

CHAPTER 23

COST DISTRIBUTION FOR INFORMATION TECHNOLOGY FACILITIES

2301 **PURPOSE**

230101. The purpose of this chapter is to provide accounting requirements and guidance applicable to cost distribution for information technology facilities. The term "information technology facility" (ITF) is used in this chapter in lieu of data processing facility, data processing installation, central design activity, computer center, data center, etc. It encompasses all resources used to provide data or information processing and telecommunications services. The chapter provides instructions for accounting for the full costs of operating ITFs, as required by OMB Circular No. A-130, "Management of Federal Information Resources."

230102. The identification of obligation data or service costs related to ITF operations can provide important information to organizational managers, ITF managers, and users that may result in more efficient operation and use of the ITF. Such information can show trends by which the efficiency of the services may be measured. Also, the cost identification process can demonstrate utilization and cost trends, develop user profiles, isolate information technology costs, improve planning, and become an important element in management's overall evaluation of the ITF. Obligation or cost data can be used to support budget exhibits and provide the information needed to support management decisions related to ITFs.

2302 **REQUIREMENTS**

230201. DoD Component accounting systems shall provide sufficient accounting support to ITFs for them to identify obligations or operating costs applicable to their operations. ITFs shall identify costs applicable to services provided to users if (a) services are provided to more than one organizational or accounting entity, (b) it operates one or more general management computers, and (c) it has annual operating costs or obligations greater than \$5 million. An ITF shall identify costs applicable to services provided to users if it has an annual reimbursable program of more than \$500 thousand.

230202. The cost identification guidance in this chapter also can be used to support management needs to identify ITF costs related to the life cycle of an Automated Information System (AIS). For example, management must identify AIS program development and procurement costs to determine if the major AIS threshold, as defined in DoD Directive 8120.1, has been exceeded.

230203. Services provided under emergency conditions or reciprocal backup agreements are excluded from the service costing requirement. Defense Business Operations Fund

activities that operate ITFs shall follow the guidance contained in this chapter for the ITF function and chapters 19 through 21 of this Volume, as applicable, for other functions.

2303 REIMBURSEMENTS

The specific policy applicable to the billing for ITF services is contained in [Volume 11](#) of this Regulation. Volume 11 shall be followed to determine if an ITF should bill for its services and at what price. This chapter provides guidance to identify all costs associated with ITF services regardless of any billing requirements.

2304 DEFINITIONS

The following are definitions for certain terms used within this chapter:

230401. Cost Center. A logical or physical grouping of one or more similar services for the purpose of identifying obligations or developing the cost identification for the services. Services are grouped into cost centers in order to (a) normalize between services that use similar resources with different capabilities; (b) apply surcharges and discounts to services; (c) identify costs for different classes of the same service; or (d) identify obligations. A software design team in a central design activity is an example of a cost center. One or more cost centers will make up an ITF. A cost center also can be referred to as a service center.

230402. Costs

A. Direct Costs. Any item of cost that is easily and readily identified to a specific unit of work or output within the ITF cost centers. Direct costs may include civilian and military personnel costs, supplies, materials, contract services, etc. (See [Volume 11](#) of this Regulation.)

B. Indirect Costs. An item of cost that is incurred for more than one specific unit of work or output within the ITF, and, therefore, cannot easily and readily be identified to a single item and must be allocated. There are numerous allocation methods that can be used; however, indirect costs are normally allocated based on total direct costs or total direct labor costs. An example of indirect costs is the management personnel of a computer operations room that provides for the development, implementation and administration of all policy guidance and procedures for the computer operations room.

C. General and Administrative Costs (G&A). An item of cost that supports the total operation of the ITF not just selected cost centers. There are numerous allocation methods that can be used; however, G&A costs are normally allocated based on total direct costs or total direct labor costs. Examples of G&A costs are the front office of the ITF, administrative staffs, or general maintenance and repair expenses.

230403. General Management Computer. A general management computer is a digital computer that is used for any purpose other than as a part of a process control system, space system, mobile system, or equipment that is an integral part of a weapon or weapons system. Excludes equipment involved with intelligence activities and cryptologic national security activities.

230404. Information Technology Facility (ITF). An information technology facility is an organizationally defined set of personnel, hardware, software, and physical facilities, operated within or on behalf of the Department of Defense, a primary function of which is the operation of information technology. An ITF includes:

A. The personnel who operate computers or telecommunications systems; develop or maintain software; provide user liaison and training; schedule computers, prepare and control input data; control, reproduce, and distribute output data; maintain tape and disk libraries; provide security; and provide direct administrative support to personnel engaged in these activities.

B. The owned or leased computer and telecommunications hardware, including central processing units; associated peripheral equipment such as disk drives, tape drives, printers, and consoles; data entry equipment; telecommunications equipment including control units, terminals, modems, and dedicated telephone and satellite links provided by the facility to enable data transfer and access to users. Hardware acquired and maintained by users of the facility is excluded.

C. The software, including operating system software, utilities, sorts, language processors, access methods, data base processors, and similar multi-user software required by the facility for support of the facility and/or general use by users of the facility. All software acquired or maintained by users of the facility is excluded.

D. The physical facilities, including computer rooms, tape and disk libraries, stock-rooms and warehouse space, office space, and physical fixtures.

230405. Obligations. Amounts of orders placed, contracts awarded, services received, and similar transactions during a given period that will require payments during the same or a future period. Obligations are directly related to budget authority received for a given fiscal year, and the amounts of budget authority obligated are reported monthly in budget execution reports. (See [chapter 4 Volume 6](#) of this Regulation.)

230406. Service. A service is any work done by the ITF for a user or group of users.

230407. Unit of Service. A unit of service is the end product or unit used to measure the amount of service received by users. Examples of service units are central processing unit (CPU) time for a CPU service, pages printed for a printing service, direct labor hours expended to

develop a software application or checks processed for a payroll service. The unit of service selected should be an accurate unit of the dominant type of work performed by the ITF. If a single unit cannot be determined, then the possibility of dividing the work into multiple services should be considered. For example, preparing a report by an ITF can require CPU time, data storage and retrieval, and printing. Total cost for the report may involve summing costs of each required service.

230408. User. A user is an individual, organizational or functional entity that receives ITF services. A user may be internal or external to the DoD Component.

2305 IDENTIFICATION OF OBLIGATION/COST DATA

The identification and recording of obligation or cost data for ITFs shall be in accordance with [Volume 3](#) of this Regulation. Because detailed information on recording and reporting obligations and costs are contained throughout this Regulation, guidance will not be repeated here. Accounting support must be provided to ITFs so that they can identify obligation or cost data and report it when required.

2306 IDENTIFICATION AND ALLOCATION OF COSTS

230601. The identification and allocation of costs is a process by which the costs incurred by the ITF for providing its services are collected by function and related to the service unit being supported. The costs of direct functions are directly related to the service unit they support. However, an allocation process is used to properly relate indirect and G&A costs to the appropriate service units. A full description of the allocation process must be documented. A description (including a schematic) of the allocation process that shows the relationships of the various cost center indirect and G&A costs should be available for review by appropriate authority and for user understanding of the allocation process.

230602. All costs associated with the operation of an ITF shall be distributed to the appropriate service units. Charges must be equitable to resources consumed and priority requested. Dedicated services are to be identified to specific users. For multi-user services, workload measurement tools should be used to insure ITF costs are equitably charged to users for all service units consumed. Within the ITF, further breakdowns shall be made to specific cost centers. Costs within these centers should be determined within a documented cost element structure. See figure 23-1 for a breakdown of potential information technology cost elements associated with an ITF. The identification and allocation process should be established by knowledgeable and informed people who are familiar with the particular ITF operation.

230603. The identification and allocation process must be reviewed periodically to ensure that no service has been inadvertently omitted or unnecessarily included.

230604. Where appropriate, e.g., cost center or completion of a process, specific units of service shall be established to produce a rate for each type of service provided. Figure 23-2 is an example of the possible types of information technology services being performed and their related unit(s) of service and workload measurements.

230605. All direct costs associated with an ITF shall be identified to the applicable function, service and cost centers. (See paragraph 230402.A, above, figure 23-3, and [Volume 11](#) of this Regulation.)

230606. Indirect cost pools shall be established for each cost center to identify the indirect costs associated with each product or service within the cost center. These costs shall be allocated periodically based on an acceptable allocation method such as total direct costs or total direct labor costs. The allocation method applied must be documented.

230607. A G&A cost pool shall be established for an ITF. Applicable costs shall be identified to the G&A cost pool and periodically allocated based on an acceptable allocation method such as total direct and indirect costs. The allocation method applied must be documented.

230608. Indirect and G&A costs shall be evaluated periodically to verify cost type (that is, indirect or overhead), and adjust allocations to the applicable service units as necessary.

230609. A record shall be maintained to identify the users of an ITF and the services provided to each user. The total output of an ITF should be reconcilable with the work accomplished or produced by the ITF for each customer. Statements of charges or identification of ITF services to users shall be derived from records kept by the ITF. These records are needed for billing, verification of cost allocations, and for future planning and budgeting.

230610. Management control procedures for implementing this chapter are to be established and documented.

2307 RATE COMPUTATION

230701. Figure 23-4, "Information Needed to Define the Current Environment," provides some suggested actions or questions to be answered that may be helpful before beginning to develop rate computations.

230702. When developing rates, these points should be understood:

A. Services and their unit(s) of service should be easily understood by the ITF users.

B. Services should represent a significant portion of the ITF's work, and the unit(s) of service should be a valid measure of the amount of work performed.

C. Services are not limited to equipment based units. Other services, especially personnel based services, are often costly and should be identified.

D. When possible, services that are transaction or output based should be selected so that the users can easily understand them.

E. Services and the cost collection/allocation process should be reviewed periodically to insure that rates are an accurate reflection of what it costs the ITF to provide each service. Policies and procedures need to be in place to facilitate this process.

230703. Rate development should follow a sequential procedure. Identified below are five basic steps that should be taken:

A. Step 1. Identify all costs associated with the ITF. The examples, Figures 23-5 and 23-5A provide sample cost data for two ITFs; one a central design activity (CDA) and the other a data processing installation (DPI). For ease in demonstration, only one productive cost center, along with the general and administrative cost center, was identified for each and is representative of an annual period. Additionally, the cost in each productive cost center is identified by the direct and indirect amounts.

B. Step 2

1. For each productive cost center, identify the direct costs of each product and service by service unit. This is achieved by identifying the direct cost of all functions performed in support of products/ services produced and relating those costs to the service unit(s) supported. Note that the CDA has a service unit for customer direct pass through items. This includes travel, costs for testing, contractor support services, etc., performed for specific customers that should be reimbursed by the benefiting customers only.

2. Additionally, the units of work/workload should be identified since they are paramount in determining the level of resources required to support them. Initially, this may have to be estimated by informed personnel; however, after a given period of time, the information should be systematically gathered and documented from workload job accounting software packages and/or labor tracking systems as applicable. The total direct cost of each service unit and the associated units of work/workload for the DPI and CDA have now been determined. (See Figure 23-6.)

C. Step 3. Indirect costs of each productive cost center must be allocated to the service units produced/supported in that cost center. Indirect rates for this allocation process are calculated by dividing the total indirect cost by the allocation base selected. In Figure 23-7, the

allocation base selected is total direct costs for the DPI and direct labor costs for the CDA. Once the indirect rates have been calculated, they are used to allocate the indirect cost to each service unit supported within the cost centers. For the DPI, this is achieved by multiplying the total direct cost of each service unit by the indirect rate. For the CDA, this is achieved by multiplying the total direct labor costs of each service unit by the indirect rate. The example shows that the total indirect costs of \$475,000 and \$442,500 for the DPI and CDA respectively, have been fully allocated to all service units supported within each organization. The total indirect costs of each service unit/output for the DPI and CDA have now been determined.

D. Step 4. General and administrative (G&A) costs must be allocated to all services produced within the ITF. The G&A rate for this allocation process is calculated by dividing the G&A costs by the allocation base selected. In Figure 23-8, the allocation base selected for both the DPI and CDA is total direct plus indirect costs. Once the G&A rate is calculated, it is used to allocate the G&A costs to all service units provided by the ITF. This is achieved by multiplying the total direct plus indirect cost of each service unit by the G&A rate. The example shows that the total G&A costs of \$495,600 and \$403,200 for the DPI and CDA respectively, have been fully allocated to all service units supported within each organization. The total direct, indirect and G&A costs of each service unit for the DPI and CDA has now been determined.

E. Step 5. Establish the rate for each unit of service by dividing the total direct, indirect and G&A costs (Step 4) of each service unit by the associated units of customer work/workload required (Step 2). These rates incorporate the total costs of all cost centers in producing each product and service and the related service unit(s). Such rates should be verified periodically because they form the basis by which a customer is billed (in accordance with the reimbursement policy found in [volume 11](#) of this Regulation) or by which costs can be identified and allocated for planning or budgeting (e.g., operating an automated information system (AIS) within a DPI or developing and/or modernizing an AIS within a CDA). (See Figure 23-9.)

POTENTIAL COSTS ASSOCIATED WITH AN ITF

Personnel. Both civilian and military persons who manage and perform information technology (IT) functions. This includes work such as development and maintenance of computer software, operation and management of in-house data processing centers and departments, data preparation, electronic output reproduction and distribution, equipment maintenance, and contract management. It also includes persons performing IT related custodial services, security, and building maintenance. This also includes other personnel related costs for leave, holiday, fringe benefits, training, travel, and recruiting.

Equipment. Nonrecurring expenditures for acquisition and recurring costs for rental and leasing of computers, associated on-line and off-line IT equipment, and special purpose IT furniture. If the dollar value of equipment and its projected service life meet the capitalization criteria set forth in [Chapter 1 and 6](#) of this Volume, or [Volume 11B](#) of this Regulation, depreciation may be applicable.

Computer Software. Nonrecurring expenditures for acquisition, development, and conversion and recurring expenses for rental and leasing of all types of software--operating, multipurpose, and application. If the dollar value of the software and its projected life meet the capitalization criteria in [Chapter 1 and 6](#) of this Volume, or [Volume 11B](#) of this Regulation, depreciation may be applicable.

Space Occupancy. Funded and unfunded costs for (1) rental and lease of buildings and general office furniture, (2) building maintenance, (3) regular telephone service and utilities, and (4) custodial services and security.

Supplies. Expenditures for non-capital office supplies and general and special purpose data processing materials. Special purpose supplies are those prepared for one or a few applications. IT data storage media may be considered either supplies or items of equipment.

Contracted Services. Expenditures and contracting expenses for:

(1) Technical and consulting services for agency-operated computer facilities and equipment, including equipment maintenance; security and custodial services for computer facilities; finance and accounting; and advice on the acquisition, selection, and use of computer facilities or software.

(2) Computer system services and off-line equipment services such as key data entry, report reproduction, and testing.

(3) Analysis, design, programming, documentation, and testing for development, modification, conversion, and maintenance of computer software.

(4) Data communications network services, associated telecommunications line charges, channel lease and rental, equipment rental and maintenance, and telecommunications system analysis and design.

Services from Other Units or Agencies. The costs of other governmental agencies or organizational elements for those services cited under "Contracted Services," above.

Intra-agency Services and Overhead. The costs of normal agency support services and overhead, either billed or allocated, and the costs of central ADP management, policy, and procurement services.

FIGURE 23-1

EXAMPLES OF COST CENTERS, SERVICES AND UNITS OF SERVICE**COST CENTER A IBM PROCESSING:**

PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	WORKLOAD MEASURE
IBM PROCESSING	CPU TIME	HOURS
	DASD	MEGABYTES PER DAY
	TAPE MAINT	PER MOUNT
	PAGES PRINTED	PER PAGE

COST CENTER #1 SOFTWARE DEVELOPMENT/MODERNIZATION:

PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	WORKLOAD MEASURE
SENIOR ANALYST	DIRECT LABOR HOURS	PER HOUR
ANALYST	DIRECT LABOR HOURS	PER HOUR
PROGRAMMER	DIRECT LABOR HOURS	PER HOUR
DIRECT CUSTOMER SUPPORT	DIRECT COSTS	DIRECT COST

FIGURE 23-2

TYPES OF COSTS ASSOCIATED WITH OPERATING AN ITF**(See Volume 11)**Direct civilian labor

- (1) Payroll costs
- (2) Leave or holiday costs
- (3) Funded fringe benefit costs
- (4) Unfunded fringe benefit costs

Indirect civilian labor

- (1) Payroll costs
- (2) Leave or holiday costs
- (3) Funded fringe benefit costs
- (4) Unfunded fringe benefit costs

Direct military labor

- (1) Payroll costs
- (2) Leave and holiday costs
- (3) Other support cost factors

Indirect military labor

- (1) Payroll costs
- (2) Leave and holiday costs
- (3) Other support cost factors

Use of DoD assets

- (1) Asset use charge
- (2) Depreciation on investments
- (3) Interest on investment in assets

Contractor support servicesRental and leasesEquipment maintenanceTemporary duty costsSoftware maintenanceSupplies and materialsUtilitiesBuilding servicesTelephoneTravelTraining

FIGURE 23-3

INFORMATION NEEDED TO DEFINE THE CURRENT ENVIRONMENT

1. Describe the ITF hardware and software configuration.
2. Provide an organization chart that identify the lowest organizational entity within the activity.
3. List of functions performed by organizational entity.
4. Describe the various types of processing done (local applications, batch, on-line, real-time, etc.).
5. What are the staffing levels for the ITF (number of management personnel, programmers, analysts, operators, etc.)?
6. Provide an inventory listing of the ITF's hardware and software.
7. Explain how the ITF supports the various components within the agency, and provide numbers for the various types of users within each component.
8. Identify the products and services provided.
9. Does the ITF provide services to any outside users? If so, how many outside users are there and what percentage of the ITF workload does each comprise?
10. Identify customers and whether the ITF is being reimbursed by them for services provided. If yes, identify the amount by customer.
11. Have IT/ITF costs been isolated within the budget? To what level of detail?
12. What type of capacity planning currently is done? What are workload estimates based on? How often are these estimates updated?
13. Identify the prior year actual operating cost and any approved programmed budget changes.
14. Ascertain whether hardware/software is owned or leased.
15. Identify the workload measurement tools to collect the applicable utilization data, e.g. labor distribution system for a design activity.

FIGURE 23-4
EXAMPLE: RATE COMPUTATION

STEP 1: IDENTIFY THE TOTAL COST OF THE ITF BY COST CENTER

CENTRAL DESIGN ACTIVITY:

COST ELEMENTS	TOTAL COSTS	COST CENTER #1 SOFTWARE DEV/MOD DIRECT	COST CENTER #1 SOFTWARE DEV/MOD INDIRECT	COST CENTER #2 GENERAL AND ADMIN OVERHEAD
LABOR	\$2,153,800	\$1,500,000	\$350,000	\$303,800
MATERIALS & SUPPLIES	101,700	75,000	15,000	11,700
TRAVEL	143,400	100,000	20,000	23,400
CONTRACTUAL SERVICES	358,400	250,000	50,000	58,400
DEPRECIATION	8,500	0	5,000	3,500
EQUIPMENT	14,900	10,000	2,500	2,400
TOTAL	\$2,780,700	\$1,935,000	\$442,500	\$403,200

FIGURE 23-5

DATA PROCESSING INSTALLATION:

COST ELEMENTS	TOTAL COSTS	COST CENTER A IBM PROCESSING DIRECT	COST CENTER A IBM PROCESSING INDIRECT	COST CENTER B GENERAL AND ADMIN OVERHEAD
LABOR	\$1,821,500	\$1,175,000	\$300,000	\$346,500
MATERIALS & SUPPLIES	288,300	250,000	25,000	13,300
TRAVEL	71,600	25,000	20,000	26,600
CONTRACTUAL SERVICES	746,600	580,000	100,000	66,600
DEPRECIATION	199,000	175,000	20,000	4,000
EQUIPMENT	42,600	30,000	10,000	2,600
TOTAL	\$3,169,600	\$2,235,000	\$475,000	\$459,600

FIGURE 23-5A

EXAMPLE: COMPUTATION OF SERVICE UNIT RATE

STEP 2: IDENTIFY DIRECT COST AND THE RELATED UNITS OF WORK BY BILLABLE SERVICE UNIT

ITF	PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	DIRECT LABOR COSTS	DIRECT NON- LABOR COSTS	TOTAL DIRECT COSTS	UNITS OF WORK/ WORKLOAD
DPI CC A	IBM PROCESSING	CPU TIME	\$550,000	\$475,000	\$1,025,000	10,800
		DASD	350,000	290,000	640,000	610,000,000
		TAPE MOUNTS	150,000	125,000	275,000	157,016
		PAGES PRINTED	125,000	170,000	295,000	26,940,333
TOTAL DPI			\$1,175,000	\$1,060,000	\$2,235,000	
CDA CC #1	SOFTWARE DEV/MOD- SR ANALYST	DIRECT LABOR HOURS	\$770,000	\$	\$770,000	17,942
	SOFTWARE DEV/MOD- PROGRAMME R ANALYST	DIRECT LABOR HOURS	480,000		480,000	15,145
	SOFTWARE DEV/MOD- PROGRAMME R	DIRECT LABOR HOURS	250,000		250,000	10,518
	DIRECT PASS THROUGH ITEMS	DIRECT COST		435,000	435,000	435,000
TOTAL CDA			\$1,500,000	\$435,000	\$1,935,000	

FIGURE 23-6

EXAMPLE: COMPUTATION OF SERVICE UNIT RATES

STEP 3: COMPUTE INDIRECT RATES FOR EACH COST CENTER AND ALLOCATE INDIRECT COSTS

INDIRECT RATE:

DPI = INDIRECT COSTS / DIRECT LABOR COSTS

COST CENTER A = \$475,000 / \$2,235,000
= 21.253%

CDA = INDIRECT COSTS / DIRECT LABOR COSTS

COST CENTER #1 = \$442,500 / \$1,500,000
= 29.50%

ITF	PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	DIRECT COSTS/ LABOR	COST CENTER A @ 21.253%	COST CENTER #1 @ 29.500%
DPI CC A	IBM PROCESSING	CPU TIME	\$1,025,000	\$217,841	
		DASD	640,000	136,018	
		TAPE MOUNTS	275,000	58,445	
		PAGES PRINTED	295,000	62,696	
TOTAL DPI			\$2,235,000	\$475,000	\$0
CDA	SOFTWARE DEV/MOD- SR ANALYST	DIRECT LABOR HOURS	\$770,000		\$227,150
	SOFTWARE DEV/MOD- PROGRAMMER ANALYST	DIRECT LABOR HOURS	480,000		141,600
	SOFTWARE DEV/MOD- PROGRAMMER	DIRECT LABOR HOURS	250,000		73,750
TOTAL CDA			\$1,500,000	\$0	\$442,500

FIGURE 23-7

EXAMPLE:4 COMPUTATION OF SERVICE UNIT RATE

STEP 4: COMPUTE GENERAL AND ADMINISTRATIVE (G&A) RATE AND ALLOCATE G&A COSTS

G & A RATE = G&A COSTS / TOTAL DIRECT + INDIRECT COST

DPI = \$459,600 / (\$2,235,000 + 475,000)
 = \$459,600 / \$2,710,00
 = 16.959%

CDA = \$403,200 / (\$1,935,000 + \$442,500)
 = \$403,200 / \$2,377,500
 = 16.959%

ITF	PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	TOTAL DIRECT COSTS	INDIRECT COSTS	TOTAL DIRECT + INDIRECT	G&A @ 16.959%	TOTAL DIRECT INDIRECT AND G&A
DPI	IBM PROCESSING	CPU TIME	\$1,025,000	\$217,841	\$1,242,841	\$210,779	\$1,453,260
		DASD	640,000	136,018	776,018	131,608	907,626
		TAPE MOUNTS	275,000	58,445	333,445	56,550	389,995
		PAGES PRINTED	295,000	62,696	357,696	60,663	418,359
TOTAL DPI			\$2,235,000	\$475,000	\$2,710,000	\$459,600	\$3,169,600
CDA	SR ANALYST	DIRECT LABOR HRS	\$770,000	\$227,150	\$997,150	\$169,106	\$1,166,256
	PROGRAMMER ANALYST	DIRECT LABOR HRS	480,000	141,600	621,600	105,417	727,017
	PROGRAMMER	DIRECT LABOR HRS	250,000	73,750	323,750	54,905	378,655
	DIRECT CUST SUPPT	DIRECT COST	435,000	0	435,000	73,772	508,772
TOTAL			\$1,935,000	\$442,500	\$2,377,500	\$403,200	\$2,780,700

FIGURE 23-8

EXAMPLE: COMPUTATION OF SERVICE UNIT RATE

STEP 5: COMPUTE THE SERVICE UNIT RATES

ITF	PRODUCTS/ SERVICES	BILLABLE SERVICE UNITS	WORKLOAD MEASURE	UNITS OF WORK/ WORKLOAD	TOTAL DIRECT, INDIRECT AND G&A COSTS	SERVICE UNIT RATE
DPI	IBM PROCESSING	CPU TIME	HOURS	10,800	\$1,453,620	\$134.5944
		DASD	MEGABYTES PER DAY	610,000,000	907,626	.0015
		TAPE MOUNTS	PER MOUNT	157,016	389,995	2.4838
		PAGES PRINTED	PER PAGE	26,940,333	418,359	.0155
TOTAL DPI				\$3,169,600		
CDA	SENIOR ANALYST	DIRECT LABOR HOURS	PER HOUR	17,942	\$1,166,256	\$65.0014
	PROGRAMMER ANALYST	DIRECT LABOR HOURS	PER HOUR	15,145	727,017	48.0038
	PROGRAMMER	DIRECT LABOR HOURS	PER HOUR	10,518	378,655	36.0007
	DIRECT CUSTOMER SUPPORT	DIRECT COST	PER HOUR	435,000	508,772	1.1696
TOTAL CDA				\$2,780,700		

FIGURE 23-9