

REPLY TO  
ATTENTION OFDEPARTMENT OF THE ARMY  
DEPUTY CHIEF OF STAFF, G-8  
700 ARMY PENTAGON  
WASHINGTON DC 20310-0700  
HSA-JCSG-D-05-426

DAPR-ZB

MEMORANDUM FOR OSD BRAC Clearinghouse

SUBJECT: Tasker 0443 re: Inquiry from Senator Rodham-Clinton (NY)

1. Reference e-Mail from Mr. Charlie Perham,  
[Charlie\\_Perham@clinton.senate.gov](mailto:Charlie_Perham@clinton.senate.gov), 29 June 2005.

2. Issues/Questions:

We need your help to obtain the criteria used by the JCSG to determine the military value rankings of the DFAS network. The calculus used to get to obtain these values is essential to review of the recommendations."

3. Response: The following information is provided in response to the inquiry regarding the DFAS Military Value Analysis:

- a. A copy of the DFAS Military Value Scoring Plan, enclosure 1.
- b. An EXCEL spreadsheet that replicates the military value model associated with the DFAS Military Value Scoring Plan, enclosure 2.
- c. A spread sheet containing the input data used to obtain the DFAS military value results briefed to the HSA JCSG members on 5 April 2005, enclosure 3.

4. Coordination: N/A

3 Enclosures  
As stated

CARLA K. COULSON  
COL, GS  
Deputy Director, Headquarters and  
Support Activities JCSG

## DFAS

**1. Scope.** This model will cover the Defense Finance and Accounting Service (DFAS) organization encompassing its 24 Central and Field Sites, at 30 locations, performing finance and accounting functions within the United States. The DFAS sites in Europe and Japan are not included in this effort. However, consideration will be given to workload realignments from Europe or Japan to the United States. As appropriate, this effort also includes F&A functions performed by Washington Headquarters Services (WHS) that are being transferred to DFAS and Defense Intelligence Agency (DIA) F&A functions under consideration for transfer to DFAS. Note: DFAS activities providing local finance and accounting (F&A) support to DoD organizations will be included in the Local F&A military value model.

**2. Assumptions.**

- a. Analysis will identify closure/realignment candidates. Major Administrative & HQ models may identify other candidates.
- b. Analysis will identify which functions (business lines) and corporate activities could combine.
- c. Analysis may reveal transformational opportunities.
- d. Locations with direct access to high-capacity Defense Information Systems Network (DISN) network services are more desirable than those without.
- e. Surrounding communities embody a beneficial quality of life that will be sustained.

**3. Military Value Scoring Plan.**

Criterion/Attribute/Metric/Question	Rationale	Weight
<b>Criterion 1</b> The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.	This criterion was given the highest weight, because a secure (AT/FP) environment and a skilled workforce are deemed most important in ensuring uninterrupted service to the DoD.	40%
<b>Attribute 1</b> Secure Facilities/Survivability	Attribute 1, given the highest ranking, relative to Attribute 2, because a secure facility is key to ensuring that DFAS work can be accomplished under any circumstance.	20%
<b>Metric 1</b> On a DoD owned installation? Yes/No. On a DoD owned installation is preferable	<b>Range</b>	15%
	0 - 1	
	<b>Scoring Plan</b>	
	1= Yes 0 = No	
	<b>Function</b>	
	Binary	
	Metric 1 is ranked higher than Metric 2 because a facility located on an actively protected DoD installation is expected to provide the safest environment to accomplish the DFAS mission.	
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify if the site is on a DoD owned installation with a controlled perimeter. (See Amplification.) (DOD#: 1918).		

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Criterion/Attribute/Metric/Question	Rationale			Weight
	Range	Scoring Plan	Function	
<p><b>Metric 2</b> Terrorist Threat Assessment Rating (Low, Low/Moderate, Moderate, High). Rating has seven separate assessments. Each assessment will be assigned a point value (Low=1 point; Low/Moderate=2 points; Moderate=3 points; High=4 points). From this, total point values for each location were determined. If the total points added to:</p> <p>Less than 11 - Overall Rating was Low 11 to 17 - Overall Rating was Low/Moderate 18 to 24 - Overall Rating was Moderate 25 and Above - Overall Rating was High</p>	1-4	Low = 1; Low/Moderate = 2; Moderate = 3; High = 4.	Linear	5%
<p>Metric 2 is weighted less than Metric 1, because differentiating between on or off a DoD installation (Metric 1) is deemed the first and the more important step in defining a site's survivability. Metric 2 is used to further delineate the threat assessment of each DFAS facility.</p>				
<p><b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify the terrorist threat assessment rating (See Amplification) based on threat assessment intelligence and DSHARPP analysis for (a) personnel attacks, (b) conventional explosive attack, (c) arson, (d) hostage situation, (e) weapons of mass destruction, (f) theft, and (g) other. (DOD#: 1902).</p>				
<p><b>Attribute 2</b> Workforce</p>	Attribute 2 is ranked second in weight because an adequate/skilled workforce pool is necessary to ensure DFAS's overall success in meeting DoD requirements.			15%
<p><b>Metric 1</b> Hiring. Measured in days, average amount of time to fill vacancies from outside of DFAS. Less time to fill vacancy is better.</p>	min - max	Highest value = 0.0 – Lowest value = 1.0	Linear decreasing	7%
<p>Metric 1 is weighted higher than Metric 2, because a basic element in accomplishing mission/workload is the availability of the correct mix of employees/skills to fill vacancies.</p>				
<p><b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify the average hiring time (number of days – See Amplification) for external fill actions as of FY03, for the GS 500 series positions. (DOD#: 1903).</p>				
<p><b>Metric 2</b> Local Population Workforce Pool. A larger available workforce pool is preferable; Range = If not listed on Dept. of Labor MSA/PMSA workforce listing – site receives a zero, after that sites will be ranked based on min to max.</p>	min – max	Lowest value or non-listing = 0.0 – Highest value = 1.0	Linear increasing	5%
<p>Metric 2 is weighted lower than Metric 1 because this metric is intended to identify the local geographical area's ability to support employment requirements.</p>				
<p><b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify the total workforce pool as indicated in Dept of Labor Workforce Listing (See amplification). (DOD#: 77003).</p>				
<p><b>Metric 3</b> One-of-a-Kind Corporate Process Application(s). Credit will be given for one or more one-of-a-kind corporate process applications; Yes = 1; No= 0. Note: One-of-a-kind Corporate Process Application is defined as a corporate process application, which resides at one and only one place. It is not a locally developed stand-alone support system.</p>	0 – 1	1= Yes 0 = No	Binary	3%
<p>Metric 3 ranked below Metric 1 and 2 respectively, because this metric focuses on workforce considerations associated with one-of-a-kind corporate process applications. The specialized/ skilled workforce issue needs to be recognized in the ranking process and appropriately considered in any relocation decisions.</p>				
<p><b>Question 1</b> For DFAS Central and Field Sites Only. For each location and function as of FY03, identify any one-of-a-kind corporate process applications. (DOD#: 1904, 1906, 1919, 1920, 1921, 1922, 1923, 1924, 1925, 1926, 1927, 1928, 1929, 1930, 1931, 1932, 1933, 1934, 1935, 1936, 1937, 1938, 1939, 1940, 1941, 1942, 1943, 1944).</p>				

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Criterion/Attribute/Metric/Question	Rationale			Weight
<b>Attribute 3</b> Network Services	Attribute 3 is ranked third in priority order, because current Communications/Information Technology (COMM/IT) is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.			5%
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	5%
	0 – 1	1= Yes 0 = No	Binary	
Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.				
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).				
<b>Criterion 2</b> The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.	This criterion is weighed third after Criteria 1 and 4. The focus of this weight is the condition of facilities and a locations' ability to support DoD IT enterprise architecture.			17%
<b>Attribute 1</b> Facility Condition	Attribute 1 is given the highest rating to recognize the importance of a facility's condition.			14%
<b>Metric 1</b> Facility Condition Assessment Rating (Red, Amber, Green). A Green rating is preferable; Green=1; Amber=.6; Red=0.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	14%
	Green, Amber, Red	Green=1, Amber=.6, Red=0	Non-linear	
See above. (Note: DFAS uses three levels – Red, Yellow, and Green – which are tied to estimated cost ranges.)				
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location as of FY03, identify the Facility Condition Assessment Rating based on DFAS FAC Codes – Red, Amber, and Green (See Amplification). (DOD#: 1945).				
<b>Attribute 2</b> Network Services	Attribute 2 is ranked slightly lower in priority order, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and future application benefits.			3%
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	3%
	0 – 1	1= Yes 0 = No	Binary	
Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.				
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).				

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Criterion/Attribute/Metric/Question	Rationale			Weight
<b>Criterion 3</b> The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	Criterion 3 is given the least weight, because inherently DFAS has the basic capability to support DoD mobilization and contingency requirements. Thus the greatest weight has been placed on criteria 1, 4 and 2 respectively. Criterion 3 is weighted slightly less than 2 because it is anticipated that an adequate/skilled workforce pool and new/improved automated systems and other IT tools under the auspices of the Business Modernization Management Program (BMMP) will positively affect the future state of DFAS in regard to their support of mobilization, contingency and future force requirements			12%
<b>Attribute 1</b> Workforce	Attribute 1 is ranked highest in weight because an adequate/skilled workforce pool is necessary to ensure DFAS's overall success in meeting DoD requirements.			7%
<b>Metric 1</b> Local Population Workforce Pool. A larger available workforce pool is preferable; Range = If not listed on Dept. of Labor MSA/PMSA workforce listing – site receives a zero, after that sites will be ranked based on min to max.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	7%
	min –max	Lowest value or non-listing = 0.0 – Highest value = 1.0	Linear increasing	
This metric is intended to identify the surrounding areas ability to provide a workforce with basic skills necessary to accomplish DFAS mission. It is ranked slightly higher than Network Services because Network Services is duplicated under Criteria 1 and 2.				
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify the total workforce pool as indicated in Dept of Labor Workforce Listing (See amplification). (DOD#: 77003).				
<b>Attribute 2</b> Network Services	Attribute 2 is ranked slightly lower in weight than Attribute 1, Workforce, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.			5%
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	5%
	0 – 1	1= Yes 0 = No	Binary	
Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct backbone access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.				
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).				
<b>Criterion 4</b> The cost of operations and the manpower implications.	This criterion was given the second highest weight because one of the elements for DFAS's continued success is their ability to provide support to DoD at reasonable rates			31%
<b>Attribute 1</b> Operating Costs	The weighting scheme for this attribute is designed with emphasis on operating costs.			31%
<b>Metric 1</b> Operating Cost per square foot. A lower cost per square foot is better.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	20%
	min –max	Highest value = 0.0 – Lowest value call = 1.0	Linear decreasing	
Metric 1 is ranked higher than Metric 2 because it is felt that the most important cost driver, of the two, is the operating cost per square foot.				
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location as of FY03, identify the operating cost per square foot for each DFAS Central and Field Site and identify source of information (See Amplification). (DOD#: 1946).				

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Criterion/Attribute/Metric/Question	Rationale			Weight
<b>Metric 2</b> Locality Pay. A lower percentage is better.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	11%
	1.0 – 0.0	Highest value = 0.0 – Lowest value call = 1.0	Linear decreasing	
Metric 2 is ranked lower than Metric 1 because it is felt that the most important cost driver of the two is the operating cost per square foot – followed by the local cost of living as provided by targeted locations.				
<b>Question 1</b> For DFAS Central and Field Sites Only. What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).				

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Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight
MV Score	Location	On a DoD Owned Installation?	15% Assessment	Terrorist Threat	5% Hiring	7% Hiring	Local Population Workforce Pool (1)	5% Hiring	One-of-a-Kind Corp. Process Applications	3% DISN Point of Presence (1)	5% Hiring	DISN Point of Presence (1)	5% Hiring
0.433	Arlington	N	0	Low	0.05	44.2	0.05013	2901.1	0.05	NO	0	Y	0.05
0.559	Charleston	N	0	Low	0.05	23.7	0.061768	310.5	0.005351	NO	0	Y	0.05
0.633	Cleveland	N	0	Low	0.05	9.8	0.069659	1115.8	0.019231	YES	0.03	Y	0.05
0.725	Columbus	Y	0.15	Low	0.05	22.1	0.062676	882.6	0.015211	YES	0.03	Y	0.05
0.644	Dayton	N	0	Low	0.05	23.9	0.061655	464.3	0.008002	NO	0	Y	0.05
0.856	Denver	Y	0.15	Low	0.05	10.8	0.069092	1268.6	0.021864	YES	0.03	Y	0.05
0.688	Indianapolis	N	0	Low/Moderate	0.03335	13.2	0.067729	904.9	0.015596	YES	0.03	Y	0.05
0.493	Kansas City	N	0	Low	0.05	132.5	0	1017.1	0.01753	YES	0.03	Y	0.05
0.789	Lawton	Y	0.15	Low	0.05	21.7	0.062903	42.8	0.000738	NO	0	Y	0.05
0.543	Lexington	N	0	Low	0.05	24.3	0.061427	261.6	0.004509	NO	0	N	0
0.548	Limestone	N	0	Low	0.05	9.2	0.07	0	0	NO	0	Y	0.05
0.821	Norfolk Naval Station	Y	0.15	Low	0.05	33.2	0.056375	809.5	0.013952	YES	0.03	Y	0.05
0.295	Oakland	N	0	Low/Moderate	0.03335	21.4	0.063074	1258.5	0.02169	NO	0	N	0
0.690	Omaha	Y	0.15	Low/Moderate	0.03335	28.7	0.058929	413	0.007118	NO	0	Y	0.05
0.581	Orlando	N	0	Low	0.05	17.9	0.065061	992.9	0.017112	NO	0	Y	0.05
0.587	Pacific Ford Island	Y	0.15	Low	0.05	20.8	0.063414	443.1	0.007637	NO	0	Y	0.05
0.565	Patuxent River	N	0	Low	0.05	21.4	0.063074	0	0	NO	0	Y	0.05
0.727	Pensacola Naval Air Station	Y	0.15	Low	0.05	18.8	0.06455	185.3	0.003194	YES	0.03	Y	0.05
0.813	Pensacola Saufley Field	Y	0.15	Low/Moderate	0.03335	18.8	0.06455	185.3	0.003194	NO	0	Y	0.05
0.853	Rock Island	Y	0.15	Low	0.05	16	0.066139	187.2	0.003226	YES	0.03	Y	0.05
0.547	Rome	N	0	Low	0.05	27.4	0.059667	142	0.002447	NO	0	Y	0.05
0.621	San Antonio	N	0	Moderate	0.01665	21.4	0.063074	833.9	0.014372	NO	0	Y	0.05
0.500	San Bernardino	N	0	Low	0.05	48.2	0.047859	1725.9	0.029746	NO	0	Y	0.05
0.631	San Diego	N	0	Low	0.05	12.8	0.067956	1504.1	0.025923	NO	0	Y	0.05
0.441	Seaside	N	0	Low	0.05	21	0.063301	201.8	0.003478	NO	0	N	0
0.670	St Louis	N	0	Low/Moderate	0.03335	19.5	0.064152	1399.6	0.024122	NO	0	Y	0.05

Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight
MV Score		Facility Condition Assessment Rating	14%	DISN Point of Presence (2)	3%	Local Population Workforce Pool (3)	7%	DISN Point of Presence (3)	5%	Operating Costs Per Sq. Ft.	20%	Locality Pay	11%
0.433	Arlington	Red	0	Y	0.03	2901.1	0.07	Y	0.05	44.76	0.00169	14.63	0.080901
0.559	Charleston	Red	0	Y	0.03	310.5	0.007492	Y	0.05	3.8	0.193991	10.9	0.11
0.633	Cleveland	Green	0.14	Y	0.03	1115.8	0.026923	Y	0.05	29.21	0.074695	13.14	0.092525
0.725	Columbus	Red	0	Y	0.03	882.6	0.021296	Y	0.05	8.27	0.173005	13.14	0.092525
0.644	Dayton	Amber	0.084	Y	0.03	464.3	0.011203	Y	0.05	2.91	0.198169	12.03	0.101184
0.856	Denver	Green	0.14	Y	0.03	1268.6	0.03061	Y	0.05	9.15	0.168873	16.66	0.065064
0.688	Indianapolis	Green	0.14	Y	0.03	904.9	0.021834	Y	0.05	14.96	0.141596	11.11	0.108362
0.493	Kansas City	Red	0	Y	0.03	1017.1	0.024541	Y	0.05	16.21	0.135728	11.54	0.105007
0.789	Lawton	Amber	0.084	Y	0.03	42.8	0.001033	Y	0.05	2.52	0.2	10.9	0.11
0.543	Lexington	Green	0.14	N	0	261.6	0.006312	N	0	8.74	0.170798	10.9	0.11
0.548	Limestone	Red	0	Y	0.03	0	0	Y	0.05	4.98	0.188451	10.9	0.11
0.821	Norfolk Naval Station	Amber	0.084	Y	0.03	809.5	0.019532	Y	0.05	7.47	0.176761	10.9	0.11
0.295	Oakland	Green	0.14	N	0	1258.5	0.030366	N	0	45.12	0	24.21	0.006163
0.690	Omaha	Red	0	Y	0.03	413	0.009965	Y	0.05	4.45	0.190939	10.9	0.11
0.581	Orlando	Red	0	Y	0.03	992.9	0.023957	Y	0.05	5.75	0.184836	10.93	0.109766
0.587	Pacific Ford Island	Red	0	Y	0.03	443.1	0.010691	Y	0.05	7.72	0.175587	25	0
0.565	Patuxent River	Green	0.14	Y	0.03	0	0	Y	0.05	23.66	0.100751	14.63	0.080901
0.727	Pensacola Naval Air Station	Red	0	Y	0.03	185.3	0.004471	Y	0.05	5.7	0.18507	10.9	0.11
0.813	Pensacola Saufley Field	Green	0.14	Y	0.03	185.3	0.004471	Y	0.05	7.38	0.177183	10.9	0.11
0.853	Rock Island	Green	0.14	Y	0.03	187.2	0.004517	Y	0.05	9.03	0.169437	10.9	0.11
0.547	Rome	Red	0	Y	0.03	142	0.003426	Y	0.05	4.26	0.191831	10.9	0.11
0.621	San Antonio	Green	0.14	Y	0.03	833.9	0.020121	Y	0.05	18.2	0.126385	10.9	0.11
0.500	San Bernardino	Red	0	Y	0.03	1725.9	0.041644	Y	0.05	10.61	0.162019	20.05	0.038617
0.631	San Diego	Green	0.14	Y	0.03	1504.1	0.036292	Y	0.05	21.2	0.1123	16.16	0.068965
0.441	Seaside	Green	0.14	N	0	201.8	0.004869	N	0	8.23	0.173192	24.21	0.006163
0.670	St Louis	Green	0.14	Y	0.03	1399.6	0.033771	Y	0.05	15.93	0.137042	11.27	0.107113

Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight			
MV Score		Location		On a DoD Owned Installation?	15%	Terrorist Threat Assessment		5% Hiring		7% Local Population Workforce Pool (1)		5% One-of-a-Kind Corp. Process Applications		3% DISN Point of Presence (1)		5%
0.433	Arlington	N	0	Low	0.05	44.2	0.05013	2901.1	0.05	NO	0	Y	0.05			
0.559	Charleston	N	0	Low	0.05	23.7	0.061768	310.5	0.005351	NO	0	Y	0.05			
0.633	Cleveland	N	0	Low	0.05	9.8	0.069659	1115.8	0.019231	YES	0.03	Y	0.05			
0.725	Columbus	Y	0.15	Low	0.05	22.1	0.062676	882.6	0.015211	YES	0.03	Y	0.05			
0.644	Dayton	N	0	Low	0.05	23.9	0.061655	464.3	0.008002	NO	0	Y	0.05			
0.856	Denver	Y	0.15	Low	0.05	10.8	0.069092	1268.6	0.021864	YES	0.03	Y	0.05			
0.688	Indianapolis	N	0	Low/Moderate	0.03335	13.2	0.067729	904.9	0.015596	YES	0.03	Y	0.05			
0.493	Kansas City	N	0	Low	0.05	132.5	0	1017.1	0.01753	YES	0.03	Y	0.05			
0.789	Lawton	Y	0.15	Low	0.05	21.7	0.062903	42.8	0.000738	NO	0	Y	0.05			
0.543	Lexington	N	0	Low	0.05	24.3	0.061427	261.6	0.004509	NO	0	N	0			
0.548	Limestone	N	0	Low	0.05	9.2	0.07	0	0	NO	0	Y	0.05			
0.821	Norfolk Naval Station	Y	0.15	Low	0.05	33.2	0.056375	809.5	0.013952	YES	0.03	Y	0.05			
0.295	Oakland	N	0	Low/Moderate	0.03335	21.4	0.063074	1258.5	0.02169	NO	0	N	0			
0.690	Omaha	Y	0.15	Low/Moderate	0.03335	28.7	0.058929	413	0.007118	NO	0	Y	0.05			
0.581	Orlando	N	0	Low	0.05	17.9	0.065061	992.9	0.017112	NO	0	Y	0.05			
0.587	Pacific Ford Island	Y	0.15	Low	0.05	20.8	0.063414	443.1	0.007637	NO	0	Y	0.05			
0.565	Patuxent River	N	0	Low	0.05	21.4	0.063074	0	0	NO	0	Y	0.05			
0.727	Pensacola Naval Air Station	Y	0.15	Low	0.05	18.8	0.06455	185.3	0.003194	YES	0.03	Y	0.05			
0.813	Pensacola Saufley Field	Y	0.15	Low/Moderate	0.03335	18.8	0.06455	185.3	0.003194	NO	0	Y	0.05			
0.853	Rock Island	Y	0.15	Low	0.05	16	0.066139	187.2	0.003226	YES	0.03	Y	0.05			
0.547	Rome	N	0	Low	0.05	27.4	0.059667	142	0.002447	NO	0	Y	0.05			
0.621	San Antonio	N	0	Moderate	0.01665	21.4	0.063074	833.9	0.014372	NO	0	Y	0.05			
0.500	San Bernardino	N	0	Low	0.05	48.2	0.047859	1725.9	0.029746	NO	0	Y	0.05			
0.631	San Diego	N	0	Low	0.05	12.8	0.067956	1504.1	0.025923	NO	0	Y	0.05			
0.441	Seaside	N	0	Low	0.05	21	0.063301	201.8	0.003478	NO	0	N	0			
0.670	St Louis	N	0	Low/Moderate	0.03335	19.5	0.064152	1399.6	0.024122	NO	0	Y	0.05			

Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight	Metric Name	Metric Weight		
MV Score		Facility Condition Assessment Rating	14%	DISN Point of Presence (2)	3%	Local Population Workforce Pool (3)	7%	DISN Point of Presence (3)	5%	Operating Costs Per Sq. Ft.	20%	Locality Pay	11%
0.433	Arlington	Red	0	Y	0.03	2901.1	0.07	Y	0.05	44.76	0.00169	14.63	0.080901
0.559	Charleston	Red	0	Y	0.03	310.5	0.007492	Y	0.05	3.8	0.193991	10.9	0.11
0.633	Cleveland	Green	0.14	Y	0.03	1115.8	0.026923	Y	0.05	29.21	0.074695	13.14	0.092525
0.725	Columbus	Red	0	Y	0.03	882.6	0.021296	Y	0.05	8.27	0.173005	13.14	0.092525
0.644	Dayton	Amber	0.084	Y	0.03	464.3	0.011203	Y	0.05	2.91	0.198169	12.03	0.101184
0.856	Denver	Green	0.14	Y	0.03	1268.6	0.03061	Y	0.05	9.15	0.168873	16.66	0.065064
0.688	Indianapolis	Green	0.14	Y	0.03	904.9	0.021834	Y	0.05	14.96	0.141596	11.11	0.108362
0.493	Kansas City	Red	0	Y	0.03	1017.1	0.024541	Y	0.05	16.21	0.135728	11.54	0.105007
0.789	Lawton	Amber	0.084	Y	0.03	42.8	0.001033	Y	0.05	2.52	0.2	10.9	0.11
0.543	Lexington	Green	0.14	N	0	261.6	0.006312	N	0	8.74	0.170798	10.9	0.11
0.548	Limestone	Red	0	Y	0.03	0	0	Y	0.05	4.98	0.188451	10.9	0.11
0.821	Norfolk Naval Station	Amber	0.084	Y	0.03	809.5	0.019532	Y	0.05	7.47	0.176761	10.9	0.11
0.295	Oakland	Green	0.14	N	0	1258.5	0.030366	N	0	45.12	0	24.21	0.006163
0.690	Omaha	Red	0	Y	0.03	413	0.009965	Y	0.05	4.45	0.190939	10.9	0.11
0.581	Orlando	Red	0	Y	0.03	992.9	0.023957	Y	0.05	5.75	0.184836	10.93	0.109766
0.587	Pacific Ford Island	Red	0	Y	0.03	443.1	0.010691	Y	0.05	7.72	0.175587	25	0
0.565	Patuxent River	Green	0.14	Y	0.03	0	0	Y	0.05	23.66	0.100751	14.63	0.080901
0.727	Pensacola Naval Air Station	Red	0	Y	0.03	185.3	0.004471	Y	0.05	5.7	0.18507	10.9	0.11
0.813	Pensacola Sauffley Field	Green	0.14	Y	0.03	185.3	0.004471	Y	0.05	7.38	0.177183	10.9	0.11
0.853	Rock Island	Green	0.14	Y	0.03	187.2	0.004517	Y	0.05	9.03	0.169437	10.9	0.11
0.547	Rome	Red	0	Y	0.03	142	0.003426	Y	0.05	4.26	0.191831	10.9	0.11
0.621	San Antonio	Green	0.14	Y	0.03	833.9	0.020121	Y	0.05	18.2	0.126385	10.9	0.11
0.500	San Bernardino	Red	0	Y	0.03	1725.9	0.041644	Y	0.05	10.61	0.162019	20.05	0.038617
0.631	San Diego	Green	0.14	Y	0.03	1504.1	0.036292	Y	0.05	21.2	0.1123	16.16	0.068965
0.441	Seaside	Green	0.14	N	0	201.8	0.004869	N	0	8.23	0.173192	24.21	0.006163
0.670	St Louis	Green	0.14	Y	0.03	1399.6	0.033771	Y	0.05	15.93	0.137042	11.27	0.107113

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NAME	Facility Condition Assessment Rating	Locality Pay	Operating Costs Per Sq. Ft.	Hiring	One-of-a-Kind Corp. Process Applications	Local Population Workforce Pool (1)	Local Population Workforce Pool (3)	Terrorist Threat Assessment	On a DoD Owned Installation?	DISN Point of Presence (1)	DISN Point of Presence (2)	DISN Point of Presence (3)
Arlington	Red	14.63	44.76	44.2	NO	2901.1	2901.1	Low	N	Y	Y	Y
Charleston	Red	10.9	3.8	23.7	NO	310.5	310.5	Low	N	Y	Y	Y
Cleveland	Green	13.14	29.21	9.8	YES	1115.8	1115.8	Low	N	Y	Y	Y
Columbus	Red	13.14	8.27	22.1	YES	882.6	882.6	Low	Y	Y	Y	Y
Dayton	Amber	12.03	2.91	23.9	NO	464.3	464.3	Low	N	Y	Y	Y
Denver	Green	16.66	9.15	10.8	YES	1268.6	1268.6	Low	Y	Y	Y	Y
Indianapolis	Green	11.11	14.96	13.2	YES	904.9	904.9	Low/Moderate	N	Y	Y	Y
Kansas City	Red	11.54	16.21	132.5	YES	1017.1	1017.1	Low	N	Y	Y	Y
Lawton	Amber	10.9	2.52	21.7	NO	42.8	42.8	Low	Y	Y	Y	Y
Lexington	Green	10.9	8.74	24.3	NO	261.6	261.6	Low	N	N	N	N
Limestone	Red	10.9	4.98	9.2	NO	0	0	Low	N	Y	Y	Y
Norfolk Naval Station	Amber	10.9	7.47	33.2	YES	809.5	809.5	Low	Y	Y	Y	Y
Oakland	Green	24.21	45.12	21.4	NO	1258.5	1258.5	Low/Moderate	N	N	N	N
Omaha	Red	10.9	4.45	28.7	NO	413	413	Low/Moderate	Y	Y	Y	Y
Orlando	Red	10.93	5.75	17.9	NO	992.9	992.9	Low	N	Y	Y	Y
Pacific Ford Island	Red	25	7.72	20.8	NO	443.1	443.1	Low	Y	Y	Y	Y
Patuxent River	Green	14.63	23.66	21.4	NO	0	0	Low	N	Y	Y	Y
Pensacola Naval Air Station	Red	10.9	5.7	18.8	YES	185.3	185.3	Low	Y	Y	Y	Y
Pensacola Saufley Field	Green	10.9	7.38	18.8	NO	185.3	185.3	Low/Moderate	Y	Y	Y	Y
Rock Island	Green	10.9	9.03	16	YES	187.2	187.2	Low	Y	Y	Y	Y
Rome	Red	10.9	4.26	27.4	NO	142	142	Low	N	Y	Y	Y
San Antonio	Green	10.9	18.2	21.4	NO	833.9	833.9	Moderate	N	Y	Y	Y
San Bernardino	Red	20.05	10.61	48.2	NO	1725.9	1725.9	Low	N	Y	Y	Y
San Diego	Green	16.16	21.2	12.8	NO	1504.1	1504.1	Low	N	Y	Y	Y
Seaside	Green	24.21	8.23	21	NO	201.8	201.8	Low	N	N	N	N
St Louis	Green	11.27	15.93	19.5	NO	1399.6	1399.6	Low/Moderate	N	Y	Y	Y