

ACQUISITION RESEARCH PROGRAM Sponsored report series

Improving Suspended Stock Policies and Procedures at Defense Logistics Agency San Joaquin

June 2024

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Prepared for the Naval Postgraduate School, Monterey, CA 93943.

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ABSTRACT

Defense Logistics Agency (DLA) Distribution San Joaquin (DDJC) manages a substantial portion of DLA's \$1.8 billion in suspended stock inventory, 1.4 million parts valued at \$208.5 million, posing challenges in storage capacity and operational efficiency. This research aimed to dissect the reasons behind the accumulation of suspended stock and offer actionable recommendations. Through various analysis methodologies, the study sought to enhance DDJC's suspended stock processing, potentially improving the logistics readiness of all military services.

DDJC's suspended stock accumulation stems from customer returns, quality deficiencies, legal constraints, counterfeit items, and more. These issues strain resources and hinder operational effectiveness within DLA. Through trend analysis, ABC inventory analysis, condition code and depot level repairable classification, a survey, and insights from prior DLA initiatives, this research sought to provide an understanding of suspended stock management at DDJC.

Our research did not identify a single issue that specifically led to suspended stock accumulation at DDJC or uncover a specific policy or SOP that DDJC could revise to improve suspended stock processing. Based on our research and to realize the most ROI, we recommend a full review of the training tools and job breakdown sheets DDJC uses to ensure alignment with DLA SOPs, and a focus on clearing parts in category code A, as well as suspended depot level repairable items.





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LIST OF ACRONYMS AND ABBREVIATIONS

AF	Air Force
AMPS	Account Management and Provisioning System
BAE	British Aerospace
CAC	Common Access Card
CC	Condition Code
ССР	Consolidation and Containerization Point
COCOM	Combatant Command
COG	Cognizance Code
CONUS	Continental United States
COSIS	Care of Supplies in Storage
CPI	Continuous Process Improvement
DD	Department of Defense
DDJC	Defense Logistics Agency Distribution San Joaquin
DLA	Defense Logistics Agency
DLA HQ	Defense Logistics Agency Headquarters
DLA-TS	Defense Logistics Agency Troop Support
DLM	Defense Logistics Management
DLMS	Defense Logistics Management Standards
DLR	Depot Level Repairable
DOD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DRC	Disposal Release Confirmation
DRO	Disposition Release Order
DSS	Distribution Standard System
ESOC	Emergency Supply Operations Center
FLC	Fleet Logistics Center
FMS	Foreign Military Sales



GAO	Government Accountability Office
GSA	United States Generals Services Administration
HAZMAT	Hazardous Material
HQ	Headquarters
IM	Item Manager
IMM	Integrated Item Manager
IMS	Item Manager Specialists
IPR	International Property Rights
IRB	Institutional Review Board
JBS	Job Breakdown Sheets
KCC	Kind, Count, and Condition
LTL	Less than truckload
MRO	Material Requisitions Order
NAVSEA	Naval Sea Systems Command
NAVSUP	Naval Supply Systems Command
NAVSUP WSS	Naval Supply Systems Command Weapons Systems Support
NIIN	National Item Identification Number
NSC	Naval Supply Center
NSN	National Stock Number
OEM	Original Equipment Manufacturer
PQDR	Product Quality Deficiency Report
PSO	Program Support Office
RDO	Redistribution Order
RIC	Routing Identification Codes
ROI	Return on Investment
SAAR	System Access Authorization Request
SDR	Supply Discrepancy Report
SF	Standard Form
SOP	Standard Operating Procedures



SQCR	Storage Quality Control Report
UGR	Unitized Group Rations
US	United States
USA	United States Army
USAF	United States Air Force
USN	United States Navy
WMS	Warehouse management System
WebSDR	Web Supply Discrepancy Report
WebSQCR	Web Storage Quality Control Report





I. INTRODUCTION

Suspended stock within the Department of Defense (DOD) supply chain is not a new issue in DOD logistics management. In 1984, what was then known as the General Accounting Office published a report highlighting inadequate management oversight at inventory control points and ill-defined specific responsibilities for remedying suspended stock between the inventory control point and the stock point (Conahan, 1984). Suspended materiel presents a number of challenges and issues to materiel readiness throughout the services. Notably, suspended material has already been purchased using current or previous fiscal year funding. DOD has obligated funding to the purchase of parts in which no material readiness improvement is generated; this represents an opportunity cost to the DOD in which something else was foregone. There are also additional costs with the administration, handling, and storage of suspended materiel, adding to the cost beyond just the purchase price initially paid by the DOD.

The Defense Logistics Agency (DLA) Distribution organization provides supply chain management and logistics support to the DOD. As of October 2023, DLA had over 1.8 billion in suspended stock. At DLA Distribution San Joaquin (DDJC), over 1.4 million parts, valued at approximately 208.5 million, were suspended. Materiel is suspended for various reasons and identified by condition codes in suspense. The most common DDJC suspense codes are: J – suspended (in stock), K – suspended (returns), L – suspended (litigation), and Q – suspended (product quality deficiency).

The long-standing issues with suspended material within the DOD supply chain represent risk to the materiel readiness, flexibility, and responsiveness of the services. As new weapon systems are introduced and system complexity increases, growth in suspended material has the potential to continue. In its 1991 report, the General Accounting Office noted "With possible changes in force structure, returned materials from affected units could increase suspended stocks dramatically" (Conahan, 1991, p. 4).

DDJC's suspended stock summary listings from 02 January 2023 through 20 November 2023 as well as a full suspended stock listing from 01 January 2024 were



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School analyzed to better understand historical trends, current materiel value, reasons for suspension, and category of material. This understanding is crucial for DDJC leadership in identifying how and where they can best focus limited resources to maximize the return on investment (ROI) in dedicating personnel to rectifying suspended stock. In the age when DOD is often tasked to do more, without more, suspended stock processing presents a unique opportunity to ensure the services are supported as efficiently and economically as possible.

A. PURPOSE OF RESEARCH

The purpose of this research is to analyze suspended stock inventory at DDJC and examine the challenges with managing over 1.4 million parts valued at approximately \$208.5 million. This research examines the composition of suspended stock by breaking down the quantity of individual National Item Identification Number (NIINs), condition codes, warehouse location, available balance, unit price, total value, creation dates, and last inspection dates for suspended stock at DDJC. Through the analysis, this study can provide recommendations to maximize DDJC storage capacity, improve efficiency, and increase ROI. This research may reveal the need for more effective policy and procedures regarding the process of clearing and disposing of suspended stock.

B. RESEARCH QUESTIONS

This thesis focuses on a real-world problem for DDJC and our research questions seek to increase the level of knowledge surrounding the rise in suspended stock at DDJC and then provide educated recommendations or areas where DDJC leadership could implement policy or stand operating procedures changes to improve processing of suspended stock.

1. What issues led to DDJC accumulating \$208.5 million in suspended stock?

2. Based on the research findings, what policy or standard operating procedure can DDJC revise or implement to improve the rectification of suspended stock with condition codes J, K, L, or Q?



C. IMPORTANCE OF RESEARCH

As of October 2023, DLA had over \$1.8 billion in suspended stock that has not been cleared; \$208.5 million of that stock, comprised of over 1.4 million parts, is at DDJC. According to DDJC: "Material falls in suspended stock for several reasons: quality deficiencies, legal, financial, counterfeit, customer returns, labeling, etc. This stock incurs in wasting resources, conducting inventory requirements, investigating to find solutions, and/or disposing" (Rosas, 2023, p. 7). Our research intends to analyze current DDJC suspended stock in order to determine which suspended materiel should be focused on in order to provide DLA leadership with options for obtaining the best value/most efficient outcome.

D. METHODOLOGY

Our study utilizes a mixed-methods approach in order to examine suspended stock processing at DDJC. The quantitative aspect of this project focuses on reviewing the historical data from DDJC's suspended stock summary listings from throughout 2023. Additionally, we will thoroughly dissect DDJC's full suspended stock listing from 01 January 2024 in order to produce a listing of stock owners and to conduct an ABC Inventory Analysis. This analysis allow us to further break down suspended stock by identifying Depot Level Repairable (DLR) items in DDJC's inventory. The qualitative aspect of this project comprises of an anonymous survey deployed through email via DDJC and was designed to determine item manager (IM) background knowledge and potential issues with suspended stock policies, as well as clearing of suspended stock. This mixed-methods approach allows us to analyze the raw data to better understand the scope and magnitude of suspended stock under DDJC's management as well as the human component of suspended stock rectification.

E. SCOPE

As a topic proposed by DDJC for students, this study is limited to suspended stock solely at DDJC and focuses on data provided by DDJC to cover January through November 2023 and January 2024. The main focus is on increasing the level of knowledge surrounding suspended stock and providing recommendations to DDJC leadership.



Suspended stock is an incredibly complex subject decades in the making. Reasons for materiel suspension are numerous and procedures for clearing suspended stock are not simple transactions. This study is restricted to our conclusions drawn from our own knowledge as United States Navy (USN) Supply Officers and end users of DLA's services. Despite these limitations, this study's intention is to thoroughly analyze multiple aspects of DDJC's suspended stock, as well as historical trends, in order to recommend focus areas for improving management of suspended stock.

F. ORGANIZATION OF REPORT

This report discusses the policies and procedures related to the management of suspended stock. Chapter II provides background on DLA, DDJC, and suspended stock. Chapter III provides a literature review by exploring the management of suspended stock within the DOD. Chapter IV discusses the methodology employed for analyzing suspended stock at DDJC, its data sources, and ABC inventory analysis. Chapter V presents the findings from the research conducted for this topic. Chapter VI presents recommendations on different ways DDJC can reduce their suspended stock as well as effective processes for managing future suspended stock.



II. BACKGROUND

A. INTRODUCTION

The purpose of this chapter is to provide background information on who DLA is, who DDJC is, how materiel becomes and is identified as suspended stock, and how suspended stock is supposed to be cleared. This section will also provide DDJC's current instructions and procedures regarding suspended stock management.

B. DEFENSE LOGISTICS AGENCY

DLA provides combat logistics support all around the world, to all six United States military services, as well as federal, state, and local agencies, and our allies and partners. The agency is divided into six major subordinate commands that provide different types of support to their customers. These commands are DLA Troop Support, DLA Land and Maritime, DLA Aviation, DLA Energy, DLA Distribution, and DLA Disposition Services (DLA Public Affairs Office [PAO], 2023; see Figure 1).



Figure 1. DLA Organizational Structure. Source: DLA (2019)



C. DEFENSE LOGISTICS AGENCY DISTRIBUTION

DLA Distribution is a joint storage and distribution provider for the Department of Defense who "receives, stores, issues and distributes material critical to achieve Warfighter readiness and lethality" (DLA, n.d.b, para. 1). They support the DOD with just over 9,200 employees (a mix of civilians, military members, reserve members and contractors) and have locations in eight countries, allowing them to support all Combatant Commands (COCOMs) (DLA, n.d.b).

DLA Distribution utilizes the Distribution Standard System (DSS) Materiel Tracker for all functional business processes of their warehouse operations: "These processes include receiving, storage, consolidation, packing, shipping, inventory, inspection and workload management" (DLA, n.d.c, para. 1). This system is accessible to registered users with a common access card (CAC) who have submitted a System Access Authorization Request (SAAR) via the Account Management and Provisioning System (AMPS). With access to this system, customers can track their Materiel Requisitions Order (MRO) status. They can inquire or review information such as shipment status, the carrier utilized and their manifest, multi-packaging details, stock checks, receipt checks, history and more (DLA, n.d.c).

D. DEFENSE LOGISTICS AGENCY SAN JOAQUIN

DLA Distribution San Joaquin is located in Tracy, California, and was established in 1942. On a 908-acre site (see Figure 2), it is the second largest of DLA's 25 Distribution centers worldwide. Their logistics support role is to receive, store, and ship materiel throughout the world, in support of their customers. They receive 10 to 15 trucks of materiel per day and process over 1.5 million issues and receipts per year, from over 400,000 National Stock Numbers (NSNs). A large amount of DDJC's support is to customers in the Pacific and Indian Ocean regions, with a monthly average of over 350 seavans and 150 air pallets of materiel being provided through their Consolidation and Containerization Point (CCP). In the Continental United States (CONUS), DDJC utilizes a Dedicated Truck Program to transport over one-third of its shipments. The center ships



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School an average of 17 trucks per day, providing deliveries the same day or within 72 hours (DLA, n.d.a).



Figure 2. DDJC Aerial View. Source: Rosas (2023)

DDJC is comprised of three main groups (Mission Group, Distribution and Specialized Missions Group, and Resource Management Group), a Command Staff, and an Operations Cell (J3) (see Figure 3). The Mission group is responsible for materiel that falls under the following categories: bins, bulk, foreign military sales (FMS), hazardous material (HAZMAT), vault/classified, as well as the freight terminal, receiving (small parcel and less than truckload [LTL]), warehousing, dedicated truck, and shipping. The Distribution and Specialized Missions Group is responsible for shipment planning/truck control, Emergency Supply Operations Center (ESOC), customer service, the CCP, unitized group rations (UGR), F-35 materiel, VA and kitting. The Resource Management Group is responsible for inventory management, stock readiness, audit readiness, training, travel, awards, WPM audits, budget execution, and base supply. The Resource Management Group also contains the Stock Readiness Team who is responsible for clearing suspended stock. DDJC's command staff includes personnel responsible for



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School safety, Program Support Office (PSO), inventory action team, public affairs and operations. The Operations Cell is responsible for workload planning and business operations planning (Rosas, 2023).



Figure 3. DDJC Organizational Chart. Source: Rosas (2023)

E. SUSPENDED STOCK

1. Why Materiel Is Suspended

The Defense Logistics Management (DLM) 4000.25 provides a multitude of reasons that materiel would need to be labeled as suspended. The following are some of the most common reasons materiel must be suspended (Office of Assistant Secretary of Defense, 2019).

• Documentation Issues

These discrepancies could include missing, incomplete, or improperly prepared documentation, as well as missing signatures.

• Packaging Discrepancies



These could include improper packaging that could result in loss, delay, or, damage to the item, shipment, or package.

• Improper Markings

These markings could be missing, incomplete, unreadable, or misplaced on the item or container.

• Incorrect Item

These items could be incorrect, misidentified, or an unacceptable substitute of the required materiel.

Materiel Returns

Items being returned generally fall into one of three main categories including discrepancies of over \$100 with an accompanying Supply Discrepancy Report (SDR), unauthorized returns which includes those with incomplete or missing documentation, and depot level repairable items that must be returned to the owner/manager.

2. Storage of Suspended Stock

DDJC primarily keeps their suspended stock in section one of Warehouse 18 (see Figure 4), though the size and quantity of some materiel requires it to be comingled with non-suspended stock in other warehouses (Rosas, 2023).





Figure 4. DDJC Warehouse Layout. Source: Rosas (2023)

All suspended stock at DDJC has a Supply Discrepancy Report (SDR) or Storage Quality Control Report (SQCR) attached to the outside of the packaging. This SDR or SQCR also has a condition code on it that identifies the material as suspended stock (DLA Distribution J4, 2021).

3. Supply Discrepancy Reports

An SDR is a means for DDJC to communicate with the IMs of the materiel in question to resolve issues related to suspended stock. According to DLM 4000.25 Volume II, DLA Distribution Centers such as San Joaquin document and report shipping or packaging discrepancies resulting from the shipper which lead to items becoming suspended and stand by to receive actionable disposition for the resolution of said



suspended stock (DOD, 2024). The following are the primary steps summarized from Chapter 17 of the same instruction detailing the SDR process regarding suspended stock:

Step 1: Identify the Materiel as Suspended Stock

Step 2: Document the Discrepancy by Creating SDR

Step 3: Submit the SDR

Step 4: SDR Tracking and Monitoring

Step 5: Receive SDR Reply Code

Step 6: Implement Disposition

Step 7: Resolve the Suspended Stock and Close out the SDR

Step 1 involves accurately identifying and classifying the materiel as suspended stock and its appropriate condition code.

Step 2 documents information about the discrepancy. An SDR has the following relevant data elements to standardize the communication between San Joaquin and the appropriate entity:

- Shipping and Packaging Discrepancy Codes
- SDR Action Codes
- SDR Reply Codes
- SDR Document Type Codes

A full list of the above data elements can be found in Appendix 7.28 of the DLM 4000.25, Volume II.

Shipping and Packaging Discrepancy Codes are used to identify the nature of the issue. For example, they can be used to indicate whether the discrepancy is due to damage, lack of proper documentation, billing issues, or inadequate packaging. A single SDR can have up to three discrepancy codes. In the event a piece of materiel may have more than



three discrepancies, the procedure would be to place the top three reasons as the Discrepancy Codes and in the body of the SDR to go into more detail of the additional reasons for creating the SDR.

Action Codes, comprising of two alphanumeric characters, are used to request a specific action from the IM to help resolve the suspended stock. There are 22 different Action Codes that can be utilized for requesting disposition. An example of an Action Code could be 1C, "supporting supply documentation requested," where DDJC is requesting disposition instructions from the respective IM on the suspended stock due to missing key documentation when the materiel was received.

Reply Codes, comprising three digit characters, are used to communicate the IM's response to the Action Code back to DDJC. There are 170 different Reply Codes that can be utilized to respond back to the Action Code. Continuing the previous example of Action Code 1C, an example of the IM's Reply Code could be 135, "Documentation is being forwarded." As with the Shipping and Packaging Discrepancy Codes, up to three Reply Codes can be used in a single SDR. It creates a flag in DSS for DDJC to take action, per the IM's direction, on resolving the suspended stock. This can also be the point when DDJC receives disposition instructions from the IM which are actually unactionable. The status that is changed or created from receiving the SDR Reply Code is what moves the clock forward, or stops it, regarding suspended stock resolution timelines. If DDJC received disposition that cannot be carried out, this is when DDJC would then have to conduct additional back and forth communication with the IM to resolve. One reason that DDJC receives inactionable disposition may be that the IM did not fully read and understand the body of the description of the SDR. Rather, the IM may have just used the SDR Discrepancy Code(s) and offered inadequate disposition instructions based on that alone. If an SDR had more than three Discrepancy Codes and had detailed in the body of the SDR for two more discrepancies, the IM who only looked at the Discrepancy Codes for the three would not provide disposition instructions that would address the additional discrepancies in the body of the SDR.

Document Type Codes are used to indicate the type of discrepancy report and shipment. DDJC utilizes SDR Document Type Codes 5, 8, 9, and R for reporting suspended



stock. All other SDR Document Type Codes are not used as they are either customer originated or have restricted uses. According to Appendix 7.28 of DLM 4000.25 Volume 2, the following is the breakdown of the SDR Document Type Codes used at DDJC for suspended stock:

5 – Storage Quality Control Reports

8 – Depot originated, depot receipt from non-procurement source (other than RDO)^1

9 – Depot originated, procurement source receipt

R – Depot originated, redistribution order receipt. (DOD, 2024)

Page C21-5 of DLM 4000.25 covers Storage Quality Control Reports (SQCR) and are used "when changes in the condition of stocks are discovered during stock surveillance, inspections/screening, or during distribution processes requiring stock inspection/ screening" (DOD, 2024, p. C21-5). This is also used when DDJC receives a directive to suspend materiel in the event of a legal investigation. Per the instruction, SDR Document Type Code 5 is submitted via Web Supply Discrepancy Report (WebSDR) in its Web Storage Quality Control Report (WebSQCR) module. Type Codes 8, 9, and R are submitted via DLA's DSS. As the name implies, WebSDR is a web-based avenue for users without access to DSS. However, DDJC strictly uses DSS as the avenue for submitting SDRs, even SDR Document Type Code 5.

Step 3 is the submission of the SDR. The recipient could be the supplier, a specific military service, or another agency who owns the suspended stock.

Step 4 involves keeping track of the status of the SDR and follow up as necessary to ensure it is being addressed in a timely manner.

Step 5 involves reviewing the received SDR Reply Code and seeking further clarification if necessary.

¹ A Redistribution Order, or an RDO, can be used for directing the movement of materiel from one supply activity to another. In the case for DLA, an RDO can be used to redistribute materiel from DLA Distribution San Joaquin to a contractor site.



Step 6 involves taking action based on the directions received in response to the SDR. This includes DDJC documenting the actions taken and the outcomes for accountability purposes.

Step 7 involves fully resolving the discrepancy by processing the suspended stock appropriately and officially closing out the SDR.

DDJC utilizes various standard operating procedures (SOP) when carrying out warehouse operations and in their dealings with suspended stock. The DLA SOPs are all generic to all DLA Distribution Centers. Where processes may differ are the Distribution Centers' respective Job Breakdown Sheets (JBS). Respective Distribution Centers may add steps to the SOPs but cannot remove any steps listed in the base SOP. For example, DDJC's JBS for processing suspended stock may be different from DLA Distribution Center Susquehanna's. The following are examples of the process maps utilized at DDJC for receiving materiel (see Figures 5 and 6).



DLA Distribution Standard Receiving – KIND, Count and Condition - New Procurement Process Map



Figure 5. DLA SOP 4000.02 – Warehouse Management System (WMS) Receiving – Kind, Count, and Condition (KCC),² New Procurement Process Map. Source: DLA Distribution J4 (2023).

Process Map Legend		
Diamond	Decision Points (Primarily "Yes" or "No" branches)	
Square	Actions/Process Steps	
Number	Annotates to transition to another portion of the process map as some process maps are too large to fit on a single page	

² KCC is an inspection completed during the receiving process that determines materiel condition and completeness and identifies any discrepancies (Daverede, 2017).



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School KIND



DLA Distribution Standard Receiving – KIND, Count and Condition - Non-Procurement Process Map

Figure 6. DLA SOP 4000.02 – Warehouse Management System (WMS) Receiving – Kind, Count, and Condition (KCC), Non-Procurement Process Map. Source: DLA Distribution J4 (2023).

Process Map Legend		
Diamond	Decision Points (Primarily "Yes" or "No" branches)	
Square	Actions/Process Steps	
Number	Annotates to transition to another portion of the process map as some process maps are too large to	
	fit on a single page	

In DDJC's various inventory, receiving, and stock readiness SOPs, the process flow charts/process maps have potential steps where the materiel has been/can be identified as


suspended stock. One example of this is a step that states "Create or Submit SDR".³ DLA SOP 4000.02 has both Procurement and Non-Procurement process flow/process maps. Materiel that has been identified as suspended stock which is received from a procurement source would utilize SDR Document Type Code 9. Materiel that has been identified as suspended stock which is received from a non-procurement source would utilize SDR Document Type Code 9. Materiel that has been identified as suspended stock which is received from a non-procurement source would utilize SDR Document Type Code of 8. Receiving can become complex as some receipt processes involve multiple overlapping process maps. For example, receipt processes utilizing SOP 4000.02 also can involve SOP 4000.08 receipt procedures.

4. Suspended Stock Condition Codes

DLA uses the supply condition codes outlined in the DLM 4000.25, Volume 2 to classify material in terms of readiness for issue and use or to identify action underway to change the status of material. Suspended stock at DDJC primarily falls into one of four condition codes:

• J – SUSPENDED (IN STOCK)

Materiel in stock which has been suspended from issue pending condition classification or analysis, where the true condition is not known. Includes shelf life Type II materiel that has reached the expiration date pending inspection, test, or restoration. (DOD, 2024)

When repairs are required to be made on a piece of materiel's packaging, this suspension code is used if the repair actions are expected to exceed one hour. (DLA Distribution J4, 2021)

• K – SUSPENDED (RETURNS)

Materiel returned from customers or users and awaiting condition classification. (DOD, 2024)

• L – SUSPENDED (LITIGATION)

Materiel held pending litigation or negotiation with contractors or common carriers. (DOD, 2024)

³ With the understanding that there are other reasons for creating and submitting an SDR other than material becoming suspended stock.



• Q – SUSPENDED (PRODUCT QUALITY DEFICIENCY)

Potential and confirmed product quality deficiency related materiel which is prohibited for use within DOD and prohibited for reutilization screening. Includes product quality deficiency exhibits returned by customers/users as directed by the integrated materiel manager (IMM) due to technical deficiencies reported by Product Quality Deficiency Reports (PQDR). Exhibits require technical or engineering analysis to determine cause of failure to perform in accordance with specifications. Includes product quality deficient materiel identified by Standard Form (SF) 368 Product Quality Deficiency Report; Department of Defense (DD) Form 1225, Storage Quality Control Report; SF 364, Supply Discrepancy Report (Security Assistance only); or authorized electronic equivalent. (DOD, 2024)

Additionally, a smaller amount of suspended stock at DDJC falls into one of two additional condition codes:

• N – SUSPENDED (AMMUNITION SUITABLE FOR EMERGENCY COMBAT USE ONLY)

Ammunition stocks suspended from issue except for emergency combat use. (DOD, 2024)

• R – SUSPENDED (RECLAIMED ITEMS, AWAITING CONDITION DETERMINATION)

Assets turned in by reclamation activities which do not have the capability (e.g., skills, manpower, or test equipment) to determine the materiel condition. Actual condition will be determined prior to induction into maintenance activities for repair/modification. (DOD, 2024)

The last condition code that DDJC uses is for when they have suspended stock that is actively being processed.

• M – SUSPENDED (IN WORK)

Materiel undergoing maintenance at an organic or contractor maintenance facility. (DOD, 2024)



5. Clearing and Disposition of Suspended Stock

DDJC follows the DOD 4000.25-2-M requirements shown in Figure 7 for taking action on suspended material (DLA Distribution J4, 2021).

Condition Code	Timeframe
L (litigation)	3 calendar days
Q (quality deficiency)	3 calendar days
\mathbf{K} (suspended returns)	30 calendar days
J (suspended in stock)	30 calendar days

Figure 7. Suspended Stock Clearance Timeframes. Source: DLA Distribution J4 (2021).

In order for DDJC to dispose of any suspended materiel they must first receive the DLMS 940R Disposal Release Order (DRO) from the materiel's owner/source. If a response to the DRO is not received within 10 calendar days the materiel owner/source can submit a follow up.

In response to the DRO, DDJC will complete a DLMS 945A Disposal Release Confirmation (DRC). This DRC informs the materiel owner of the quantity shipped and whether it was the amount they requested in the DRO or more or less than requested. If the materiel is not able to be shipped within 30 days, the DRC—indicating the quantity that will be shipped, along with a supply status and the estimated shipping date—must be sent to the materiel owner/source.

DDJC may also submit a DLMS 945A Disposal Release Denial to the materiel owner/source. This denial message tells the owner/source that no action has been taken per the DRO. This is often a result of a mismatch in the PQDR listed on the DRO and the PQDR on the materiel in question (Office of Assistant Secretary of Defense, 2019).



F. SUMMARY

In the Background chapter we discussed who DLA is and their division into six major subordinate commands. We then went into more detail regarding one of those commands, DLA Distribution, and their role as a joint storage and distribution provider for the DOD. Next we discussed DDJC specifically and the support they provide from their warehouse in San Joaquin, California. DDJC is DLA's second largest distribution center and the focus point of our research into suspended stock. Once we provided a better understanding of who DLA and DDJC are, we then went into providing an understanding of what suspended stock is and how it gets to be classified as suspended stock. There are a variety of issues that can result in materiel being suspended, including documentation issues, packaging discrepancies, improper markings, incorrect items, and materiel returns. Once material is identified as suspended, DDJC utilizes SDRs and a seven step process for the suspended stock resolution. SDRs document not only the suspended stock and the issue causing it, but also what needs to be done to correct that issue and actions taken. To do this SDRs utilize a variety of codes: shipping and packaging discrepancy codes, action codes, reply codes and document type codes. All of the suspended stock at DLA is classified with a condition code, identifying the reason the stock is suspended. While there are a variety of condition codes for this type of materiel, DDJC suspended stock primarily falls into one of four categories: J – suspended (in stock), K – suspended (returns), L – suspended (litigation), and Q – suspended (product quality deficiency). The next chapter will look at existing literature we found regarding suspended stock, focusing on DOD and DLA.



III. LITERATURE REVIEW

A. INTRODUCTION

The purpose of this chapter is to review literature regarding suspended stock processing and inventory management within the DOD. This review includes looking into historical management of suspended stock within the DOD, previous efforts to improve materiel processing, and DLA warehouse/inventory management processes and SOP review.

B. HISTORICAL MANAGEMENT

1. Navy Material in Suspended, Not Read for Issue, Condition Needs More Management Attention (GAO/NSIAD-85-23)

In 1984, this GAO report provided its findings to the Secretary of the Navy on approximately \$200 million worth of suspended materiel with J, K, and L condition codes across various Naval Supply Centers (NSC) and stockpoints.⁴ Table 1 contains the breakdown of the suspended materiel across the various locations within the Navy's materiel management system (Conahan, 1984).

Locations	Value of Materiel (in millions)				
	J	K	L	Total	
NSC Norfolk	\$11,862	\$4,928	\$5,668	\$22,458	
NSC Oakland	\$29,182	\$4,339	\$10,398	\$43,919	
NSC San Diego	\$6,711	\$1,569	\$2,211	\$10,491	
NSC Charleston	\$6,218	\$62,766	\$1,113	\$70,097	
NSC Jacksonville	\$6,215	\$550	\$4,293	\$11,058	
NSC Pearl Harbor	\$322	\$833	\$155	\$1,310	
NSC Bremerton	\$3,054	\$3	\$610	\$3,667	
Total NSCs	\$63,564	\$74,988	\$24,448	\$163,000	
21 Stockpoints	\$20,652	\$23,358	\$3,769	\$47,779	
Grand Total	\$84,216	\$98,346	\$28,217	\$210,779	

Table 1.Value of Suspended Materiel by Location as of January 1984. Adapted from
Conahan (1984).

⁴ Naval Supply Centers (NSCs) are presently known as Fleet Logistics Centers (FLCs).



The seven NSCs accounted for \$163 million or 77% of the suspended materiel while the 21 stockpoints involved in GAO's investigation accounted for approximately \$47.8 million or 22% of the suspended materiel. The investigation also reported that the average suspension time was 21 months at the Norfolk and Oakland NSCs and concluded that the Navy was not providing adequate management oversight and its management information system did not provide summary data. In addition, specific responsibilities for taking action on suspended materiel were not clearly defined between the different organizations. GAO provided four recommendations to the Navy:

- start a one-time special project team to determine the true condition of suspended materiel and either remedy or dispose of the suspended materiel,
- 2. modify the Navy's management information system to provide useful data on the amount, age, and reasons materiel was suspended,
- provide oversight of the suspended materiel by establishing a central control group at each inventory control point whose responsibilities include recording, monitoring, and informing item managers of suspended materiel status, and
- 4. provide more explicit guidance on roles and responsibilities for more timely disposition instructions for suspended materiel. (Conahan, 1984)

2. Defense Inventory Management (GAO/HR-93-12)

In 1992, this GAO report provided its findings on defense inventory management to members of the Senate and House as part of a broader effort to highlight high risk areas in the federal government prone to fraud, waste, abuse, and mismanagement. The GAO report found that the DOD maintained excessive inventory levels not justified for operational needs. GAO attributed these high levels of inventories to outdated management practices which failed to match inventory systems commonplace in the private sector. In addition, the DOD frequently overestimated the necessary stock levels which led to purchasing more than was required and underutilizing current assets (Bowsher, 1992).



The report went on to highlight the DOD's lack of effective systems and internal controls for managing inventory appropriately. Inventory data investigated in this report often were found to be inaccurate or outdated, complicating the tracking process and accurately managing supplies. Redundant materiel purchases were frequent as existing materiel were not accounted for or were inaccurately reported as unavailable. The report concluded that the inefficiencies in the DOD's inventory management not only caused financial waste but also affected the readiness of the military, as inventory mismanagement can lead to shortage of critical items for the warfighter (Bowsher, 1992).

The GAO report offered several recommendations to the DOD to help address these issues. The report encouraged the DOD to adopt new inventory systems with the capability to automate inventory management functions in order to reduce errors and improve efficiency. GAO also suggested conducting regular reviews of inventory requirements based on operational needs, disposing of excess and unnecessary materiel to free up resources and reduce storage costs. Lastly, the report recommended to enhance the DOD's inventory management training and to push for policy reforms that would align the DOD with private sector's best practices in inventory management (Bowsher, 1992).

3. Air Force Logistics Need to Improve Management Transfers of On-Order Items that can be Terminated (GAO/NSIAD-92-262)

Also in 1992, this GAO report provided its findings to the Secretary of Defense regarding the United States Air Force's (USAF) management and transfer of on-order consumable items to DLA. This transfer was part of a DOD initiative aimed at consolidating inventory operations to reduce costs and improve efficiency. However, the GAO found that the materiel Air Force transferred to DLA frequently lacked proper termination procedures. This mismanagement led to materiel with no current need to still be stored, ultimately incurring unnecessary costs and logistics. One critical area GAO identified was the lack of timely and accurate analysis and communication regarding eligible items for termination. As the Air Force had not established procedures to ensure that items were analyzed to determine if they should be terminated or transferred to DLA, significant amount of resources were tied up in managing and storing materiel that were ultimately not needed by the Air Force. The report also highlighted systemic issues with



data management and data sharing between the Air Force and DLA. DLA had difficulties in properly managing the materiel due to the transfers frequently having inaccurate or incomplete data. To add even more complications for DLA, the Air Force was inconsistent in documenting and tracking the transfer statuses, leading to situations where neither the Air Force nor DLA had visibility (Kingsbury, 1992).

The GAO report offered several recommendations to address these issues. One recommendation was for the Air Force to develop and implement a standardized procedure to review and terminate orders as appropriate before transferring the management of the materiel to DLA. A second recommendation was for the Air Force to improve the accuracy of the data by adopting data management systems that could ensure relevant materiel data is up to date and accurately reflects the materiel status. Lastly, the GAO encouraged better communication between the Air Force and DLA through regular updates and meetings to ensure both organizations were aware and could address and manage the transfer process more effectively (Kingsbury, 1992).

C. PREVIOUS EFFORTS TO IMPROVE MATERIEL PROCESSING

Improving materiel intake to the DOD supply system and remediating materiel already in the system is a critical portion of solving suspended stock issues. Throughout recent history, the DOD and DLA Distribution have conducted a variety of efforts to manage and mitigate suspended stock. Previous efforts to improve materiel processing have focused on increasing reporting, communication, and working with commercial partners to correct issues as they arise. These efforts were established to help DLA prevent and correct nonconforming materiel from entering the supply chain and remediate discrepant materiel within the supply chain.

When DLA receives shipments of materiel that are mislabeled or non-conforming to DLA standards they require manual intervention in their receipt, stowage, or forwarding. If the materiel cannot be identified or remediated within one hour, it becomes suspended until it can be remedied. The June 2020 article on DLA Distribution's remediation process shows one of the ways DLA has worked to reduce the amount of mislabeled or nonconforming shipments they receive, providing better feedback and instruction to suppliers



on the discrepancies of their shipments. The September 2021 article, where DLA Distribution joins the DOD's Hazardous Materials Packaging Working Group, further explains this remediation process, focusing specifically on hazardous materials and their packaging.

The September 2016 article by Dianne Ryder explains the efforts DLA has made to prevent counterfeit items from entering the DOD supply chain, utilizing a test program with personnel who can potentially identify this material. These counterfeit items not only result in suspended stock but also result in additional delays in getting needed supplies to the warfighter.

One of the main ways of remediating discrepant materiel that is already within the DOD supply system is through process and materiel changes. The 2019 article by John Dwyer III explains how DLA implemented a change to the PQDR process in an effort to improve efficiency. This change allowed the DLA-Troop Support (DLA-TS) Industrial Hardware team to provide technical information to contractors in a formal notification letter explaining conformance issues and how to fix them.

1. DLA Distribution Designs Remediation Process to Improve Warfighter Support

In June 2020, DLA Distribution's Continuous Process Improvement (CPI) project team designed a remediation process to ensure supply chains were aware of non-compliant shipments. This process was set to launch in early fiscal year 2022, with the goal of ensuring better accounting for and reporting of United States Distribution centers that received materiel with improper marking. This would then subsequently help ensure materiel could be shipped worldwide without delays, as well as reducing the costs associated with those delays (Bonsell, 2021a).

DLA Distribution's CPI team started with reviewing receiving data at two of their U.S. locations, one of them DDJC. They found that the process at that time was for DLA Distribution workers to correct non-compliant packaging themselves, without documenting the issue(s), what was needed to remediate the shipment, how long that remediation took, or where the package originated from (Bonsell, 2021a).



Following that review, a new remediation process was designed by the CPI project team. Under the new process, DLA Distribution centers would create a supply discrepancy report whenever receiving non-compliant shipments. This report would then ensure that the supply sources and vendors were notified of their shipment's non-compliance and the reason why. DLA Distribution would also help the suppliers and vendors identify the root cause and provide details on preventing issues in future shipments (Bonsell, 2021a).

2. DLA Distribution Presents Remediation Project to DOD Hazardous Materials Packaging Working

On September 30, 2021, the Defense Department's Hazardous Materials Packaging Working Group met virtually "to discuss remediation efforts for frustrated hazardous shipments, including a remediation process put in place by DLA Distribution" (Bonsell, 2021b, para. 1). During the meeting, they reviewed multiple reports including one that covered documentation and packaging discrepancies on hazardous shipments through five major aerial ports in the U.S. from fiscal year 2009 to fiscal year 2013. A representative from the Office of the Deputy Assistant Secretary of Defense for Logistics also noted that the working group has done a lot of work to improve the remediation process since 2014. One of these efforts was "the integration of a web-based supply discrepancy report application that facilitates communication and interoperability between United States (US) Military, DOD and federal agencies, and the International Logistics Control Office" (Bonsell, 2021b, para. 4).

A DLA Distribution representative provided additional details regarding the improvement project they have been working on for remediating vendor shipments. This project "focused on improperly marked, packaged or certified shipments intended for overseas warfighters" (Bonsell, 2021b, para. 6). DLA Distribution planned to begin using a "Type W" supply discrepancy report that helps to identify root cause issues and provide the supply source with more visibility on the issue(s) and corrective action(s) to be taken. Another part of the project included increased coordination with contracting officers and government purchase card holders to help vendors ensure they are complying with the shipping requirements. This includes asking that vendors ship directly to customers



whenever possible and ensuring they have the required, and correct, hazardous shipper declarations (Bonsell, 2021b).

3. Operations Personnel Use New Partnership to Protect Supply Chains, Prevent Counterfeits

To focus on preventing nonconforming materiel from entering the supply chain, DLA has targeted identifying counterfeit and suspected counterfeit items entering the DOD supply chain. Part of this effort has included DLA partnering with the National Intellectual Property Rights (IPR) Coordination Center to improve counterfeit detection and authenticity determination methods (Ryder, 2016).

An operational evaluation team in 2012, issued the recommendation that DLA HQ send employees to the distribution centers in an effort to prevent the receipt of counterfeit items. In 2013, DLA sent two test coordinators to the distribution center in Susquehanna, Pennsylvania, one coordinator to Red River, Texas, and one coordinator to San Joaquin, California. These test coordinators conducted visual inspections of suspected counterfeit materiel's appearance and condition, including workmanship, paint or coating, and specific markings. They would also look at dimensional characteristics such as length, width, diameter, thread pitch, and style, comparing all data they have with any available technical drawings (Ryder, 2016).

To help determine what items to look at, the high-risk procurement program is utilized. This program looks at previous data such as product quality deficiency reports, test coordinators' previous test data, and additional external information that identifies items as 'high-risk candidates' that are frequently counterfeit. Utilizing that information DLA is then able to provide the test coordinators with a list of national stock numbers for these high-risk items (Ryder, 2016).

While the test coordinators could help to identify non-conforming or suspected counterfeit materials, they were not the final determination of whether an item was counterfeit. To officially declare an item as counterfeit the legal community must be involved and it can sometimes be a two to three-year process. As part of the effort to ensure all required personnel are involved from the beginning, the test coordinators work with the



Counterfeit Material/Unauthorized Product Substitution team which includes multiple subject matter experts and a fraud attorney (Ryder, 2016).

In some cases, the test coordinators only have the part itself and nothing to compare it with to determine if the part is counterfeit. In these cases, the test coordinators will photograph the suspect or nonconforming items and send them to the IPR Center who will then send the pictures to the Original Equipment Manufacturer (OEM) for identification. The OEM can then use these pictures to determine if the item is theirs, often based on design techniques or special markings that only they know about. If the OEM is unsure if an item is theirs, the test coordinators must do additional testing and continue to look for any traceability documentation (Ryder, 2016).

4. Hardware Employee Innovates Quality Reporting Process to Improve Efficiency

In 2019 a quality assurance specialist, Andrew Nemeth, within DLA Troop Support's Industrial Hardware division "realized that small and frequent 'fix actions' to the Product Quality Deficiency Reporting (PQDR) process weren't working and it created frustration for employees" (Dwyer, 2019, para. 2). To provide a better process, with the background on why it would be better, Nemeth focused on the communication aspect of the PQDR process (Dwyer, 2019).

One change that Nemeth looked at was in the guidance from another DLA entity that "required the post-award team to communicate technical specifications on Industrial Hardware's post-award team of contracting officers" (Dwyer, 2019, para. 8). He noted that these post-award teams often don't have the high level of technical expertise needed to answer manufacturers regarding specifications to requirements. Nemeth's change to the internal guidance allowed the Industrial Hardware team (the technical subject matter experts) to send contractors a formal notification letter with the needed technical information and specifications. Nemeth made sure the letter had specific formatting that all of the four technical quality teams would use, ensuring uniform responses to all contractors (Dwyer, 2019).



This change also involved the contracting officers coordinating the communication with the contractors on discrepancies. This change improved the communication flow with contractors and resulted in improved processing times for both the Industrial Hardware and post-award contracting teams (Dwyer, 2019).

One of the product specialists on the Industrial Hardware's technical quality team helped to further ensure this change by creating a report within DLA Troop Support's electronic workflow system, as well as conducting weekly meetings with the post-award team: "This coordination resulted in more than 90 percent assurance that PQDR tasks were getting the required action." (Dwyer, 2019, para. 15).

D. SUMMARY

In the Literature Review chapter, we discussed historical and more recent challenges regarding the management of suspended stock within DOD organizations and highlighted reoccurring issues of mismanaging stock, excess inventory, and the implications on fiscal responsibility and military readiness. The Historical Management section reviewed government reports, noting that the 1984 GAO report concluded with the need for better management oversight and clearer roles and responsibilities for managing suspended materiel. The 1992 GAO report on Defense Inventory Management highlighted excessive levels of inventory maintained by DOD and recommended the adoption of modern inventory management systems to reduce errors and improve efficiency. Another 1992 GAO report on the Air Force's management of consumable items recommended improving procedures for transferring or terminating materiel to reduce costs. This section also discussed articles and press releases describing DLA's efforts on mitigating suspended stock through improved compliance, processes, and initiatives. The Literature Review stressed the need for accurate data management and effective communication to mitigate issues with suspended stock. The next chapter will discuss our approach in reviewing and researching DDJC's suspended stock issues.



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IV. METHODOLOGY

A. INTRODUCTION

This chapter presents the different methods we will use to review DDJC's suspended stock. This review begins with a historical trend and Routing Identification Codes (RIC) analysis, followed by an ABC Analysis that will be further broken down into additional categories. Additionally, we will perform a classification of DDJC's suspended stock to identify Depot Level Repairable (DLR) items within their inventory. The data used for these methodologies is provided by DDJC and covers a period from January to November 2023, as well as January 2024. We will finish with a survey administered to DLA's IMS to improve our understanding of qualitative aspects in suspended stock management.

B. DATA SOURCE

The data utilized was all provided by DDJC. The trend analyses utilize data that spans from 02 January 2023 to 20 November 2023. This data includes information on the suspended stock category codes, total NSNs, total quantity, and total dollar value that DDJC has at multiple points throughout the time frame. DDJC has also provided a complete listing of all suspended stock as of 01 January 2024, that includes NIINs, condition codes, warehouse location, available balance, unit price, total value, creation dates, and last inspection dates. This data will be utilized in the ABC Inventory analysis and other analyses conducted.

1. Historical Trends

Based on the data provided by DDJC we reviewed the suspended stock information for suspended categories J, K and L from the beginning of each month and compiled them to identify historical trends. These trends looked at the total number of NSNs each month, total items suspended each month, and total monthly dollar value of suspended stock.



2. RIC Analysis

We also reviewed the DDJC data to look at the RICs for all suspended items in the 01 January 2024 data list. This analysis looked at all suspended categories, J, K, L, N, Q and R and provided information on the organizations that own suspended stock, allowing for an analysis of who holds the majority of suspended stock at DDJC.

C. ABC INVENTORY ANALYSIS

An ABC Inventory Analysis is a type of inventory management analysis that categorizes items into A, B, or C with category based on how much of the total value the items hold in the overall inventory. Category A represents 80% of the total value (which also ends up being approximately 20% of the quantity of items), category B represents 15% of the total value (which ends up being approximately 30% of the quantity of items) and category C is 5% of the total value (which ends up being approximately 50% of the quantity of items).

1. Data Source

To complete the ABC Inventory analysis, we utilized DDJC's suspended stock information for 01 January 2024. DLA Headquarters (DLA HQ) compiles the suspended stock inventory data from all the distribution centers around the world via its Distribution Standard System (DSS) and then redistributes the information back to the respective distribution centers, such as DDJC.

2. Categorization

Based on DDJC's information, we separated and ranked each NSN by its dollar value. We defined the value of an item as the unit price multiplied by DDJC's available balance of that NSN. Any NSNs that had zero balance and \$0 total value were removed from the data DDJC provided.

D. CONDITION CODE CLASSIFICATION

Separate from the ABC Analysis we must also look at the different condition codes of the suspended stock items. These condition codes help to explain why the materiel is



suspended and what actions need to be taken to work toward a resolution/disposition of that item. Identifying the respective condition codes can also help us to identify any trends and correlations within the specific suspended stock condition codes. For this study we utilized six condition codes: J, K, L, N, Q and R.

E. DEPOT LEVEL REPAIRABLE (DLR) CLASSIFICATION

According to Naval Supply Systems Command (NAVSUP) Publication 485, DLR items are parts identified by DOD for special management and tracking in order to promote readiness and save on new item procurement costs. DLRs follow a two-tier pricing structure. There is the standard (full value) price of the part or the net price which is based on the cost of repairing the part. End users pay either price based on if they have a failed part to return or not. DLR items are listed and identified by NSN, Cognizance symbol, and Material Control Code (E, G, H, Q, or X). Additionally, they must be returned to depot level maintenance facilities for evaluation when the part fails (Naval Supply Systems Command, 2022).

For our DLR analysis, we took DDJC's entire list of suspended NIINs and processed a detail report through Logiquest Logistics Research Service to identify the cognizance codes and pricing structure. For items not identified through Logiquest, we processed a technical detail batch report through NAVSUP's One Touch Support in order to discern information to assist in identifying DLRs within DDJC's suspended items.

F. SURVEY

The survey conducted was designed to determine IM background knowledge and potential issues with suspended stock policies, as well as clearing of suspended stock. The survey included eight questions that had the participants provide answers in their own words.

The Institutional Review Board (IRB) determined that this survey did not meet the definition of "research" and did not require IRB review and approval. The data gathered was unclassified. The anonymous survey was deployed through email via DDJC. 14 survey responses were received from DDJC on 01 March 2024.



Acquisition Research Program Department of Defense Management Naval Postgraduate School In this report we will refer to the personnel who completed the survey as Item Manager Specialists (IMS), though DLA no longer uses this term for their personnel. The IMS role is now completed through four roles: Demand Planner, Material Planner, Customer Account Specialist, and Resolution Specialist.

G. SUMMARY

In this study, we utilized a variety of research methods to review DDJC's suspended stock. Our quantitative approach included a RIC analysis and ABC analysis, which was broken down into additional categories to better understand the composition of suspended stock in DDJC's inventory. Additionally, DLR classification was performed by processing DDJC's entire list of suspended NIINs through Logiquest and NAVSUP's One Touch Support systems and then cross-referenced cognizance codes and pricing structure to identify DLR items in suspense. Our qualitative component focused on a survey administered through DDJC to their IMs, this enhanced our understanding of reasons for the suspension of materiel as well as how suspended materiel is perceived and rectified within DLA. In the next chapter we will present the analysis of our findings from these methods.



V. ANALYSIS

A. INTRODUCTION

This section will analyze the results found through the different methodology types. We will analyze DDJC's suspended stock data from January through November 2023 to understand the historical trends leading up to the data set we used in the present analysis. Additionally, we will analyze the January 2024 data to understand who the assigned item manager of suspended materiel is. Further, we will conduct an ABC inventory analysis, condition code and DLR code analyses to identify potential areas of focus for DDJC in processing of suspended stock. Lastly, we present a survey conducted with DLA IMS to better understand the level of knowledge regarding suspended stock. We will draw conclusions based on the data observed.

B. DATA SOURCE ANALYSIS

1. Historical Trends

During the data source analysis DDJC's suspended stock data from 02 January 2023 to 20 November 2023 was utilized. As shown in Figure 8 the total number of NSNs suspended is largest with condition codes K and L NSNs, with condition code J NSNs slightly below. When reviewing the total quantity suspended within those condition codes though, L NSNs greatly outnumber J and K condition code totals, as shown in Figure 9. The final chart, Figure 10, shows the total dollar value of the suspended items in condition codes J, K, and L. As shown in this chart condition code K held the highest dollar value of all suspended stock in the first few months of 2023, but then became overtaken by condition code J's total value, which grew greatly from August to September of 2023.





Figure 8. Total NSNs Suspended (Condition Codes J, K and L)



Figure 9. Total Quantity Suspended (Condition Codes J, K and L)





Figure 10. Total Dollar Value Suspended (Condition Codes J, K and L)

2. RIC Analysis

RICs were analyzed for all suspended stock in DDJC's 01 January 2024 suspended stock report. This tells us who owns the materiel that is suspended at DDJC. As shown in Table 2, 91.51% of DDJC's suspended stock is materiel owned by DLA, 4.38% is owned by NAVSUP Weapons Systems Support (WSS), and the rest is held by 35 different entities. These other entities each own less than 1% of DDJC's suspended stock, many only owning one suspended item, and includes GSA, Boeing, British Aerospace (BAE) Systems, Lockheed Martin, Headquarters (HQ) U.S. Army, Air Force (AF) Supply, Northrop Grumman, and Naval Sea Systems Command (NAVSEA).



DODAAC	Name	Owner	RIC	# NIINs	%
SL4701	DEFENSE LOGISTICS AGENCY	DLA	SMS	10,576	91.51%
N00391	NAVSUP WEAPON SYSTEMS SUPPORT PHIL	USN	NRP	506	4.38%
GG0001	GSA FEDERAL ACQUISITION SERVICE OFFICE	GSA	GSA	76	0.66%
ED2000	OF GLOBAL SUPPLY	LICAE	F 77	40	0.420/
ED2090	THE BOEING COMPANY	USAF	F//	49	0.42%
W56HZW	W4GG HQ U.S. ARMY TACOM	Army	AKZ	47	0.41%
W52H09	W4GG HQ U.S. ARMY TACOM	Army	BI4	43	0.37%
W58H0Z	HEADQUARTERS U.S. ARMY AVIATION & MIS	Army	BI7	43	0.37%
WI5GK8	W4GV USA HQ COMM ELECT CMD	Army	BI6	39	0.34%
FD2060	WR ALC DEPOT STORAGE	USAF	FLZ	38	0.33%
UL2060	BAE SYSTEMS INFO & ELECT SYS INTEG. FMS CGMS	DLA	S9E	16	0.14%
W58HZ1	W4GG TACOM NATICK	Army	A12	14	0.12%
SC0500	DLA TROOP SUPPORT CONSTRUCTION & EOUIPMENT	DLA	S9I	14	0.12%
			JCD	13	0.11%
Z52000	SURFACE FORCES LOGISTIC CENTER	USCG	ZNC	10	0.09%
SC0400	DLA AVIATION	DLA	S9G	9	0.08%
FD2092	LOCKHEED MARTIN AERONAUTICS	USAF	F06	6	0.05%
FD2030	OC ALC LGI DEPOT STORAGE FACILITY	USAF	FHZ	6	0.05%
697349	DOT FAA FEDERAL AVIATION ADMIN MMAC MIKE MONRONEY AFRO CENTER	DOT	G69	6	0.05%
SC0700	DLA LAND AND MARITIME	DLA	S9C	5	0.04%
ED2091	LOCKHEED MARTIN F22	USAF	F01	4	0.03%
ED2031	OO ALC PK DEPOT STORAGE FACILITY	USAF	FGZ	4	0.03%
FB2065	AF SUPPLY CNTRL RECV	USAF	FLB	3	0.03%
ED7501	AFLCMC HBGML C2ISR DIVISION RIVERTECH	USAF	FZZ	4	0.03%
M98820	MCLC, WPN SYSTEMS MGMT CTR, P70	USMC	MPB	3	0.03%
SC0100	DLA TROOP SUPPORT DIRECTORATE OF CLO & TEXTILES	DLA	S9T	4	0.03%
Z50100	USCG AVIATION LOGISTICS CENTER	USCG	ZQC	4	0.03%
W31G3H	W0H9 U.S. ARMY AVN & MISSLES CMD	Army	B64	2	0.02%
W51ABW	W6EC PEO STRI ORLANDO	Army	BAM	2	0.02%
ED3112	NORTHROP GRUMMAN	USAF	F59	2	0.02%
	NAVAL INVENTORY CONTROL POINT MECH	USN	N35	2	0.02%
			2A1	1	0.01%
ED1713	NORTHROP GRUMMAN SYS CORP	USAF	F78	1	0.01%
FD7030	AFLCMC HNCALT	USAF	FPD	1	0.01%
			FPZ	1	0.01%
SC0414	DEFENSE SUPPLY CENTER RICHMOND	DLA	HM8	1	0.01%
N00024	NAVSEA HQ	USN	N23	1	0.01%
STM000	DLA TROOP SUPPORT MEDICAL SUPPLY CHAIN	DLA	S9M	1	0.01%

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Table 2. DDJC Suspended Stock Owners



C. ABC ANALYSIS

The ABC analysis was performed to break down the 1,410,780 items (11,557 NIINs) contained in DDJC's 01 January 2024 suspended stock report. For this report, category A items are the most important because these items represent the largest monetary value of DDJC's suspended stock. The category B and C items represent a larger number of items, but the total monetary value of suspended stock represented is much lower. As shown in Table 3 and Figure 11, the A items represent only 20% of the total suspended stock items but 79% of the total value of all suspended stock. The B items represent 30% of the total suspended stock items and 17% of the total value of all suspended stock. The C items represent 50% of the total suspended stock items, but only 4% of the total value of all suspended stock.

Table 3. DDJC Suspended Stock ABC Analysis Breakdown

Category	Total Items	Percent of Items	Total Value	Percent of Value
А	280,655	20%	\$196,012,793.55	79%
В	427,597	30%	\$42,631,952.17	17%
С	702,528	50%	\$9,203,380.98	4%



Figure 11. DDJC Suspended Stock ABC Analysis (January 2024)



D. CONDITION CODE CATEGORIZATION

While DDJC may want to focus on bringing down the overall dollar value of their suspended stock by utilizing the ABC analysis and category A items, they must also look at the condition codes of those items. Condition codes provide the information behind the reason an item is suspended, and the disposition of suspended stock can vary depending on the associated condition code for the materiel. DDJC may also need to prioritize clearing items with a specific condition code, regardless of its categorization within the ABC Analysis. Therefore, it is important for DDJC to also recognize the condition codes of all suspended stock items. Table 4 shows the breakdown of how many items are in each condition code as of January 2024.

Table 4. DDJC Condition Code Categorization Analysis

Condition Code	Total Items
J	167,044
K	35,618
L	640,073
N	560
Q	566,621
R	864

E. ABC-CONDITION CODE CATEGORIZATION

The three ABC analysis category codes were broken down into the different condition codes represented within. As shown in Table 5 condition code L^5 represents the largest percent of items in category A at 37% (103,790 items), but condition code J^6 represents the largest percent of the value in category A at 50% (\$98,071,156.77). As shown in Table 6 condition code L represents both the largest percent of items in category B at 46.2% (197,489 items) and the largest percent of the value in category B at 43.2% (\$18,400,294.25). As shown in Table 7 condition code L represents the largest percent of

⁶ Condition code J is suspended in stock materiel pending condition classification or quick packaging repairs



⁵ Condition code L is suspended materiel pending litigation or negotiation

items in category C at 47.9% (336,708 items), but condition code Q^7 represents the largest percent of the value in category C at 43.8% (\$4,034,008.75).

CC	Total Items	Percent of Items	Total Value	Percent of Value
J	103,790	37.0%	\$98,071,156.77	50.0%
K	4,685	1.7%	\$51,204,247.06	26.1%
L	105,876	37.7%	\$31,794,508.86	16.2%
Ν	0	0.0%	\$0.00	0.0%
Q	65,441	23.3%	\$14,862,811.72	7.6%
R	863	0.3%	\$80,069.14	0.0%

 Table 5.
 Category Code A Condition Code Breakdown

 Table 6.
 Category Code B Condition Code Breakdown

CC	Total Items	Percent of Items	Total Value	Percent of Value
J	25,407	5.9%	\$4,484,028.99	10.5%
K	10,578	2.5%	\$5,413,160.93	12.7%
L	197,489	46.2%	\$18,400,294.25	43.2%
Ν	6	0.0%	\$35,826.00	0.1%
Q	194,116	45.4%	\$14,288,169.00	33.5%
R	1	0.0%	\$10,473.00	0.0%

 Table 7.
 Category Code C Condition Code Breakdown

CC	Total Items	Percent of Items	Total Value	Percent of Value
J	37,847	5.4%	\$820,074.70	8.9%
Κ	20,355	2.9%	\$1,091,420.98	11.9%
L	336,708	47.9%	\$3,244,246.23	35.3%
Ν	554	0.1%	\$13,630.32	0.1%
Q	307,064	43.7%	\$4,034,008.75	43.8%
R	0	0.0%	\$0.00	0.0%

⁷ Condition code Q is suspended materiel with potential or confirmed product quality deficiencies



F. DEPOT LEVEL REPAIRABLE CATEGORIZATION

An analysis of DLRs was performed to breakdown the 11,557 NIINs within DDJC's 01 January 2024 report. Based on the Logiquest and One Touch Support reports run on the data, COGs were identified for 9,753 of the NIINs in suspense at DDJC, in which 427 (3.84%) were assigned DLR codes of 0R, 7E, 7G, 7H, 7R, 7S, or 7Z. Additionally, two-tier pricing was identified for 18 items (0.16%) owned by either the USA or USAF, indicating the items are DLRs. These are noted as DA2P or DF2P in Table 8. In total, the 444 DLRs account for 3.97% of suspended NIINs at DDJC and have a total value of \$105,120,819.84 which is 42.54% of the total suspended stock value.

				Percent		Percent
	NIIN	Percent of	Total	of Total		of
COG	Count	Count	Items	Items	Total Value	Value
99	3	0.03%	31	0.00%	\$286.20	0.00%
0Q	3	0.03%	43	0.00%	\$230,595.52	0.09%
0R	5	0.04%	5	0.00%	\$329,191.73	0.13%
1H	59	0.53%	2089	0.15%	\$3,052,572.57	1.25%
1R	21	0.19%	118	0.01%	\$1,393,995.09	0.57%
2F	2	0.02%	5	0.00%	\$809,600.00	0.33%
2J	1	0.01%	1	0.00%	\$600,000.00	0.25%
2S	1	0.01%	1	0.00%	\$50,332.00	0.02%
2T	1	0.01%	15	0.00%	\$14,475.00	0.01%
2Z	1	0.01%	1	0.00%	\$400.00	0.00%
3B	193	1.74%	1958	0.14%	\$7,012,333.82	2.87%
3Н	3	0.03%	6	0.00%	\$101,545.00	0.04%
3N	1	0.01%	2	0.00%	\$798.00	0.00%
4Z	2	0.02%	7	0.00%	\$150,850.00	0.06%
5N	1	0.01%	1	0.00%	\$400.00	0.00%
6K	30	0.27%	127	0.01%	\$61,158.00	0.03%
6R	6	0.05%	7	0.00%	\$80,876.25	0.03%
6V	2	0.02%	6	0.00%	\$0.00	0.00%
7E	4	0.04%	6	0.00%	\$177,214.00	0.07%
7G	25	0.22%	31	0.00%	\$524,324.09	0.21%
7H	89	0.80%	287	0.02%	\$31,775,357.75	13.03%
7R	297	2.67%	614	0.04%	\$71,647,200.19	29.37%
7S	6	0.05%	10	0.00%	\$65,745.00	0.03%

Table 8. Cognizance Code Categorization



	NILINI	Democrat of	Tatal	Percent		Percent
COG	Count	Count	Items	Items	Total Value	01 Value
7Z	1	0.01%	1	0.00%	\$20,638.00	0.01%
9A	26	0.23%	946	0.07%	\$415,791.00	0.17%
9B	8817	79.35%	1262625	89.64%	\$107,484,716.94	44.06%
9C	2	0.02%	3	0.00%	\$3,677.52	0.00%
9E	12	0.11%	1035	0.07%	\$30,728.06	0.01%
9F	2	0.02%	86	0.01%	\$20,635.00	0.01%
9G	1	0.01%	2	0.00%	\$68,353.08	0.03%
9Н	16	0.14%	957	0.07%	\$175,320.28	0.07%
9I	2	0.02%	2	0.00%	\$17,260.59	0.01%
9L	4	0.04%	4	0.00%	\$405.97	0.00%
9N	4	0.04%	21	0.00%	\$114.32	0.00%
90	1	0.01%	8	0.00%	\$23,849.04	0.01%
9Q	70	0.63%	4860	0.35%	\$200,042.50	0.08%
9S	2	0.02%	2	0.00%	\$8,426.00	0.00%
9T	4	0.04%	4	0.00%	\$12,760.54	0.01%
9V	1	0.01%	1	0.00%	\$31,289.00	0.01%
9W	12	0.11%	107	0.01%	\$690,686.36	0.28%
9Y	17	0.15%	478	0.03%	\$580,150.38	0.24%
9Z	3	0.03%	16	0.00%	\$111.18	0.00%
DA2P	15	0.13%	18	0.00%	\$486,092.00	0.20%
DF2P	3	0.03%	6	0.00%	\$95,057.08	0.04%
No Cog	1410	12.69%	134225	9.53%	\$19,090,407.65	7.83%
No Data	1	0.01%	1	0.00%	\$11.00	0.00%

G. ABC-DLR CATEGORIZATION

Within the ABC categories, the DLR breakdown was analyzed to determine the proportions within each category. As shown in Table 9, DLRs account for 225 (32.47%) of the 693 NIINs, 712 (0.25%) of the 280,655 items, and \$101,635,536.46 (51.85%) of the total \$196,012,793.55 value in category A. As shown in Table 10 DLRs account for 172 (7.05%) of the 2440 NIINs, 213 (0.05%) of the 427,597 items in, and \$3,643,360.65 (8.55%) of the total \$42,631,952.17 value in category B. As shown in Table 11 DLRs account for 47 (0.58%) of the 8048 NIINs, 54 (0.01%) of the 702,528 items, and \$157,275.73 (1.71%) of the total \$9,203,380.98 value in category C.



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School DLRs are disproportionally represented in category A, they account for 32.47% of the NIINs in the category while only accounting for 7.05% of the NIINs in category B and 0.58% of the NIINs in category C. This disparity can be attributed to their often-higher full cost price compared to normal parts in the supply system. This is justification for DOD's special focus and special management of not ready for issue DLRs. Additionally, DLRs account for higher proportion of value compared to their percentage of total items in each category. For example, in category A, DLRs account for 0.25% of the total items while they are 52.85% of the total value of items in category A. This disparity is an opportunity for DDJC to realize significant ROI by improving suspended stock processing for a smaller portion of their total items.

Table 9. Category Code A DLR Summary

Туре	Count	Percent of Count	Total Items	Percent of Total Items	Value	Percent of Value
DLR	225	32.47%	712	0.25%	\$101,632,536.46	51.85%
Non-DLR	385	55.56%	243,663	86.82%	\$80,990,204.28	41.32%
No Cog	83	11.98%	36,280	12.93%	\$13,390,052.81	6.83%

Table 13 in Appendix C contains the full breakdown of category A materiel by COG.

Туре	Count	Percent of Count	Total Items	Percent of Total Items	Value	Percent of Value
DLR	172	7.05%	213	0.05%	\$3,643,360.65	8.55%
Non-DLR	2,022	82.87%	384,220	89.86%	\$34,774,029.40	81.57%
No Cog	246	10.08%	43164	10.09%	\$4,214,562.12	9.89%

Table 10.Category Code B DLR Summary

Table 14 in Appendix C contains the full breakdown of category B materiel by COG.



Туре	Count	Percent of Count	Total Items	Percent of Total Items	Value	Percent of Value
DLR	47	0.58%	54	0.01%	\$157,275.73	1.71%
Non-DLR	6,919	85.97%	647,692	92.19%	\$7,560,301.53	82.15%
No Cog	1,081	13.43%	54781	7.80%	\$1,485,792.72	16.14%
No Data	1	0.01%	1	0.00%	\$11.00	0.00%

Table 11.Category Code C DLR Summary

Table 15 in Appendix C contains the full breakdown of category C materiel by COG.

H. SURVEY RESULTS

The emailed survey was sent to DDJC for distribution to their Item Managers. 14 personnel responded to the survey and the results were broken into four sections; familiarity with suspended stock, organizational perception of suspended stock, organizational SOPs and processes, and issues/factors affecting suspended stock.

1. Familiarity with Suspended Stock

The first question of this survey was to identify the IMS' familiarity with suspended stock. Figure 12 shows the participants' responses regarding this familiarity: 12 (85.71%) participants responded that they are familiar with suspended stock, two of those stating they are very familiar with it. Two (14.29%) participants responded that they did not have a strong familiarity with suspended stock, one stating limited knowledge and one stating very little.





Figure 12. Suspended Stock Familiarity

2. Organizational Perception of Suspended Stock

The next two questions of the survey focus on IMS' organizational perception of suspended stock, including knowledge of the magnitude of DLA's suspended stock issues and the effect suspended stock has on services' readiness. Figure 13 shows a snapshot of the participants' responses regarding their belief of the magnitude of DLA's suspended stock. Six (43%) participants believe the amount of suspended stock at DLA is only a small percent of their stock, however, the full responses from these IMS and the other participants included a very broad range of responses to the question. These responses included participants not knowing the magnitude, stating it is minimal or marginal, that it is not a huge factor, stating it is fairly significant, stating dollar values for the year, and stating it is only a small percentage of overall DLA stock.





Figure 13. Survey Response: Magnitude of Suspended Stock

Figure 14 provides the participants' responses regarding what they believe the impact suspended stock makes on the services' readiness. 12 (86%) of participants stated that suspended stock affects services readiness in some kind of negative way. The responses stated that suspended stock creates issues with services being able to complete repairs, bring weapons systems to full operation capability, inability to complete missions/ deployments, delays in production lines, limited parts availability, as well as creating financial and distribution issues.





Figure 14. Survey Response: Services' Readiness Impact

3. Organizational SOPs and Processes

Three of the questions focus on DLA and DDJC's organizational policies and processes, including participants' knowledge of what SOPs are used for rectifying suspended stock, what measures are being actively taken to process suspended stock, and how communication with stakeholders is managed. All participants stated that DLA and DDJC have suspended stock policies and instructions, many providing specific instructions and seven of the participants providing the same four sources. The four policies and instructions provided by the participants are:

- 1. DLM 4000.25, Chapter 2, Volumes 17 and 21
- DLAR (JSR) 4145.04/ AR 740-3/AFMAN 23–125/NAVSUPINST
 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM
- 3. DLA Enterprise and Major Subordinate Command SOPs
- 4. DLA Enterprise and Major Subordinate Command job aids

Figure 15 shows the number of times participants identified the four policies and instructions above in their answers.





Figure 15. Survey Response: Occurrence of Instructions in Responses

When questioned regarding measures or steps their organization is taking to expedite the processing of suspended stock, the participants provided a variety of responses, with half of the participants (7/14) mentioning that suspended stock was tracked daily and priority is placed on items that are on backorder, have a high dollar value, or are older. Other responses included priority placement on mission essential items, Care of Supplies in Storage (COSIS) timeframes, and all regular stock. Some participants focused their responses on actual steps and processes that DLA takes to remediate suspended stock, including executive-level briefings, process improvements, training, PQDR/SDR teams, disposition instructions received from the BSM mailbox, and tiger teams that review the material. Three of the participants stated that they did not have a part in suspended stock and did not have insight into the steps.

For the last question in this section, the participants were asked about the current handling of suspended stock remediation in regards to communication with relevant stakeholders, and how it is handled within DLA/DDJC. Participants listed a broad range of ways that this communication takes place, through DLA systems, SDRs and SQCDRs, email, telephone, and briefings. Figure 16 shows these communication responses and how many participants noted each. The majority of responses indicated that the communication is largely systematic, with follow on briefings that are held for Senior Leaders. Few



responses indicated that email or phone communications are utilized, which can be especially important when there are issues with the clearance of any suspended stock.



Figure 16. Survey Response: Communication with Stakeholders

4. Issues/Factors Affecting Suspended Stock

The last two questions focus on IMS' knowledge of factors that may affect the processing of suspended stock, including what factors affect timely processing and awareness of regulatory or compliance issues with processing. Figure 17 shows a snapshot of the participants' responses regarding what they view as factors affecting the timely processing of suspended stock. Six (42.86%) participants responded they see vendor response and legal action as the most common factors. Five (35.71%) responded that workload is a factor as well. There was a wide range of responses regarding what factors affect the processing of suspended stock, including nonconformance, quality deficiency, human performance, depot backlog, and others listed in Figure 17. There was no limit placed on how many factors participants were able to provide in their responses.





Figure 17. Survey Response: Factors Affecting Timely Processing of Suspended Stock

Figure 18 provides participants' responses regarding whether they are aware of any regulatory or compliance issues with processing suspended stock: 11 (78.57%) participants responded no, they were not aware of regulatory or compliance issues while one (7.14%) participant responded yes and two (14.26%) participants did not respond or provided an answer other than yes or no.



Figure 18. Survey Response: Awareness of Regulatory or Compliance Issues



I. SUMMARY

In this chapter we completed an analysis of DDJC suspended stock. This analysis provided key insight to understand the historical trends leading up to the data set we used in the present study. We performed a RIC analysis and determined that 91.51% of DDJC's suspended stock is materiel owned by DLA. Our ABC analysis broke down the 1,410,780 items in DDJC's 01 January 2024 suspended stock report into three categories representing 20%, 30%, and 50% of the items, highlighting the A items represent only 20% of the total suspended stock items but account for 79% of the total value of all suspended stock. Our condition code categorization showed that condition code L items were the most numerous reasons for items being suspended at DDJC, with condition code Q closely behind. Our further ABC-condition code categorization highlighted that within category A that while condition code L accounted for the largest percent of items, condition code J represented 50% of the total value. We conducted an analysis of DLRs in DDJC's suspended stock, showing that they account for 42.54% of total suspended stock value while only accounting for 3.97% of suspended NIINs at DDJC. Additionally, the majority of DLRs are within category code A. Lastly, we presented the results of the survey emailed to DDJC for distribution to their IMs to determine background knowledge and potential issues with suspended stock policies, as well as clearing of suspended stock. In the next chapter we will go into our conclusions and recommendations developed on the research and analyses conducted. We will also provide some areas that would benefit from further research.


VI. CONCLUSIONS, RECOMMENDATIONS, AND AREAS OF FURTHER RESEARCH

This chapter summarizes our research, provides recommendations to DDJC for areas to focus on with regard to rectifying suspended stock, answers our research questions, and provides possible areas for further research.

A. INTRODUCTION

Our research sought to examine the challenges with managing suspended stock inventory at DDJC and provide recommendations in order to maximize their storage capacity, improve efficiency, and increase return on investment. As Supply Officers and USN logisticians, we viewed the challenges of suspended stock through the lens of the customer with consideration of the impacts to readiness and mission availability. Our research questions focused on analyzing what were the causes and issues that led to DLA accumulating \$1.8 billion in suspended stock, then based on our findings, what policy or SOP could DDJC revise or implement in order to improve suspended stock processing. We worked with DDJC personnel who provided SOPs, JBS, and ample raw data on suspended stock at their location and within the DLA Distribution organization.

Our work started with a literature review of suspended stock processing and inventory management with the DOD, where we looked into the historical management of suspended stock, previous efforts to improve materiel processing, reasons for stock suspension, a review of DLA inventory management processes, and a SOP review. The review of literature on suspended stock led us to request historical suspended stock data from DDJC as well as a listing of all current items in suspension. With this data, we conducted three separate analyses of the current suspended stock at DDJC. First, we conducted an ABC inventory analysis to separate the suspended stock items into three categories based on their percentage of the overall value and overall inventory. Next, we looked at the different condition codes of suspended stock to better understand and explain why materiel is suspended as well as identify possible trends in the processing of suspended stock. Lastly, we analyzed DDJC's suspended stock to identify suspended DLRs to better



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School understand the magnitude and potential readiness impacts to the Services. In addition to our three analyses, we conducted an eight-question survey of DLA IMS, in which 14 responses were received.

B. RECOMMENDATIONS

(1) Review, then update training tools and JBS

Based on our review, DDJC processing of suspended stock could benefit from a full review of training to emphasize ways to overcome the identified issues/factors affecting the processing of suspended stock. Additionally, a review of current DLA SOPs and a comparison to DDJC JBS would provide the opportunity to ensure local procedures are up-to-date and in line with organizational policies.

(2) Focus on rectifying suspended stock in category A within the ABC analysis.

Based on our analysis, category code A items represent a good opportunity to reduce a significant portion of suspended stock's total value by focusing on the one subset of items. Our analysis shows that category code A items represent 20% of the total items while accounting for 79% of the total value.

(3) Focus on rectifying DLRs within suspended stock, with an emphasis on category code A DLRs.

Based on our analysis, within category code A, DLRs account for 51.85% of total value while accounting for 0.25% of total items. A specific drill down and focus on this small subset of items within category code A would provide a tremendous reduction in the total value of suspended stock by clearing a fraction of the items. Starting the process of clearing suspended stock with a win from a small portion of items may be beneficial to motivating personnel to tackle larger challenges.

C. FINDINGS AND CONCLUSIONS

From our work, we noted the following answers to our research questions:

Research question #1: What issues led to DDJC accumulating \$1.8 billion in suspended stock?



Acquisition Research Program Department of Defense Management Naval Postgraduate School No single issue was identified that specifically led to DLA accumulating \$1.8 billion in suspended stock (DDJC accounts for \$208.5 million of this figure). Our research does concur with the DLM 4000.25 reasons for why materiel may be suspended such as documentation issues, packaging discrepancies, material returns, etc. Once materiel becomes suspended, it may accumulate due to many of the reasons provided by our survey respondents, such as vendor response times, human performance, and workload. Many of these reasons could be attributed to communication issues between DLA and suspended stock stakeholders. Additionally, systemic limitations such as a limit on the number of condition codes (or reasons) an item may be suspended can delay processing times and increase the amount of communication needed between DDJC personnel and IMS.

Research question #2: Based on the research findings, what policy or standard operating procedure can DDJC revise or implement to improve rectification of suspended stock with condition codes J, K, L, or Q?

Our research did not go deep enough into DDJC processes to adequately suggest a specific policy or SOP that could be revised or implemented to improve the rectification of suspended stock with J, K, L, or Q condition codes. We do provide the recommendation to compare DDJC JBS to DLA SOPs above. The process maps that DDJC personnel follow in their daily work contain many avenues to suspend material, almost to the point of overwhelming personnel with information. This led our research to suggest opportunities to focus on for reducing suspended stock, such as rectifying category A stock, with a priority placed on clearing suspended DLRs. DDJC could develop/improve local procedures to include a recurring, potentially quarterly, ABC-DLR analysis of suspended stock to ensure they are consistently focusing on and clearing the high value items. Establishing and integrating regular feedback loops further enhance these efforts.

D. AREAS OF FURTHER RESEARCH

There are ample opportunities for further research. Our research focused on suspended stock at DDJC for mostly the time period of 2023. Suspended stock has been an ongoing issue across all of DOD for decades.



Acquisition Research Program Department of Defense Management Naval Postgraduate School The first recommendation for further research would be a deeper dive into the dayto-day processing of suspended stock at DDJC with a focus on communication with stakeholders and decision-makers external to DDJC. A focus on a perceived weak area may open up additional avenues to suggest improvements to the overall processing of suspended stock.

The second recommendation for further research would be to compare JBS across the different DLA Distribution operations. It would be interesting to compare and contrast how each operation handles suspended stock locally, with a focus on sharing what they do right, what they do wrong, and lessons learned. During our research, we noted teams at various DLA sites have attempted improvements to suspended stock processing by focusing on processes and packaging.

The final recommendation for further research would be to analyze historical trends in suspended stock across DLA. As noted above, our research was limited to a short time period. Through our research and conversations with DDJC personnel, we were informed DLA has previously "written off" significant portions of suspended stock. An analysis of the historical magnitude of suspended stock throughout the phases of recent U.S. military involvement in worldwide conflicts may provide additional insight on how to reduce suspended stock accumulation in the future.

E. SUMMARY

Our work was spurred by DDJC reaching out to NPS with opportunities for students to research practical challenges faced by the organization. We approached the suspended stock topic with consideration from the practitioner's point of view as well as from the customer's perspective. This led to many considerations including the impacts of suspended stock to mission readiness within the Services. Our research focused on identifying opportunities to establish/update/revise policy and SOPs in order to improve efficiency and increase ROI, ultimately driving down the total value of suspended stock within DDJC.

We provided three recommendations. First, a focus on reviewing and updating the training tools utilized by DDJC as well as their local JBS, to ensure they are updated and



ACQUISITION RESEARCH PROGRAM Department of Defense Management Naval Postgraduate School in line with DLA-wide instructions. We then provided two recommendations for focusing on specific segments of suspended stock in order to maximize return on investment in terms of effort.

Lastly, we addressed our initial research questions while noting how our research evolved as we interacted with DDJC and analyzed suspended stock data. We provided suggestions for areas of further research that we believe would be beneficial to DDJC operations and provide a positive impact to materiel readiness of the Services.



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APPENDIX A. SURVEY QUESTIONS

A. INTRODUCTION

This appendix shows the survey questions that were submitted to DLA Item Managers. These questions were sent to DLA Item Managers and 14 responses were received.

B. SURVEY QUESTIONS

- 1. Are you familiar with suspended stock?
- 2. What do you think is the magnitude of suspended stock at DLA?
- 3. How does suspended stock affect the services readiness?
- 4. Does your organization have a SOP for rectifying suspended stock?
- 5. What measures or steps is your organization taking to expedite processing suspending stock?
- 6. What factors affect timely processing of suspended stock?
- 7. Are you aware of regulatory or compliance issues with processing suspended stock?
- 8. How does your organization handle communication with relevant stakeholders in regards to suspended stock?



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APPENDIX B. ABC ANALYSIS CATEGORY CODE A

A. INTRODUCTION

This appendix provides the full breakdown of all items in the A category of the ABC Analysis.

B. CATEGORY CODE A FULL BREAKDOWN

FSC	NIIN	СС	UI	AVAIL	UPRICE	VALUE
				BAL		
2815	015384800	J	EA	3	\$3,422,240.00	\$10,266,720.00
6115	014716113	J	EA	1	\$3,489,287.00	\$3,489,287.00
1560	015919728	J	EA	2	\$1,576,148.00	\$3,152,296.00
1560	016665048	J	EA	2	\$1,396,622.00	\$2,793,244.00
5680	016661012	J	EA	2	\$1,299,776.00	\$2,599,552.00
1560	016817250	J	EA	1	\$2,288,474.00	\$2,288,474.00
1615	014086574	J	EA	2	\$1,126,086.00	\$2,252,172.00
4130	014865477	J	EA	4	\$535,075.00	\$2,140,300.00
1005	131208546	J	KT	277	\$7,656.59	\$2,120,875.43
4310	014721365	J	EA	1	\$2,042,698.00	\$2,042,698.00
4420	015262502	J	EA	5	\$321,465.00	\$1,607,325.00
4920	012612987	J	EA	340	\$4,646.42	\$1,579,782.80
1560	014650843	J	EA	3	\$525,229.00	\$1,575,687.00
5450	016181105	J	EA	310	\$4,527.94	\$1,403,661.40
6505	016578192	J	EA	50966	\$27.54	\$1,403,603.64
1560	016167222	J	EA	1	\$1,299,776.00	\$1,299,776.00
1560	016653750	J	EA	1	\$1,299,776.00	\$1,299,776.00
1680	015637911	J	EA	2	\$642,094.00	\$1,284,188.00
1560	014808407	J	EA	1	\$1,283,504.00	\$1,283,504.00
1710	016575859	J	EA	2	\$639,341.00	\$1,278,682.00
2510	015764522	J	EA	40	\$29,362.13	\$1,174,485.20
4330	011998172	J	EA	2	\$557,361.00	\$1,114,722.00
4130	014865477	J	EA	2	\$535,075.00	\$1,070,150.00
2010	015487747	J	EA	2	\$519,853.00	\$1,039,706.00
1560	016233478	J	EA	1	\$1,025,135.00	\$1,025,135.00
4310	013343648	J	EA	1	\$900,528.00	\$900,528.00
3439	002624191	J	ТО	20530	\$42.80	\$878,684.00
7021	012918679	J	EA	1	\$650,000.00	\$650,000.00

Table 12. ABC Analysis Category A Breakdown



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
1560	014668713	J	EA	1	\$608,657.00	\$608,657.00
1560	014668713	J	EA	1	\$608,657.00	\$608,657.00
1285	012467646	J	EA	1	\$600,000.00	\$600,000.00
5450	016181105	J	EA	119	\$4,527.94	\$538,824.86
1560	013160316	J	EA	1	\$525,229.00	\$525,229.00
4130	012711886	J	EA	2	\$235,892.00	\$471,784.00
1680	016415217	J	EA	1	\$466,501.00	\$466,501.00
1560	015618509	J	EA	1	\$459,262.00	\$459,262.00
1560	011636071	J	EA	1	\$400,088.00	\$400,088.00
1680	015256162	J	EA	5	\$78,612.00	\$393,060.00
1270	015574596	J	EA	5	\$76,923.00	\$384,615.00
5895	014559642	J	EA	375	\$1,018.00	\$381,750.00
1680	015591142	J	EA	3	\$123,215.00	\$369,645.00
1560	011618525	J	EA	5	\$71,592.86	\$357,964.30
1560	001078993	J	EA	1	\$327,251.00	\$327,251.00
6505	001818387	J	BT	297	\$1,048.32	\$311,351.04
6505	001818387	J	BT	291	\$1,048.32	\$305,061.12
6505	001818387	J	BT	290	\$1,048.32	\$304,012.80
6505	001818387	J	BT	290	\$1,048.32	\$304,012.80
6505	001818387	J	BT	290	\$1,048.32	\$304,012.80
6505	001818387	J	BT	290	\$1,048.32	\$304,012.80
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	289	\$1,048.32	\$302,964.48
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	288	\$1,048.32	\$301,916.16
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	287	\$1,048.32	\$300,867.84
6505	001818387	J	BT	286	\$1,048.32	\$299,819.52
6505	001818387	J	BT	286	\$1,048.32	\$299,819.52
6505	001818387	J	BT	286	\$1,048.32	\$299,819.52
6505	001818387	J	BT	286	\$1,048.32	\$299,819.52
6505	001818387	J	BT	286	\$1,048.32	\$299,819.52
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	285	\$1,048.32	\$298,771.20
6505	001818387	J	BT	284	\$1,048.32	\$297,722.88



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
6505	001818387	J	BT	284	\$1,048.32	\$297,722.88
6505	001818387	J	BT	284	\$1,048.32	\$297,722.88
6505	001818387	J	BT	284	\$1,048.32	\$297,722.88
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	283	\$1,048.32	\$296,674.56
6505	001818387	J	BT	282	\$1,048.32	\$295,626.24
6505	001818387	J	BT	282	\$1,048.32	\$295,626.24
6505	001818387	J	BT	282	\$1,048.32	\$295,626.24
6505	001818387	J	BT	282	\$1,048.32	\$295,626.24
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	281	\$1,048.32	\$294,577.92
6505	001818387	J	BT	279	\$1,048.32	\$292,481.28
6505	001818387	J	BT	276	\$1,048.32	\$289,336.32
6505	001818387	J	BT	276	\$1,048.32	\$289,336.32
6505	001818387	J	BT	274	\$1,048.32	\$287,239.68
6505	001818387	J	BT	273	\$1,048.32	\$286,191.36
6505	001818387	J	BT	269	\$1,048.32	\$281,998.08
6505	001818387	J	BT	269	\$1,048.32	\$281,998.08
2540	015916279	J	EA	5	\$56,020.00	\$280,100.00
6505	001818387	J	BT	267	\$1,048.32	\$279,901.44
6505	001818387	J	BT	244	\$1,048.32	\$255,790.08
1560	015608328	J	EA	1	\$241,985.00	\$241,985.00
1680	015256162	J	EA	3	\$78,612.00	\$235,836.00
1560	011316164	J	EA	3	\$78,196.33	\$234,588.99
2840	015753321	J	EA	1	\$231,616.00	\$231,616.00
2530	014964444	J	EA	905	\$252.00	\$228,060.00
4320	016554878	J	EA	1	\$223,077.00	\$223,077.00
6505	001818387	J	BT	211	\$1,048.32	\$221,195.52
6505	001818387	J	BT	210	\$1,048.32	\$220,147.20
1450	012513576	J	EA	7	\$31,183.30	\$218,283.10
6505	001818387	J	BT	207	\$1,048.32	\$217,002.24
6910	015870957	J	EA	1	\$205,522.00	\$205,522.00



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
		-			**	
2835	013692818	J 	EA	1	\$200,266.00	\$200,266.00
6505	001818387	J	BT	188	\$1,048.32	\$197,084.16
5985	014978110	J	EA	1	\$187,610.00	\$187,610.00
6140	015337674	J	EA	409	\$442.98	\$181,178.82
1610	015466562	J	EA	6	\$28,138.00	\$168,828.00
4920	016411441	J	EA	1	\$164,846.00	\$164,846.00
4540	014877151	J	EA	1	\$161,899.00	\$161,899.00
5845	012393033	J	EA	4	\$39,900.00	\$159,600.00
2835	011110258	J	EA	3	\$51,593.00	\$154,779.00
7050	015649518	J	EA	3	\$48,494.00	\$145,482.00
6625	013263910	J	EA	3	\$48,186.00	\$144,558.00
1560	011618525	J	EA	2	\$71,592.86	\$143,185.72
6505	001818387	J	BT	127	\$1,048.32	\$133,136.64
1560	000075908	J	EA	1	\$118,112.00	\$118,112.00
1560	012613082	J	EA	5	\$22,702.64	\$113,513.20
6505	001818387	J	BT	108	\$1,048.32	\$113,218.56
6505	001818387	J	BT	107	\$1,048.32	\$112,170.24
6505	001818387	J	BT	98	\$1,048.32	\$102,735.36
6130	014608745	J	EA	1	\$97,534.00	\$97,534.00
6140	015337674	J	EA	209	\$442.98	\$92,582.82
6505	001818387	J	BT	86	\$1,048.32	\$90,155.52
1560	014617439	J	EA	3	\$29,995.00	\$89,985.00
1560	000239449	J	EA	3	\$29,671.00	\$89,013.00
5340	200056419	J	EA	2	\$44,297.39	\$88,594.78
6505	001818387	J	BT	84	\$1,048.32	\$88,058.88
1560	014884680	J	EA	3	\$29,049.15	\$87,147.45
6505	001818387	J	BT	83	\$1,048.32	\$87,010.56
1560	015830635	J	EA	4	\$21,550.00	\$86,200.00
1610	015466562	J	EA	3	\$28,138.00	\$84,414.00
6505	001818387	J	BT	79	\$1,048.32	\$82,817.28
4130	012631523	J	EA	7	\$11,623.02	\$81,361.14
1560	012567602	J	EA	1	\$81,040.58	\$81,040.58
5935	014855874	J	EA	23	\$3,448.57	\$79.317.11
5935	014855874	J	EA	23	\$3.448.57	\$79.317.11
1680	015256162	J	EA	1	\$78,612.00	\$78,612.00
1270	015574596	J	EA	1	\$76.923.00	\$76.923.00
6505	001818387	J	BT	70	\$1.048.32	\$73 382 40
1615	015822088	J	EA	1	\$72,776,00	\$72,776.00
6505	001818387	J	BT	68	\$1.048.32	\$71 285 76
2530	016116025	J T	AV	84	\$835.00	\$70,140,00
2550	010110025	J	n1	т	ψ055.00	ψ / 0, 1 \pm 0.00



FSC	NIIN	CC	UI	AVAIL BAI	UPRICE	VALUE
6505	001919297	т	DT	65	\$1.049.22	\$68 140 80
4020	001818387	J		0.5	\$1,046.52	\$08,140.80
4920	013411023	J	EA	1	\$66,381.00	\$66,381.00
2010	013409318	J	EA	1	\$65,261.00	\$65,261.00
1560	015830635	J	EA	3	\$21,550.00	\$64,650.00
2540	016469797	J	EA	9	\$7,112.89	\$64,016.01
5840	014722440	J	EA	1	\$63,788.00	\$63,788.00
4730	012856315	J	EA	2	\$30,010.67	\$60,021.34
2510	016759186	J	EA	1	\$58,684.91	\$58,684.91
6115	015624066	J	EA	1	\$58,622.00	\$58,622.00
6130	014853459	J	EA	4	\$14,412.00	\$57,648.00
6260	013961710	J	BX	167	\$318.62	\$53,209.54
1710	004515418	J	EA	15	\$3,439.37	\$51,590.55
1940	016537341	J	EA	4	\$12,759.00	\$51,036.00
2520	011057088	J	EA	1	\$49,917.00	\$49,917.00
5420	123577673	J	EA	2	\$24,484.04	\$48,968.08
6505	001818387	J	BT	46	\$1,048.32	\$48,222.72
2541	015507555	J	EA	490	\$97.74	\$47,892.60
4320	014659590	J	EA	1	\$47,179.00	\$47,179.00
1620	011161424	J	EA	6	\$7,754.13	\$46,524.78
1630	010393637	J	EA	3	\$15,466.57	\$46,399.71
5985	013986523	K	EA	61	\$136,459.00	\$8,323,999.00
1615	014086574	K	EA	3	\$1,126,086.00	\$3,378,258.00
5865	011657469	K	EA	52	\$41,142.00	\$2,139,384.00
5841	013994333	K	EA	1	\$1,770,896.00	\$1,770,896.00
2840	017106996	K	EA	4	\$431,346.82	\$1,725,387.28
5830	015325329	K	EA	40	\$32,042.00	\$1,281,680.00
7025	014645923	K	EA	42	\$29,881.00	\$1,255,002.00
5855	016708004	K	EA	1	\$1,183,290.00	\$1,183,290.00
5855	016708004	K	EA	1	\$1,183,290.00	\$1,183,290.00
5960	003079918	K	EA	9	\$128,662.00	\$1,157,958.00
5895	017007663	K	EA	4	\$286,696.00	\$1,146,784.00
4230	014921540	K	EA	14	\$68,255.00	\$955,570.00
5895	013643767	K	EA	39	\$19,599.00	\$764,361.00
1680	016010087	K	EA	8	\$92,300.00	\$738,400.00
6650	016562050	K	EA	1	\$718.592.00	\$718.592.00
7025	014636990	K	EA	363	\$1.822.00	\$661.386.00
7025	014686195	K	EA	60	\$10.337.00	\$620,220.00
1620	014659232	K	EA	9	\$63.400.00	\$570.600.00
1560	014650843	ĸ	EA	1	\$525,229.00	\$525,229.00
1680	016181290	ĸ	EA	8	\$59.049.00	\$472,392.00
1000	010101270	17	LA	0	ψυν,0πν.00	$\psi = (2, 3) 2.00$



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
4130	015117193	K	EA	93	\$4,605.97	\$428,355.21
6150	011306906	K	EA	5	\$79,650.81	\$398,254.05
1680	016866193	K	EA	10	\$36,452.00	\$364,520.00
5985	016884516	Κ	EA	1	\$336,611.00	\$336,611.00
5998	015794544	Κ	EA	8	\$41,444.00	\$331,552.00
7025	014802422	Κ	EA	1	\$330,818.00	\$330,818.00
6660	015767106	K	BX	8	\$40,439.19	\$323,513.52
1660	011529695	K	EA	1	\$312,353.00	\$312,353.00
5895	016147968	K	EA	1	\$310,124.00	\$310,124.00
4210	002030217	K	EA	396	\$758.05	\$300,187.80
7021	016249378	K	EA	1	\$294,385.00	\$294,385.00
1005	013662288	K	EA	2	\$144,059.00	\$288,118.00
5895	016176853	K	EA	1	\$286,696.00	\$286,696.00
1680	016338682	K	EA	1	\$283,494.00	\$283,494.00
1680	016775891	K	EA	1	\$271,548.00	\$271,548.00
1560	015519026	K	EA	1	\$263,489.00	\$263,489.00
5985	015407575	K	EA	1	\$253,127.00	\$253,127.00
5985	015407575	K	EA	1	\$253,127.00	\$253,127.00
1005	015247366	K	EA	15	\$16,003.32	\$240,049.80
7021	016440316	K	EA	1	\$237,562.00	\$237,562.00
0098	LLZ98S252	K	EA	6	\$38,407.92	\$230,447.52
5865	015189751	K	EA	1	\$219,769.00	\$219,769.00
5180	015556134	K	SE	1	\$211,595.00	\$211,595.00
1680	015628729	K	EA	1	\$209,152.00	\$209,152.00
1680	014606254	K	EA	1	\$207,117.00	\$207,117.00
5975	014381089	K	EA	1	\$193,962.00	\$193,962.00
5975	014381089	K	EA	1	\$193,962.00	\$193,962.00
5975	014381089	K	EA	1	\$193,962.00	\$193,962.00
5975	014381089	K	EA	1	\$193,962.00	\$193,962.00
5985	016147965	K	EA	1	\$183,156.00	\$183,156.00
1650	012737610	K	EA	1	\$178,028.00	\$178,028.00
7010	015246655	K	EA	5	\$32,987.00	\$164,935.00
6135	015607877	K	EA	582	\$279.92	\$162,913.44
2995	011594660	K	EA	7	\$23,197.00	\$162,379.00
1650	014744638	K	EA	1	\$156,300.00	\$156,300.00
1680	015523442	K	EA	1	\$155,757.00	\$155,757.00
1650	015771989	K	EA	1	\$155,144.00	\$155,144.00
5826	014331555	K	EA	2	\$76,278.32	\$152,556.64
4220	009396406	K	EA	112	\$1,345.41	\$150,685.92
1680	015095751	K	EA	5	\$29,687.00	\$148,435.00



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
1005	013662288	K	EA	1	\$144,059.00	\$144,059.00
1005	013662288	K	EA	1	\$144,059.00	\$144,059.00
1005	013662288	K	EA	1	\$144,059.00	\$144,059.00
5895	016147907	K	EA	1	\$143,489.00	\$143,489.00
4220	014851135	K	EA	281	\$504.79	\$141,845.99
5996	016967022	K	EA	1	\$140,779.00	\$140,779.00
5996	014975835	K	EA	2	\$66,792.00	\$133,584.00
5865	015441778	K	EA	1	\$131,022.00	\$131,022.00
5865	015441778	K	EA	1	\$131,022.00	\$131,022.00
5865	015441778	K	EA	1	\$131,022.00	\$131,022.00
5865	015441778	K	EA	1	\$131,022.00	\$131,022.00
5865	015441778	K	EA	1	\$131,022.00	\$131,022.00
6115	013042152	K	EA	1	\$131,018.00	\$131,018.00
5865	015648246	K	EA	1	\$128,287.00	\$128,287.00
5865	015648246	K	EA	1	\$128,287.00	\$128,287.00
5865	015648246	K	EA	1	\$128,287.00	\$128,287.00
5865	015648246	K	EA	1	\$128,287.00	\$128,287.00
5945	014578818	K	EA	1	\$126,927.37	\$126,927.37
6615	015825365	K	EA	1	\$125,629.00	\$125,629.00
6130	014455077	K	EA	6	\$20,574.00	\$123,444.00
2610	013342694	K	EA	58	\$2,115.29	\$122,686.82
5962	017019553	K	EA	15	\$7,980.24	\$119,703.60
6105	014438388	K	EA	8	\$14,881.00	\$119,048.00
1680	015095751	K	EA	4	\$29,687.00	\$118,748.00
1680	015095751	K	EA	4	\$29,687.00	\$118,748.00
1560	014938803	K	EA	1	\$117,859.00	\$117,859.00
6130	016807024	K	EA	12	\$9,750.75	\$117,009.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1680	016024201	K	EA	1	\$113,112.00	\$113,112.00
1285	015165592	K	EA	3	\$36,603.00	\$109,809.00
1680	016425521	K	EA	1	\$99,939.00	\$99,939.00
6920	016143785	K	EA	2	\$49,896.00	\$99,792.00
1680	016928295	K	EA	1	\$98,575.00	\$98,575.00
1680	016928295	K	EA	1	\$98,575.00	\$98,575.00
1680	016928295	K	EA	1	\$98,575.00	\$98,575.00
1680	016468391	K	EA	1	\$94,992.00	\$94,992.00



FSC	NIIN	CC	UI	AVAIL BAL	UPRICE	VALUE
1560	015987716	K	FA	2	\$46 796 00	\$93 592 00
5895	016050228	K	EA FA	2	\$46,765,00	\$93,592.00
5998	015434214	K	EA	7	\$12,932,78	\$90,529,46
6115	012015740	K	EA FA	1	\$89 371 00	\$89 371 00
5955	012559721	K		1	\$89,371.00	\$89,371.00
5895	012355721	K		7	\$12,672,00	\$88,704,00
1560	012203430	K	EA EA	2	\$12,072.00	\$87,625,10
2510	010702923	K K	EA	1	\$86.607.00	\$86,607,00
6220	01/1350108	K K		1	\$80,097.00	\$80,097.00
1680	014330138	K V		1	\$84,520.40	\$84,920.48
1000	010193383	K V		1	\$64,198.00	\$84,198.00
1080	010193383	K		1	\$64,198.00	\$84,198.00
1680	016193383	K	EA	1	\$84,198.00	\$84,198.00
1680	016193383	K	EA		\$84,198.00	\$84,198.00
6610	011011927	K	EA	5	\$16,831.00	\$84,155.00
1680	016336993	K	EA	1	\$84,052.00	\$84,052.00
5855	016147970	K	EA	1	\$82,741.00	\$82,741.00
1680	017061142	K	EA	1	\$82,005.00	\$82,005.00
1680	017061142	K	EA	1	\$82,005.00	\$82,005.00
1560	012718848	Κ	EA	1	\$81,771.00	\$81,771.00
5998	014068414	Κ	EA	1	\$81,300.00	\$81,300.00
6140	015009672	K	EA	669	\$120.88	\$80,868.72
1670	015986139	K	EA	13	\$6,203.30	\$80,642.90
5865	014512868	K	EA	7	\$11,495.48	\$80,468.36
3040	016010588	K	EA	5	\$15,591.00	\$77,955.00
5640	013713263	K	SH	1200	\$63.83	\$76,596.00
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
5826	014331555	K	EA	1	\$76,278.32	\$76,278.32
1560	015921523	K	EA	5	\$14,868.43	\$74,342.15
6605	015183712	K	EA	1	\$73,849.00	\$73,849.00
6220	014712129	K	EA	1	\$73,298.20	\$73,298.20
5985	015385723	K	EA	34	\$2,145.67	\$72,952.78
1680	016612607	K	EA	1	\$69,692.00	\$69,692.00
1680	016415188	K	EA	2	\$34,714.00	\$69,428.00
1680	998408152	K	EA	1	\$67,984.00	\$67,984.00
4320	014552564	K	EA	1	\$67,508.00	\$67,508.00



FSC	NIIN	CC	UI	AVAIL BAI	UPRICE	VALUE
5007	014075925	V	EA		¢((702.00	¢((702.00
5996	014975835	K	EA	1	\$66,792.00	\$66,792.00
6610	01568/028	K	EA	1	\$66,497.00	\$66,497.00
5831	016225744	K	EA	1	\$66,285.00	\$66,285.00
1680	016480293	K	EA	3	\$20,983.00	\$62,949.00
6615	015310449	K	EA	1	\$61,052.77	\$61,052.77
5960	004103499	K	EA	3	\$20,274.74	\$60,824.22
1650	014553668	K	EA	1	\$60,243.00	\$60,243.00
2840	016666889	K	EA	36	\$1,660.14	\$59,765.04
5998	012913102	K	EA	1	\$59,623.00	\$59,623.00
1680	015095751	K	EA	2	\$29,687.00	\$59,374.00
1680	015095751	K	EA	2	\$29,687.00	\$59,374.00
6210	015434232	K	EA	9	\$6,467.68	\$58,209.12
5865	014512868	K	EA	5	\$11,495.48	\$57,477.40
1610	015762056	K	EA	1	\$57,228.00	\$57,228.00
1610	015762056	K	EA	1	\$57,228.00	\$57,228.00
1610	015762056	K	EA	1	\$57,228.00	\$57,228.00
1610	015762056	K	EA	1	\$57,228.00	\$57,228.00
1610	016145786	K	EA	1	\$57,228.00	\$57,228.00
1610	016145786	K	EA	1	\$57,228.00	\$57,228.00
1610	016145786	K	EA	1	\$57,228.00	\$57,228.00
1610	016145786	K	EA	1	\$57,228.00	\$57,228.00
5985	016909086	K	EA	2	\$28,262.00	\$56,524.00
6110	014756514	K	EA	1	\$56,178.73	\$56,178.73
5895	015937110	K	EA	3	\$18,346.00	\$55,038.00
6150	015797834	K	EA	58	\$946.02	\$54,869.16
1005	014615038	K	EA	1	\$54,783.00	\$54,783.00
6650	015385879	K	EA	1	\$54,285.00	\$54,285.00
9540	015877087	K	EA	1	\$54,270.00	\$54,270.00
9540	015877087	K	EA	1	\$54,270.00	\$54,270.00
9540	015877087	K	EA	1	\$54,270.00	\$54,270.00
9540	015877087	K	EA	1	\$54,270.00	\$54,270.00
6850	012387398	K	KT	83	\$653.75	\$54,261.25
5998	015426982	K	EA	1	\$54,190.00	\$54,190.00
1680	015095773	K	EA	1	\$53,126.00	\$53,126.00
6615	015227270	K	EA	1	\$52,661.00	\$52,661.00
1610	016687373	K	EA	1	\$52,410.00	\$52,410.00
5826	013870976	K	EA	1	\$51,096.53	\$51.096.53
5826	013870976	K	EA	1	\$51.096.53	\$51,096.53
1680	016176913	K	EA	1	\$50,821.00	\$50,821.00
1005	012307383	K	EA	1	\$50,770.00	\$50,770.00



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
6610	011011927	K	EA	3	\$16,831.00	\$50,493.00
7010	016802205	K	EA	1	\$50,332.00	\$50,332.00
4320	011472150	Κ	EA	5	\$9,709.00	\$48,545.00
1650	990370776	Κ	EA	3	\$16,112.15	\$48,336.45
7010	016983506	K	EA	4	\$11,934.00	\$47,736.00
1680	015691284	K	EA	1	\$47,680.00	\$47,680.00
6130	014531986	K	EA	1	\$46,875.00	\$46,875.00
5895	016050228	K	EA	1	\$46,765.00	\$46,765.00
5841	012675935	K	EA	1	\$46,686.59	\$46,686.59
8145	011428789	K	EA	14	\$3,290.00	\$46,060.00
5865	014512868	K	EA	4	\$11,495.48	\$45,981.92
6140	016198889	L	EA	9	\$220,539.77	\$1,984,857.93
1005	015217962	L	EA	3381	\$244.37	\$826,214.97
4130	014588339	L	EA	356	\$2,225.57	\$792,302.92
4130	016924089	L	EA	2	\$392,067.00	\$784,134.00
4130	016924089	L	EA	2	\$392,067.00	\$784,134.00
8970	015994327	L	EA	4608	\$163.88	\$755,159.04
6505	016077018	L	EA	3785	\$199.12	\$753,669.20
6150	016079730	L	EA	386	\$1,827.70	\$705,492.20
6620	009556122	L	EA	37	\$15,486.37	\$572,995.69
1660	014210084	L	EA	864	\$661.40	\$571,449.60
5305	015055389	L	PG	2800	\$191.05	\$534,940.00
5305	015055389	L	PG	2800	\$191.05	\$534,940.00
5305	015055389	L	PG	2800	\$191.05	\$534,940.00
5305	015055389	L	PG	2800	\$191.05	\$534,940.00
5305	015055389	L	PG	2700	\$191.05	\$515,835.00
4810	009146105	L	EA	140	\$3,631.20	\$508,368.00
4130	015085364	L	EA	79	\$5,865.17	\$463,348.43
4820	014787824	L	EA	5	\$85,249.44	\$426,247.20
4130	015077021	L	EA	160	\$2,559.61	\$409,537.60
6620	009556122	L	EA	26	\$15,486.37	\$402,645.62
5970	016118808	L	EA	414	\$873.17	\$361,492.38
5970	016118808	L	EA	414	\$873.17	\$361,492.38
4130	015077021	L	EA	140	\$2,559.61	\$358,345.40
3040	016494503	L	EA	3	\$107,756.75	\$323,270.25
6135	015818163	L	EA	242	\$1,295.88	\$313,602.96
5640	016703627	L	EA	35	\$8,673.00	\$303,555.00
1730	014761946	L	EA	9	\$30,086.41	\$270,777.69
1560	016541322	L	EA	1	\$256,064.66	\$256,064.66
5430	015405357	L	EA	50	\$4,965.07	\$248,253.50



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
5430	015405357	L	EA	45	\$4,965.07	\$223,428.15
4130	015077021	L	EA	87	\$2,559.61	\$222,686.07
4810	009146105	L	EA	60	\$3,631.20	\$217,872.00
2530	001505893	L	EA	1822	\$117.61	\$214,285.42
6140	010606855	L	EA	296	\$712.61	\$210,932.56
5305	015055389	L	PG	1100	\$191.05	\$210,155.00
6150	016079730	L	EA	114	\$1,827.70	\$208,357.80
4820	014451662	L	EA	1460	\$141.09	\$205,991.40
4130	015085364	L	EA	35	\$5,865.17	\$205,280.95
5930	015409183	L	EA	344	\$578.24	\$198,914.56
4810	009146105	L	EA	54	\$3,631.20	\$196,084.80
1680	016648457	L	EA	1	\$192,172.00	\$192,172.00
6140	010606855	L	EA	259	\$712.61	\$184,565.99
6140	016238425	L	EA	390	\$461.47	\$179,973.30
4210	011431404	L	EA	737	\$236.47	\$174,278.39
5640	016703627	L	EA	20	\$8,673.00	\$173,460.00
4130	015077017	L	EA	150	\$1,154.60	\$173,190.00
4130	015077017	L	EA	150	\$1,154.60	\$173,190.00
2835	010372900	L	EA	28	\$6,177.55	\$172,971.40
5836	015814849	L	EA	16	\$10,473.00	\$167,568.00
4210	015589951	L	EA	873	\$190.26	\$166,096.98
1680	015710114	L	EA	4	\$38,535.00	\$154,140.00
7360	016062670	L	BX	360	\$411.90	\$148,284.00
4130	015077017	L	EA	128	\$1,154.60	\$147,788.80
4030	013912790	L	EA	518	\$285.27	\$147,769.86
5930	015409183	L	EA	253	\$578.24	\$146,294.72
1660	014210084	L	EA	216	\$661.40	\$142,862.40
1660	014210084	L	EA	216	\$661.40	\$142,862.40
1660	014210084	L	EA	216	\$661.40	\$142,862.40
1660	014210084	L	EA	216	\$661.40	\$142,862.40
5905	015918775	L	EA	6250	\$22.62	\$141,375.00
6515	001376345	L	BX	3500	\$39.82	\$139,370.00
4130	014609419	L	EA	36	\$3,787.03	\$136,333.08
4130	014609419	L	EA	36	\$3,787.03	\$136,333.08
4130	014609419	L	EA	36	\$3,787.03	\$136,333.08
1650	014726137	L	EA	1	\$130,220.00	\$130,220.00
4140	000017993	L	EA	25	\$5,095.65	\$127,391.25
2815	015643872	L	EA	2	\$61,641.93	\$123,283.86
6665	012795318	L	EA	41	\$3,001.07	\$123,043.87
6665	012795318	L	EA	41	\$3,001.07	\$123,043.87



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
1560	008760780	L	EA	1	\$120,464.14	\$120,464.14
1680	015240836	L	EA	5	\$23,580.98	\$117,904.90
2510	013523768	L	EA	12	\$9,789.31	\$117,471.72
4130	014609419	L	EA	31	\$3,787.03	\$117,397.93
6610	131217919	L	EA	1	\$116,804.00	\$116,804.00
7050	016539111	L	EA	20	\$5,819.38	\$116,387.60
4130	014847805	L	EA	16	\$7,213.66	\$115,418.56
2530	009086342	L	EA	48	\$2,389.03	\$114,673.44
5945	014617666	L	EA	5	\$22,364.29	\$111,821.45
1560	011601133	L	EA	4	\$27,650.27	\$110,601.08
1680	012737591	L	EA	53	\$2,012.29	\$106,651.37
4130	014609419	L	EA	28	\$3,787.03	\$106,036.84
4130	014608187	L	EA	67	\$1,517.93	\$101,701.31
6150	012205588	L	EA	90	\$1,121.53	\$100,937.70
4720	200059979	L	EA	169	\$596.86	\$100,869.34
4720	015306211	L	EA	24	\$4,124.75	\$98,994.00
6220	014699553	L	EA	1	\$98,456.25	\$98,456.25
4720	015306211	L	EA	23	\$4,124.75	\$94,869.25
4210	014765010	L	PR	558	\$169.00	\$94,302.00
4820	003413906	L	EA	40	\$2,344.53	\$93,781.20
1005	005503941	L	EA	270	\$339.93	\$91,781.10
5330	011799496	L	EA	47	\$1,950.73	\$91,684.31
3990	001417261	L	EA	2016	\$45.37	\$91,465.92
1730	014761946	L	EA	3	\$30,086.41	\$90,259.23
1730	014761946	L	EA	3	\$30,086.41	\$90,259.23
4130	014605309	L	EA	64	\$1,407.24	\$90,063.36
4130	014591483	L	EA	39	\$2,294.15	\$89,471.85
1560	015414787	L	EA	32	\$2,713.65	\$86,836.80
2835	010372900	L	EA	14	\$6,177.55	\$86,485.70
6150	013822563	L	EA	13	\$6,489.17	\$84,359.21
1680	016193383	L	EA	1	\$84,198.00	\$84,198.00
5310	015285000	L	EA	225	\$372.10	\$83,722.50
5305	012807680	L	EA	8393	\$9.79	\$82,167.47
1730	011039685	L	EA	10	\$8,171.18	\$81,711.80
2090	011207303	L	EA	187	\$432.93	\$80,957.91
5930	015304038	L	EA	4	\$19,966.56	\$79,866.24
4130	014598272	L	EA	100	\$787.17	\$78,717.00
5330	011799496	L	EA	40	\$1,950.73	\$78,029.20
5330	011799496	L	EA	40	\$1,950.73	\$78,029.20
4240	007593290	L	EA	2136	\$36.26	\$77,451.36



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
1660	008314978	L	EA	116	\$654.88	\$75,966.08
5330	015184809	L	EA	33	\$2,301.47	\$75,948.51
4330	016437163	L	EA	11	\$6,747.78	\$74,225.58
4130	014598272	L	EA	94	\$787.17	\$73,993.98
5330	013294168	L	EA	153	\$481.18	\$73,620.54
2925	009072709	L	EA	20	\$3,674.36	\$73,487.20
6230	016591457	L	EA	1007	\$71.52	\$72,020.64
3010	015126082	L	EA	8	\$8,696.11	\$69,568.88
6230	016591457	L	EA	966	\$71.52	\$69,088.32
1560	016904333	L	EA	1	\$68,660.00	\$68,660.00
4130	014609419	L	EA	18	\$3,787.03	\$68,166.54
5960	010664771	L	EA	11	\$6,185.98	\$68,045.78
5985	013443603	L	EA	1	\$67,464.67	\$67,464.67
5985	013443603	L	EA	1	\$67,464.67	\$67,464.67
5985	013443603	L	EA	1	\$67,464.67	\$67,464.67
5985	013443603	L	EA	1	\$67,464.67	\$67,464.67
5985	013443603	L	EA	1	\$67,464.67	\$67,464.67
6515	015150190	L	PG	1340	\$50.32	\$67,428.80
4330	015980201	L	EA	93	\$721.31	\$67,081.83
6545	015491053	L	EA	12	\$5,527.23	\$66,326.76
5945	008411869	L	EA	2	\$32,976.00	\$65,952.00
3130	012842930	L	EA	315	\$208.79	\$65,768.85
4235	011583502	L	BE	2160	\$30.36	\$65,577.60
6230	016591457	L	EA	905	\$71.52	\$64,725.60
4130	015085364	L	EA	11	\$5,865.17	\$64,516.87
2510	016580717	L	EA	14	\$4,601.17	\$64,416.38
4130	015039364	L	EA	8	\$7,998.90	\$63,991.20
4730	005857505	L	EA	660	\$95.82	\$63,241.20
8145	015121017	L	EA	23	\$2,749.51	\$63,238.73
6150	012205588	L	EA	56	\$1,121.53	\$62,805.68
4130	016950277	L	KT	2	\$31,074.83	\$62,149.66
6620	009556122	L	EA	4	\$15,486.37	\$61,945.48
4330	001630310	L	EA	1353	\$45.16	\$61,101.48
6830	016675087	L	EA	306	\$199.44	\$61,028.64
6680	013570620	L	EA	60	\$1,004.72	\$60,283.20
4130	014608794	L	EA	49	\$1,228.86	\$60,214.14
4130	014608794	L	EA	49	\$1,228.86	\$60,214.14
8115	001390652	L	BD	296	\$202.83	\$60,037.68
6150	014396040	L	EA	6	\$9,834.50	\$59,007.00
5998	016524997	L	EA	2	\$29,194.00	\$58,388.00



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				DAL		* - • • • • • •
1660	012766092	L	EA	2	\$29,186.47	\$58,372.94
2520	015093311	L	EA	1	\$57,240.00	\$57,240.00
6830	016675087	L	EA	287	\$199.44	\$57,239.28
1095	015652809	L	EA	53	\$1,073.69	\$56,905.57
4130	014609419	L	EA	15	\$3,787.03	\$56,805.45
5975	010505707	L	EA	495	\$113.90	\$56,380.50
3040	012619806	L	AY	3	\$18,761.20	\$56,283.60
7360	014084911	L	EA	100	\$557.30	\$55,730.00
2840	011465637	L	EA	81	\$687.49	\$55,686.69
5220	016823848	L	EA	43	\$1,286.84	\$55,334.12
2540	016825129	L	EA	58	\$945.81	\$54,856.98
5985	016751958	L	EA	31	\$1,768.82	\$54,833.42
5330	007598463	L	EA	519	\$105.00	\$54,495.00
1560	013252480	L	EA	1	\$54,307.08	\$54,307.08
4140	013737043	L	EA	14	\$3,869.74	\$54,176.36
4130	014608794	L	EA	44	\$1,228.86	\$54,069.84
2010	012001890	L	EA	50	\$1,068.47	\$53,423.50
6135	995737965	L	EA	21600	\$2.45	\$52,920.00
4235	012197414	L	BE	1800	\$29.28	\$52,704.00
4235	012197414	L	BE	1800	\$29.28	\$52,704.00
4130	014608510	L	EA	52	\$1,011.75	\$52,611.00
5963	013096878	L	EA	11	\$4,758.70	\$52,345.70
6150	012205588	L	EA	46	\$1,121.53	\$51,590.38
4820	011278203	L	EA	8	\$6,431.91	\$51,455.28
1660	008314978	L	EA	78	\$654.88	\$51,080.64
4140	014870821	L	EA	192	\$264.78	\$50,837.76
4130	014594470	L	BX	120	\$423.04	\$50,764.80
5330	015184809	L	EA	22	\$2,301.47	\$50,632.34
4130	015017032	L	EA	28	\$1,806.34	\$50,577.52
4130	015017032	L	EA	28	\$1,806.34	\$50,577.52
4130	014608794	L	EA	41	\$1,228.86	\$50,383.26
4130	014608794	L	EA	41	\$1,228.86	\$50,383.26
4720	013174438	L	PG	350	\$142.66	\$49.931.00
6830	014600148	L	EA	448	\$111.33	\$49.875.84
6830	014600148	L	EA	447	\$111.33	\$49,764.51
6545	015491053	L	EA	9	\$5,527.23	\$49,745.07
4730	016064601	L	EA	289	\$170.00	\$49.130.00
5990	009043314	– L	EA	-02	\$6,967.37	\$48,771.59
5330	011799496	L	EA	25	\$1,950.73	\$48,768,25
5330	011799496	L	EA	25	\$1,950.73	\$48,768.25
5550	011/99490	L	EA	23	\$1,730.75	\$40,700.23



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
5330	011799496	L	EA	25	\$1,950.73	\$48,768.25
4235	012197414	L	BE	1613	\$29.28	\$47,228.64
1680	015240836	L	EA	2	\$23,580.98	\$47,161.96
4130	014608513	L	EA	88	\$530.94	\$46,722.72
5855	013816048	L	EA	237	\$196.01	\$46,454.37
4020	002460688	L	SL	461	\$100.17	\$46,178.37
5340	010626966	Q	EA	1586	\$2,051.94	\$3,254,376.84
2915	010487708	Q	EA	96	\$8,956.58	\$859,831.68
2915	010487708	Q	EA	92	\$8,956.58	\$824,005.36
6695	011603813	Q	EA	48	\$16,945.60	\$813,388.80
2840	015292391	Q	EA	235	\$1,267.26	\$297,806.10
5855	014652168	Q	EA	24	\$11,780.69	\$282,736.56
4420	000308031	Q	EA	1	\$244,142.21	\$244,142.21
6695	011619259	Q	EA	2	\$121,121.00	\$242,242.00
6150	014552613	Q	EA	57	\$4,028.32	\$229,614.24
2950	014398169	Q	EA	117	\$1,711.55	\$200,251.35
2915	010487708	Q	EA	22	\$8,956.58	\$197,044.76
5340	010626966	Q	EA	94	\$2,051.94	\$192,882.36
1005	014411619	Q	EA	2085	\$86.95	\$181,290.75
6685	012971625	Q	EA	125	\$1,443.77	\$180,471.25
1650	012737610	Q	EA	1	\$178,028.00	\$178,028.00
1650	012737610	Q	EA	1	\$178,028.00	\$178,028.00
1650	012737610	Q	EA	1	\$178,028.00	\$178,028.00
1650	012737610	Q	EA	1	\$178,028.00	\$178,028.00
1680	008586900	Q	EA	1987	\$82.55	\$164,026.85
6680	007582816	Q	EA	29	\$5,644.93	\$163,702.97
6685	014348905	Q	EA	13	\$11,324.15	\$147,213.95
2590	012896365	Q	EA	40	\$3,572.36	\$142,894.40
6150	014440553	Q	EA	19	\$7,020.85	\$133,396.15
1680	010872144	Q	EA	101	\$1,292.74	\$130,566.74
1680	008364254	Q	EA	3	\$42,692.55	\$128,077.65
5985	004132621	Q	EA	3	\$42,126.84	\$126,380.52
6150	013478428	Q	EA	70	\$1,776.09	\$124,326.30
1680	004215403	Q	EA	498	\$245.79	\$122,403.42
5841	015696164	Q	EA	5	\$23,022.74	\$115,113.70
5962	012088563	Q	EA	236	\$469.97	\$110,912.92
1660	002929032	Q	EA	84	\$1,318.85	\$110,783.40
2840	010900516	Q	EA	510	\$202.62	\$103,336.20
4330	014086670	Q	EA	1	\$99,424.98	\$99,424.98
4320	000030908	Q	EA	43	\$2,311.02	\$99,373.86



FSC	NIIN	CC	UI	AVAIL	UPRICE	VALUE
				BAL		
1560	015923435	Q	EA	1	\$95,032.00	\$95,032.00
4820	011161249	Q	EA	60	\$1,568.66	\$94,119.60
1680	011747013	Q	EA	1	\$93,542.56	\$93,542.56
1680	011747013	Q	EA	1	\$93,542.56	\$93,542.56
2840	002957902	Q	EA	179	\$521.02	\$93,262.58
3110	010859374	Q	EA	363	\$243.64	\$88,441.32
2840	001763773	Q	SE	74	\$1,164.99	\$86,209.26
1680	008364254	Q	EA	2	\$42,692.55	\$85,385.10
1005	013595610	Q	EA	1	\$85,244.54	\$85,244.54
6625	016291391	Q	EA	1	\$82,988.05	\$82,988.05
2840	010900516	Q	EA	408	\$202.62	\$82,668.96
5821	014178763	Q	EA	1	\$81,834.00	\$81,834.00
2590	992569552	Q	EA	8	\$10,064.76	\$80,518.08
5821	015311510	Q	EA	1	\$79,894.00	\$79,894.00
2840	014919569	Q	EA	245	\$315.78	\$77,366.10
1240	014696497	Q	EA	1	\$77,116.73	\$77,116.73
1560	015956002	Q	EA	2	\$37,959.50	\$75,919.00
1560	014782030	Q	EA	6	\$12,629.77	\$75,778.62
5865	014115278	Q	EA	22	\$3,314.30	\$72,914.60
1560	014884322	Q	EA	1	\$70,672.83	\$70,672.83
2520	015919736	Q	EA	1	\$70,469.00	\$70,469.00
5895	015303372	Q	EA	7	\$9,937.32	\$69,561.24
2840	013235919	Q	EA	100	\$694.38	\$69,438.00
4240	014478967	Q	EA	147	\$466.00	\$68,502.00
6695	013264167	Q	EA	2	\$34,176.54	\$68,353.08
5895	013234405	Q	EA	2	\$34,115.79	\$68,231.58
1660	012802809	Q	EA	2	\$34,016.78	\$68,033.56
5970	009337750	Q	RO	178	\$381.34	\$67,878.52
5945	012532886	Q	EA	3	\$21,265.84	\$63,797.52
1710	003231754	Q	EA	2	\$30,713.90	\$61,427.80
6610	003052627	Q	EA	9	\$6,815.56	\$61,340.04
5325	011828994	Q	EA	174	\$350.75	\$61,030.50
8340	014563633	Q	EA	12	\$5,032.04	\$60,384.48
1680	015314483	Q	EA	1	\$59,749.54	\$59,749.54
5325	011641731	Q	EA	597	\$98.75	\$58,953.75
4720	010321358	Q	EA	19	\$2,978.64	\$56,594.16
5315	015628204	Q	EA	213	\$261.24	\$55,644.12
1680	013150717	Q	EA	5	\$10,948.82	\$54,744.10
1680	015873939	Q	EA	1	\$54,123.07	\$54,123.07
1680	015454412	Q	EA	1	\$53,810.70	\$53,810.70



FSC	NIIN	CC	UI	AVAIL BAL	UPRICE	VALUE
1680	015454412	Q	EA	1	\$53,810.70	\$53,810.70
1680	015454412	Q	EA	1	\$53,810.70	\$53,810.70
6150	005059063	Q	EA	4	\$13,436.11	\$53,744.44
1615	011661963	Q	EA	1	\$53,059.00	\$53,059.00
1560	005580684	Q	EA	1	\$52,879.35	\$52,879.35
1680	014327097	Q	EA	5	\$10,393.93	\$51,969.65
5930	013911529	Q	EA	4	\$12,887.00	\$51,548.00
8415	011382497	Q	PR	2160	\$23.66	\$51,105.60
1560	011171084	Q	EA	1	\$50,991.00	\$50,991.00
8470	015207370	Q	EA	80	\$634.33	\$50,746.40
1680	013812910	Q	EA	33	\$1,527.37	\$50,403.21
5310	000602137	Q	EA	67	\$748.94	\$50,178.98
1670	014597929	Q	EA	4	\$12,509.15	\$50,036.60
1670	010959074	Q	EA	63	\$783.51	\$49,361.13
5895	014250306	Q	EA	545	\$89.65	\$48,859.25
5320	012346412	Q	EA	46882	\$1.04	\$48,757.28
8470	014650400	Q	EA	300	\$162.51	\$48,753.00
8415	011382497	Q	PR	2055	\$23.66	\$48,621.30
8415	011382497	Q	PR	2040	\$23.66	\$48,266.40
1660	011472983	Q	EA	1	\$47,961.68	\$47,961.68
1670	013129298	Q	EA	24	\$1,996.33	\$47,911.92
1560	013300939	Q	EA	15	\$3,180.67	\$47,710.05
6680	005267263	Q	EA	29	\$1,627.69	\$47,203.01
6130	010631464	Q	EA	41	\$1,133.55	\$46,475.55
2935	010836838	R	EA	863	\$92.78	\$80,069.14



APPENDIX C. COGNIZANCE CODE BREAKDOWN

A. INTRODUCTION

This appendix shows the full breakdown of DLR cognizance codes within categories codes A, B, and C.

B. CATEGORY CODE A COGNIZANCE CODE BREAKDOWN

COG	NIIN Count	Percent of Count	Total Items	Percent of Total Items	Total Value	Percent of Value
0Q	1	0.14%	6	0.00%	\$230,447.52	0.12%
0R	2	0.29%	2	0.00%	\$287,794.73	0.15%
1H	6	0.87%	868	0.31%	\$2,211,603.00	1.13%
1R	4	0.58%	24	0.01%	\$1,244,248.00	0.63%
2F	2	0.29%	5	0.00%	\$809,600.00	0.41%
2J	1	0.14%	1	0.00%	\$600,000.00	0.31%
2S	1	0.14%	1	0.00%	\$50,332.00	0.03%
3B	27	3.90%	1008	0.36%	\$5,399,282.94	2.75%
3Н	2	0.29%	5	0.00%	\$100,953.00	0.05%
4Z	2	0.29%	7	0.00%	\$150,850.00	0.08%
6K	1	0.14%	14	0.00%	\$46,060.00	0.02%
7E	2	0.29%	4	0.00%	\$141,735.00	0.07%
7G	2	0.29%	2	0.00%	\$247,233.00	0.13%
7H	40	5.77%	230	0.08%	\$31,109,459.00	15.87%
7R	174	25.11%	467	0.17%	\$69,491,484.69	35.45%
9A	1	0.14%	905	0.32%	\$228,060.00	0.12%
9B	331	47.76%	239228	85.24%	\$68,715,137.74	35.06%
9G	1	0.14%	2	0.00%	\$68,353.08	0.03%
9H	1	0.14%	1	0.00%	\$54,783.00	0.03%
9Q	1	0.14%	1200	0.43%	\$76,596.00	0.04%
9W	1	0.14%	9	0.00%	\$570,600.00	0.29%
9Y	2	0.29%	379	0.14%	\$433,298.00	0.22%
DA2P	3	0.43%	3	0.00%	\$259,807.00	0.13%
DF2P	2	0.29%	4	0.00%	\$95,023.04	0.05%
No Cog	83	11.98%	36280	12.93%	\$13,390,052.81	6.83%

 Table 13.
 Category Code A Cognizance Code Breakdown



COG	NIIN Count	Percent of Count	Total Items	Percent of Total Items	Total Value	Percent of Value
0R	3	0.12%	3	0.00%	\$41,397.00	0.10%
1H	31	1.27%	1106	0.26%	\$779,717.00	1.83%
1R	7	0.29%	40	0.01%	\$136,368.00	0.32%
2T	1	0.04%	15	0.00%	\$14,475.00	0.03%
3B	77	3.16%	781	0.18%	\$1,450,094.32	3.40%
6R	6	0.25%	7	0.00%	\$80,876.25	0.19%
7E	2	0.08%	2	0.00%	\$35,479.00	0.08%
7G	16	0.66%	21	0.00%	\$254,485.00	0.60%
7H	37	1.52%	43	0.01%	\$639,405.75	1.50%
7R	98	4.02%	121	0.03%	\$2,368,183.90	5.55%
7S	4	0.16%	8	0.00%	\$59,365.00	0.14%
7Z	1	0.04%	1	0.00%	\$20,638.00	0.05%
9A	7	0.29%	23	0.01%	\$114,296.00	0.27%
9B	1863	76.35%	379176	88.68%	\$31,678,532.71	74.31%
9E	1	0.04%	54	0.01%	\$22,734.00	0.05%
9F	1	0.04%	85	0.02%	\$15,623.00	0.04%
9H	7	0.29%	851	0.20%	\$111,673.56	0.26%
9I	1	0.04%	1	0.00%	\$17,236.28	0.04%
90	1	0.04%	8	0.00%	\$23,849.04	0.06%
9Q	5	0.20%	1989	0.47%	\$71,916.24	0.17%
9S	1	0.04%	1	0.00%	\$7,867.00	0.02%
9V	1	0.04%	1	0.00%	\$31,289.00	0.07%
9W	5	0.20%	5	0.00%	\$91,365.00	0.21%
9Y	7	0.29%	77	0.02%	\$126,117.00	0.30%
DA2P	11	0.45%	14	0.00%	\$224,407.00	0.53%
No Cog	246	10.08%	43164	10.09%	\$4,214,562.12	9.89%

Table 14. Category Code B Cognizance Code Breakdown



COG	NIIN Count	Percent of Count	Total Items	Percent of Total Items	Total Value	Percent of Value
99	3	0.04%	31	0.00%	\$286.20	0.00%
0Q	2	0.02%	37	0.01%	\$148.00	0.00%
1H	22	0.27%	115	0.02%	\$61,252.57	0.67%
1R	10	0.12%	54	0.01%	\$13,379.09	0.15%
2Z	1	0.01%	1	0.00%	\$400.00	0.00%
3B	89	1.11%	169	0.02%	\$162,956.56	1.77%
3H	1	0.01%	1	0.00%	\$592.00	0.01%
3N	1	0.01%	2	0.00%	\$798.00	0.01%
5N	1	0.01%	1	0.00%	\$400.00	0.00%
6K	29	0.36%	113	0.02%	\$15,098.00	0.16%
6V	2	0.02%	6	0.00%	\$0.00	0.00%
7G	7	0.09%	8	0.00%	\$22,606.09	0.25%
7H	12	0.15%	14	0.00%	\$26,493.00	0.29%
7R	24	0.30%	27	0.00%	\$99,884.60	1.09%
7S	2	0.02%	2	0.00%	\$6,380.00	0.07%
9A	18	0.22%	18	0.00%	\$73,435.00	0.80%
9B	6623	82.30%	644221	91.70%	\$7,091,046.49	77.05%
9C	2	0.02%	3	0.00%	\$3,677.52	0.04%
9E	11	0.14%	981	0.14%	\$7,994.06	0.09%
9F	1	0.01%	1	0.00%	\$5,012.00	0.05%
9H	8	0.10%	105	0.01%	\$8,863.72	0.10%
9I	1	0.01%	1	0.00%	\$24.31	0.00%
9L	4	0.05%	4	0.00%	\$405.97	0.00%
9N	4	0.05%	21	0.00%	\$114.32	0.00%
9Q	64	0.80%	1671	0.24%	\$51,530.26	0.56%
9S	1	0.01%	1	0.00%	\$559.00	0.01%
9T	4	0.05%	4	0.00%	\$12,760.54	0.14%
9W	6	0.07%	93	0.01%	\$28,721.36	0.31%
9Y	8	0.10%	22	0.00%	\$20,735.38	0.23%
9Z	3	0.04%	16	0.00%	\$111.18	0.00%
DA2P	1	0.01%	1	0.00%	\$1,878.00	0.02%
DF2P	1	0.01%	2	0.00%	\$34.04	0.00%
No Cog	1081	13.43%	54781	7.80%	\$1,485,792.72	16.14%
No Data	1	0.01%	1	0.00%	\$11.00	0.00%

Table 15. Category Code C Cognizance Code Breakdown



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APPENDIX D. SURVEY QUESTION RESPONSES

A. INTRODUCTION

This appendix shows the full responses to the survey questions, in a random order, without any identification of the personnel.

B. RESPONSES

1. Are you familiar with suspended stock?

IM1) I know very little of the process.

IM2) Yes

IM3) Yes. I'm on the Suspended Stock SPO Team

IM4) Very familiar.

IM5) Yes

IM6) Yes, I am familiar.

IM7) Yes, but my position now doesn't deal with it really

IM8) limited knowledge

IM9) Very familiar

IM10) Yes, my primary function is material testing of suspended items, PQDR processing, CM/UPS testing, and SDR assistance to DLA Aviation personnel.

IM11) Yes

IM12) Yes

IM13) Yes. J. K. L and sometimes Q. with PQDR. Type 5s in DSS are SQCR -> in storage -> CCJ. Type 8s are returns SDRs in CCK. Type 9s are a new procurement and CCL. Type Rs are a redistribution from depot to depot.

IM14) Yes, our Job @ HQ in New Cumberland, we set the policy and standards for suspended stock.

2. What do you think is the magnitude of suspended stock at DLA?

IM1) I do not know

IM2) It is fairly significant.



IM3) Suspended Stock is very important to track and correct as it encompasses Type Z5, Z8, Z9, and ZR supply discrepancy reports which include new procurements. It is a small percent of the overall DLA stocked materials

IM4) Suspended stock is an extremely small percentage of all DLA managed materiel across the Enterprise (Less than 2%).

IM5) It depends on the commodity and fleet requirements for the material suspended. Generally it is not a huge factor but there are times when that stock can hold down an asset mission readiness. There is also the cost of housing the suspended stock, moving it around, damages, lost traceability, personnel cost, etc.

IM6) There has an ongoing effort to lower the amount of Suspended Stock. I would say that it is a small percentage of all DLA stock.

IM7) In most cases stock is not suspended for very long, so I'd imagine it's marginal

IM8) Minn. As I believe the percentage is very small of actual suspended stock.

IM9) Suspended stock is an extremely small percentage of all DLA managed materiel across the Enterprise (Less than 2%).

IM10) As of Monday; DLA Aviation has 19,620 Quality Notifications totaling \$341,294, 498.62.

IM11) Although suspended stock is a small percent of DLA stocked materials, tracking and reporting it is very important. I think it was much bigger problem in the past but our efforts to reduce it have helped in recent years.

IM12) Suspended stock is material that is not is an appropriate condition or state to be able to be shipped to the warfighter or in support of the services' mission.

IM13) Receiving

IM14) The DOD suspended stock this yr has reached 4.17 million dollars for almost 9 million eaches

3. How does suspended stock affect the services readiness?

IM1) If materiel is not ready for issue it could delay readiness in a variety of ways such as

Operationality of weapons systems

Repair of parts

Deployment of troops and equipment, etc.

Aircraft Mission Capable Parts (MICAP)

IM2) Ultimately it is a reduction of readiness and capability. Suspended stock is a symptom of other issues. The larger the volume, the greater the weakness and or failure in other areas of procurements and Care of Supplies in Storage. Much of the suspended stock



is deficient which helps readiness in that it prevents the services from receiving material that may not or will not function as intended. It is still a net negative as the government as invested time and money in that material that we can never fully recoup. On the other hand, some of that material is not deficient but it takes time and money to make that determination, apply a remedy and get that material into a serviceable condition.

IM3) It can have a direct effect on the services readiness by Degrading operational readiness of war fighting assists i.e.. Not mission capable, partial mission capable. Degraded stored repair part assists used in the servicing of war fighting end items. Impeding the deployment of troops and equipment, etc.

IM4) If materiel is not ready for issue it could delay readiness in a variety of ways such as

Operationality of weapons systems

Repair of parts

Deployment of troops and equipment, etc.

IM5) If materiel is not ready for issue it could delay readiness in a variety of ways such as It can prevent Full-Mission Capability requiring the altering of plans or costly movement of other assets and possibly human assets put into harms way

IM6) If materiel is not ready for issue it could delay readiness of weapons systems, production lines and delay deployments.

IM7) At my level I couldn't effectively answer this without guessing

IM8) Possibly limited by fewer parts availability.

IM9) If materiel is not ready for issue it could delay readiness in a variety of ways such as

Operationality of weapons systems

Repair of parts

Deployment of troops and equipment, etc.

IM10) Aviation suspended stock has 6,396 lines of back ordered items.

IM11) Suspended stock can adversely effect services readiness when the material is needed for deployments, training, and to keep equipment mission capable at all times.

IM12) If the services have a high priority part or material if the only stock available to ship to that service is suspended. The services' missions or readiness is affected by not being able to fix that vehicle or get that weapon system off a deadline status.

IM13) If the material is not ready for issue the warfighter won't be able to receive their materials.

IM14) Suspended stock 100% affects not only warfighter readiness, it also affects Financials, and Distribution as a whole. – A Good SR. Program will increase warfighter readiness, while ensuring readiness/stock compliance.



4. Does your organization have a SOP for rectifying suspended stock?

IM1) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM2) Yes, several. Most fall under Defense Logistics Manual Vol 2

IM3) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM4) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM5) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids



IM6) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM7) DLA has both SOPs and both enterprise and local job aids.

IM8) DLM 4000.25, Chapter 2, Volumes 17 and 21

IM9) Stock is suspended using a Supply Discrepancy Report or Storage Quality Control report. There is DOD policy and regulation that provides the process for suspended and resolving.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM10) Several throughout Tech Quality, Order Fulfillment, and Acquisition specialties.

IM11) Yes, DLA has the following policy to guide us and find solutions to suspended stock issues and keep DLA in audit compliance.

DLM 4000.25, Chapter 2, Volumes 17 and 21

DLAR (JSR) 4145.04/AR 740-3/AFMAN 23–125/NAVSUPINST 4400.100B/MCO 4450.15B, DOD STOCK READINESS PROGRAM

DLA Enterprise and Major Subordinate Command SOPs

DLA Enterprise and Major Subordinate Command job aids

IM12) Defense Logistics Agency has several regulation SOP's – the most prevalent is JSR 4145.04. But the suspended stock comes as the result of DOD vs. service SOP conflict – where a service regulation or practice is not in line with a Depot Level process and the material gets suspended.

IM13) Yes IAW the JSR 4145.04 and DLMS 4000.25.

IM14) Yes, DLA 4145.4



5. What measures or steps is your organization taking to expedite processing suspending stock?

IM1) Suspended stock is tracked on a daily basis with priority being stock with back orders, high dollar value, age, etc.

IM2) I cannot speak to current actions on any agency level steps or measures as I am no longer in the policy position. For my current position and specific team, I have taken the task of working to clear the aged SDR's assigned to us. My supervisor has also engaged with HQ on multiple occasions to get authorization to move out of some of our suspended stock created by their efforts

IM3) Suspended Stock metrics are tracked by all MSCs on a monthly report and briefed up to command. Suspended Stock is tracked on a daily basis with priority being given to stock with back orders, high dollar value, age, etc.

IM4) Suspended stock is tracked on a daily basis with priority being stock with back orders, high dollar value, age, etc.

IM5) Suspended stock is tracked on a daily basis with priority being stock with back orders, high dollar value, age, etc. We are working to implement updated strategies and processes with our S4/Hana system that will allow better control, handling and visibility of suspended stock to hopefully expedite outcome and return assets to regular stock

IM6) Suspended stock is tracked daily. Emphasis is placed on items that are backordered.

IM7) My position doesn't have a hand in this

IM8) Unknow to me, my current role I do not deal with suspended stock.

IM9) Suspended stock is tracked on a daily basis with priority being stock with back orders, high dollar value, age, etc.

IM10) Priority scheme, executive level briefings, constant process improvements, training, policy office engagement, PQDR/SDR teams, etc..

IM11) Each MSC uses data pulls to track suspended stock and are required to brief their commands as well DLA-HQ at monthly intervals. Special priorities are placed on large back orders, high dollar value, or mission critical material

IM12) The MRT has assisted in remediating stock – tiger teams review material. Pickers can fix material in small quantities.

IM13) COSIS timeframes

IM14) The BSM mailbox sends out disposition instructions along with follow-ups sent to us from our customers.

6. What factors affect timely processing of suspended stock?


IM1) Vendor response, nonconformance, quality deficiencies, legal actions, etc.

IM2) Human performance, systemic limitation, contractual negotiations

IM3) Vendor response, non-conformance, legal actions, etc.

IM4) Vendor response, non-conformance legal actions, etc., depot backlogs

IM5) Workload at the MSC and the Depot. Vendor response times. DCMA response times. Lack of corporate knowledge and/or training to personnel

IM6) There are a variety of reasons that we would not be able to process these, ranging from Vendor engagement to transportation.

IM7) The nature of why the stock is suspended, the nature of actions that need to be taken to place it in stock, communication between product/packaging specialists, resolution specialists, acquisition specialists, vendors, potential testing, and distribution employees

IM8) Unknow to me, my current role I do not deal with suspended stock

IM9) Vendor response, non-conformance legal actions, etc.

IM10) Error reduction, legal procedures, magnitude of operations, and procurement focused efforts.

IM11) Things that effect timely processing are testing, service engineering support, contractor investigations, legal proceedings, etc.

IM12) Amount of material, the deficiency that is causing the suspension, the lack of training on what should and should not suspend services' material.

IM13) Packaging MILSTD129

IM14) FTE-Employees to complete the workload. – Reimbursable supplies on hand.

7. Are you aware of regulatory or compliance issues with processing suspended stock?

IM1) no

IM2) Yes. Fraud/suspect counterfeit related stock is at the mercy of the U.S. Legal system as well as contractual negotiations. Some special commodities like batteries and radioactive material require special procedures to handle ship or dispose of. Service turnins that DLA is not able to process because of the demil. For example, fuel tanks that require drain and purge certificates, circuit cards that are security classified and gun assemblies. These all require unique actions on the part of the service turning the material in but when the service fails to complete them, DS will send the material to the item manager(DLA) and we lack the equipment(drain and purge) configuration information(gun barrel assembly) or authorization(security classified) to complete necessary actions resulting if very old and preventable suspended stock



IM3) No

IM4) No

IM5) In general, no. However there was a work group initiated in the recent past that was to work on D/F/G suspended stock but it was found that the team scope was way too narrow and it was put on hold.

IM6) No I am not.

IM7) I am not

IM8) NO

IM9) no

IM10) not answered

IM11) All SDR processing is required to be compliant with DLA's applicable SOPs.

IM12) Yes IM13) Yes IM14) Yes

8. How does your organization handle communication with relevant stakeholders in regards to suspended stock?

IM1) SDRs and SQCRs are systemic within DLA and they are all tracked systemically. Briefings take place monthly, quarterly, etc., to Senior Leaders.

IM2) It depends on the reason for that stock and the stakeholder. DLA Distribution – DLA ICP is primarily systemic with some email. DLA ICP – Service is also systemic but a much larger volume of email and telecommunication. DLA – contractors is primarily email and telecommunications

IM3) SDRs and SQCRs are systemic within DLA and they are all tracked systemically. Briefings take place monthly, quarterly, etc., to Senior Leaders

IM4) SDRs and SQCRs are systemic within DLA and they are all tracked systemically. Briefings take place monthly, quarterly, etc., to Senior Leaders

IM5) SDRs and SQCRs are systemic within DLA and they are all tracked systemically. Briefings take place monthly, quarterly, etc., to Senior Leaders. The workforce has contact with DCMA and Vendors as needed along with Action Points for the services.

IM6) SDRs and SQCRs are DLA how DLA processes Suspended Stock issues. They are all tracked as QNs in our EBS system. Briefings take place monthly, quarterly, etc., to Senior Leaders



IM7) Communication is generally relayed between systems used by DLA as well as email

IM8) Unknow to me, my current role I do not deal with suspended stock

IM9) SDRs and SQCRs are systemic within DLA and they are all tracked systemically. Briefings take place monthly, quarterly, etc., to Senior Leaders

IM10) Systematic transmissions, J4 Org box for Quality Notifications, monthly meetings with service components, SDR/PQDR representatives for HQ driven meetings, briefings/training sessions and broadcast messages from our BAT (Tech Quality Policy Office) office.

IM11) Communication is mostly systemic coming from DLA's SAP/ECC system with the exception of the manual data pulls that are used to brief Senior Leadership at monthly intervals.

IM12) The services' departments and packaging leaders with DLA communicate regularly on issues but seem unable to effect policy that would prevent suspended stock. If that is the problem.

IM13) not answered

IM14) Weekly followups. Bot-Reports Daily,



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