610	1	3	525.64	623.64	1149.28	0.1722	6673.51
DSCR (A)	1615	1	0	96.42	114.40	210.82	0.0360	5849.81
DSCR (A)	1620	4	196	1157.23	1372.99	2530.23	0.0426	59415.88
DSCR (A)	1630	7	199	892.51	1058.91	1951.41	0.4660	4187.66
DSCR (A)	1650	9	230	852.83	1011.84	1864.67	0.5360	3479.02
DSCR (A)	1660	3	230	145.45	172.56	318.01	0.0135	23559.92
DSCR (A)	1670	38	1892	2261.41	2683.03	4944.44	1.3860	3567.49
DSCR (A)	1680	36	5125	997.22	1183.14	2180.36	0.0972	22428.94
DSCR (A)	1730	5	384	2149.77	2550.57	4700.34	0.5304	8862.45
DSCR (A)	2835	8	383	368.11	436.74	804.85	0.0012	682760.62
DSCR (A)	2840	42	2772	2293.42	2721.00	5014.42	0.2749	18241.42
DSCR (A)	2915	7	1397	365.00	433.05	798.05	0.0280	28458.71
DSCR (A)	2925	2	61	1214.97	1441.49	2656.46	0.8959	2965.1
DSCR (A)	2995	5	416	740.60	878.68	1619.27	0.0041	391669.04
DSCR (A)	3110	12	1744	1213.10	1439.27	2652.38	0.4568	5805.89
DSCR (A)	3120	20	3048	455.27	540.15	995.43	0.3022	3294.33
DSCR (A)	3431	4	489	79.51	94.33	173.84	0.0337	5156.31
DSCR (A)	3433	2	335	733.69	870.48	1604.16	1.1914	1346.47
DSCR (A)	3439	63	6071	140.80	167.06	307.86	0.5104	603.2
DSCR (A)	3455	25	3132	212.07	251.61	463.69	2.5024	185.3
DSCR (A)	3460	15	2191	101.65	120.60	222.25	0.1554	1430.08
DSCR (A)	3510	1	167	4015.05	4763.62	8778.67	2.5440	3450.74
DSCR (A)	3655	3	455	577.51	685.18	1262.69	0.3162	3992.96
DSCR (A)	4010	7	757	65.82	78.10	143.92	0.0338	4255.46
DSCR (A)	4920	4	418	270.32	320.72	591.05	0.0232	25507.74
DSCR (A)	5120	1	20	137.41	163.03	300.44	0.3670	818.54
DSCR (A)	5342	14	1163	595.10	706.05	1301.14	1.0033	1296.82
DSCR (A)	5365	12	1082	307.61	364.96	672.57	0.6411	1049.17
DSCR (A)	5826	1	13	3490.02	4140.70	7630.72	5.9223	1288.47
DSCR (A)	5841	1	118	916.69	1087.59	2004.28	0.4365	4591.81
DSCR (A)	5940	40	3075	236.18	280.21	516.40	0.1574	3281.43
DSCR (A)	5970	71	5923	268.17	318.17	586.34	1.3561	432.39
DSCR (A)	5975	19	2473	619.73	735.28	1355.01	0.2215	6116.53
DSCR (A)	5977	6	1159	691.81	820.79	1512.59	0.2323	6511.4
DSCR (A)	5995	44	5310	620.26	735.91	1356.17	0.0558	24321.33
DSCR (A)	6105	5	655	300.95	357.06	658.02	0.1087	6056.13
DSCR (A)	6110	7	1095	822.04	975.30	1797.35	0.1193	15064.31
DSCR (A)	6115	1	51	156.94	186.20	343.14	0.0052	65740.39
DSCR (A)	6130	15	1679	3676.90	4362.43	8039.33	0.7678	10471.01
DSCR (A)	6135	108	21339	762.17	904.27	1666.44	0.7885	2113.39
DSCR (A)	6140	105	20826	2446.19	2902.25	5348.44	5.2608	1016.66

DSCR (A)	6150	41	7055	341.13	404.73	745.86	0.0045	165004.93	
DSCR (A)	6340	1	195	673.92	799.57	1473.49	0.0309	47677.45	
DSCR (A)	6605	7	791	4266.01	5061.37	9327.37	6.3722	1463.77	
DSCR (A)	6610	4	362	242.46	287.66	530.12	0.0582	9111.74	
DSCR (A)	6615	5	761	2042.04	2422.76	4464.80	0.3358	13295.39	
DSCR (A)	6620	3	148	2167.76	2571.92	4739.68	1.2193	3887.18	
DSCR (A)	6645	7	911	85.95	101.98	187.93	0.2233	841.72	
DSCR (A)	6650	6	264	147.12	174.55	321.66	0.3391	948.56	
DSCR (A)	6660	3	405	2308.40	2738.78	5047.18	0.2098	24061.68	
DSCR (A)	6665	10	1414	1165.73	1383.06	2548.79	11.1755	228.07	
DSCR (A)	6670	2	171	1605.63	1904.98	3510.61	0.8873	3956.35	
DSCR (A)	6680	21	1658	712.44	845.26	1557.70	0.1377	11310.43	
DSCR (A)	6685	24	1144	613.04	727.33	1340.37	0.2314	5791.93	
DSCR (A)	6695	3	219	297.04	352.42	649.45	0.0126	51389.18	
DSCR (A)	6810	114	11903	586.40	695.73	1282.13	11.4855	111.63	
DSCR (A)	6850	253	23914	586.13	695.41	1281.55	10.2254	125.33	
DSCR (A)	8140	1	295	45.32	53.77	99.09	0.0045	21998.25	
DSCR (A)	9150	85	9183	920.58	1092.21	2012.79	2.0105	1001.16	
Grand	Total	1433	164845	890.07	1056.02	1946.09	0.0618	31475.405	
		Avg Age (Months)	3.834496						

<u>CENTER</u>	<u>FSC</u>	Number of Closed Pckng SDRS	Pckng SDR Age (Days)	Average Lost Opp Cost (Per Pckng SDR)	Average Pure Supply Cost (Per Pckng SDR)	Average Total Cost (Per Pckng SDR)	Percent of Contract Value	Average FSC ACF Cost
DSCP (G&I)	2250	1	34	1301.78	1765.12	3066.90	0.7547	4063.85
DSCP (G&I)	3030	1	48	261.02	353.92	614.94	0.3056	2012.17
DSCP (G&I)	3510	1	134	7.11	9.64	16.76	0.0543	308.52
DSCP (G&I)	3820	1	239	325.62	441.51	767.13	1.4987	511.86
DSCP (G&I)	3920	1	175	112.94	153.14	266.08	0.8470	314.15
DSCP (G&I)	3940	1	155	258.04	349.89	607.93	0.3936	1544.67
DSCP (G&I)	4020	2	150	535.02	725.46	1260.48	0.0194	64931.59
DSCP (G&I)	4130	20	1711	402.05	545.15	947.20	0.0030	313641.54
DSCP (G&I)	4140	14	1830	314.47	426.40	740.87	0.0264	28070.92
DSCP (G&I)	4210	11	524	1528.32	2072.29	3600.61	0.6162	5843.3
DSCP (G&I)	4220	2	45	7055.42	9566.67	16622.09	19.3767	857.84
DSCP (G&I)	4510	10	2518	324.00	439.32	763.32	0.4618	1653.03
DSCP (G&I)	4520	1	121	5036.78	6829.53	11866.31	1.3786	8607.57
DSCP (G&I)	4530	1	399	12.98	17.60	30.59	1.1086	27.59
DSCP (G&I)	4540	2	693	264.38	358.48	622.85	0.2557	2435.52
DSCP (G&I)	4930	2	42	1049.12	1422.53	2471.65	3.6646	674.47
DSCP (G&I)	5210	1	45	585.06	793.30	1378.36	0.1991	6921.68
DSCP (G&I)	5305	11	1282	576.04	781.06	1357.10	1.3602	997.72
DSCP (G&I)	5306	5	1164	205.19	278.22	483.41	0.4399	1098.89
DSCP (G&I)	5307	2	417	51.83	70.28	122.11	0.0502	2434.34
DSCP (G&I)	5310	17	2386	411.64	558.16	969.80	0.7557	1283.27
DSCP (G&I)	5315	8	687	628.87	852.71	1481.58	1.2873	1150.9
DSCP (G&I)	5320	13	1255	299.36	405.92	705.28	5.5670	126.69
DSCP (G&I)	5325	3	257	172.43	233.80	406.23	0.7984	508.81
DSCP (G&I)	5330	61	9472	392.45	532.14	924.59	1.3868	666.7
DSCP (G&I)	5331	29	4516	163.09	221.14	384.24	3.4316	111.97
DSCP (G&I)	5340	23	4877	1650.37	2237.79	3888.17	1.6668	2332.7
DSCP (G&I)	5355	2	254	143.20	194.17	337.37	0.2275	1483.07
DSCP (G&I)	5360	1	21	1.13	1.54	2.67	0.0065	407.57
DSCP (G&I)	5430	1	21	125.30	169.90	295.20	0.0024	123987.09
DSCP (G&I)	5660	1	5	75.49	102.36	177.85	67.8829	2.62
DSCP (G&I)	5815	1	43	429.65	582.58	1012.23	6.3075	160.48
DSCP (G&I)	5835	1	111	83.26	112.90	196.16	0.0985	1990.54
DSCP (G&I)	6210	13	1614	158.61	215.06	373.67	0.0753	4962.47
DSCP (G&I)	6220	16	1412	317.09	429.95	747.04	0.0497	15028.86
DSCP (G&I)	6230	12	959	1226.90	1663.59	2890.48	2.0907	1382.55
DSCP (G&I)	6240	11	1823	772.45	1047.39	1819.83	30.6782	59.32
DSCP (G&I)	6250	7	650	657.12	891.01	1548.13	0.2093	7396.13
DSCP (G&I)	6350	5	525	1795.20	2434.16	4229.36	1.5265	2770.54
DSCP (G&I)	6675	1	457	224.20	304.00	528.20	11.2215	47.07
DSCP (G&I)	6740	1	29	477.59	647.58	1125.16	0.0155	72558.09
DSCP (G&I)	6750	1	51	264.56	358.72	623.28	0.1397	4462.29
DSCP (G&I)	7025	5	358	1348.45	1828.41	3176.86	0.4444	7148.98

DSCP (G&I)	7045	4	136	520.63	705.95	1226.58	3.0769	398.64
DSCP (G&I)	7310	7	1121	732.43	993.12	1725.55	0.2220	7774.13
DSCP (G&I)	7320	1	10	87.83	119.09	206.92	0.2953	700.7
DSCP (G&I)	7360	1	84	502.54	681.41	1183.95	2.0533	576.6
DSCP (G&I)	7690	13	2170	244.35	331.32	575.67	10.8515	53.05
DSCP (G&I)	8110	2	433	364.72	494.54	859.26	0.1614	5324.02
DSCP (G&I)	8145	1	98	222.09	301.14	523.23	0.1839	2845.2
DSCP (G&I)	9320	8	2421	152.86	207.27	360.12	0.0031	117765.86
DSCP (G&I)	9330	15	3551	645.59	875.37	1520.96	3.5452	429.02
DSCP (G&I)	9390	11	3134	598.86	812.02	1410.88	2.5202	559.83
DSCP (G&I)	9515	1	21	435.84	590.98	1026.82	0.1265	8120.28
DSCP (G&I)	9520	2	352	394.73	535.23	929.96	0.3587	2592.5
DSCP (G&I)	9530	1	47	81.95	111.12	193.07	28.6035	6.75
Grand	Total	390	57087	595.14	806.98	1402.12	0.0914	15347.755

Avg Age (Months) 4.879231

<u>CENTER</u>	<u>FSC</u>	<u>Number of Closed Pckng SDRS With Cost</u>	<u>Pckng SDR Age (Days)</u>	<u>Average Lost Opp Cost (Per Pckng SDR)</u>	<u>Average Pure Supply Cost (Per Pckng SDR)</u>	<u>Average Total Cost (Per Pckng SDR)</u>	<u>Percent of Contract Value</u>	<u>Average FSC ACF Cost</u>
DSCP (M)	6505	3	315	5943.94	2014.90	7958.84	19.3241	411.86
DSCP (M)	6515	11	835	3438.50	1165.59	4604.10	1.0169	4527.41
DSCP (M)	6520	3	181	275.59	93.42	369.00	0.0226	16319.18
DSCP (M)	6530	1	0	248.98	84.40	333.38	0.3104	1073.96
DSCP (M)	6532	1	10	4353.25	1475.68	5828.93	41.0922	141.85
DSCP (M)	6640	1	127	187.28	63.49	250.77	0.9535	263.01
DSCP (M)	8120	1	24	2251.44	763.20	3014.64	12.0876	249.4
Grand	Total	21	1492	3024.91	1025.39	4050.30	0.0036	1128576.8

Avg Age (Months) 2.368254

<u>CENTER</u>	<u>FSC</u>	<u>Number of Closed Pckng SDRS With Cost</u>	<u>Pckng SDR Age (Days)</u>	<u>Average Lost Opp Cost (Per Pckng SDR)</u>	<u>Average Pure Supply Cost (Per Pckng SDR)</u>	<u>Average Total Cost (Per Pckng SDR)</u>	<u>Percent of Contract Value</u>	<u>Average FSC ACF Cost</u>
DSCP (T)	4240	30	1520	657.73	891.84	1549.58	0.0775	20003.49
DSCP (T)	6920	2	116	762.57	1033.99	1796.56	0.0424	42352.22
DSCP (T)	7210	6	686	4387.72	5949.45	10337.17	16.4082	630
DSCP (T)	8305	3	634	1163.82	1578.06	2741.87	1.4740	1860.2
DSCP (T)	8315	3	198	805.35	1092.00	1897.35	189.7350	10
DSCP (T)	8340	4	805	1783.01	2417.64	4200.65	0.4492	9352.01
DSCP (T)	8345	1	32	191.16	259.20	450.36	0.9333	482.56
DSCP (T)	8405	21	5359	118.43	160.58	279.00	0.1723	1619.21
DSCP (T)	8415	9	1397	9444.61	12806.26	22250.87	114.6657	194.05
DSCP (T)	8430	1	21	10262.96	13915.87	24178.83	28.4256	850.6
DSCP (T)	8435	1	241	1146.22	1554.19	2700.41	84.5198	31.95
DSCP (T)	8455	3	573	1110.12	1505.25	2615.38	85.7220	30.51
DSCP (T)	8460	9	881	2705.57	3668.57	6374.13	42.9234	148.5
DSCP (T)	8470	6	480	8225.43	11153.12	19378.55	1.0504	18449.41
DSCP (T)	9905	1	118	10.70	14.51	25.21	0.0351	717.19
Grand	Total	100	13061	2367.56	3210.24	5577.80	0.0013	4161781.1

Avg Age (Months) 4.353667