

BASE VISIT REPORT

DEFENSE FINANCE AND ACCOUNTING CENTER (DFAS) Indianapolis, IN

August 3, 2005

LEAD COMMISSIONER: General Newton

ACCOMPANYING COMMISSIONER: Mr. Skinner

COMMISSION STAFF: Marilyn Wasleski

LIST OF ATTENDEES:

See attached list of attendees.

PRESENT MISSION

See attached mission brief document and disk for community presentation.

Prepared by: Marilyn Wasleski, Interagency Team

DFAS Indianapolis
Base Relocation and Closure Commission Visit
Attendees

Commission

1. The Honorable Samuel K. Skinner
2. General Lloyd W. "Fig" Newton (USAF, Ret)
3. Marilyn Wasleski

DFAS

1. Zack Gaddy, Director, Defense Finance and Accounting Service
2. Steve Bonta, Director, Accounting Services, Army
3. Pat Shine, Business Line Executive, Military and Civilian Pay Services,
4. Edna Knight, Deputy Director, Accounting Services, Army
5. Joyce Short, Director, Shared Services Center
6. Rosie Tinsley, Director, Support Services
7. Jan Nordsiek, staff member, Support Services
8. Steve Beckley, Chief, Corporate Communications, Indianapolis
9. Ron Cox, Executive Assistant, Military and Civilian Pay Services
10. Natalie Farmer, staff member, Military and Civilian Pay Services
11. Lori Blacketer, staff member, Military and Civilian Pay Services
12. James Naff, AFGE Local 1411
13. Antonette Heaggans, AFGE Local 1411

Community

1. Lt. Governor Skillman
2. Representative Julia Carson, U.S. House of Representatives
3. Mayor Bart Peterson, Mayor of Indianapolis of Indianapolis
4. Mayor Deborah Cantwell, Mayor of Lawrence
5. Lane Ralph, Deputy District Director, Senator Richard Lugar
6. Greg Bitz, Special advisor to Lt. Governor Skillman
7. Martin Jischke, President, Purdue University
8. Dr. Carol D'Amico, Executive Vice-President, Ivy Tech
9. Ehren Bingaman, Executive Director, Fort Harrison Reuse Authority
10. Ted Bristol, BD Sagamore representing Indianapolis
11. Major General Ron Brooks (US Army retired)
12. John Clark, Senior Advisor to Governor Daniels
13. Amy Conrad-Warner, Vice Chancellor, Indiana University Purdue University Indianapolis
14. Andrew Cullen, Office of Senator Bayh
15. Nancy DiLaura, Ivy Tech – Lawrence Campus
16. Sherron Franklin, Indianapolis City-County Councilor
17. Rashid Hallaway, BD Sagamore representing Indianapolis
18. Gordon Hendry, Director of Economic Development for Indianapolis
19. Deputy Mayor Matthew Hopper, Deputy Mayor of Lawrence
20. Deputy Mayor Melina Kennedy, Deputy Mayor of Indianapolis
21. Glenn Lawrence, Public Works Director for City of Lawrence
22. Viraj Mirani, King and Spalding, representing Indiana
23. Doran Moreland, Office of Senator Bayh
24. Neil Pickett, Office of the Governor
25. Terry Strueh, Vice President of Government Relations, Purdue University
26. Sarge Visher, Chief of Staff Congresswoman Carson
27. Paul Whitehead, President Lawrence Common Council
28. Rick Wilson, District Director, Congressman Burton
29. Staff member for Senator Bayh

DCN 11601

**Base Relocation and Closure Commission Visit
Major General Emmett J. Bean Center
Room 223 D-1
August 3, 2005**

7:30 – 8:00 Arrive at Major General Emmett J. Bean Center

8:00 DFAS Mission Briefing
Mr. Zack Gaddy
Mr. Steve Bonta

9:00 Indianapolis Community Briefing
Lt. Governor Becky Skillman, Indiana
Representative Julia Carson, U.S. House of Representatives
Mayor Bart Peterson, Mayor of Indianapolis
Mayor Deborah Cantwell, Mayor of Lawrence
Mr. Lane Ralph, Deputy State Director for U.S. Senator Richard G. Lugar
Mr. Greg Bitz, Special Advisor to Lt. Governor Skillman
President Martin Jischke, Purdue University
Dr. Carol D'Amico, Executive Vice-President, Ivy Tech

10:00 Tour of Facility

11:00 Media Event (Exterior, North entrance of building)



DFAS BRAC Commission Update

Zack E. Gaddy
Director, Defense Finance
and Accounting Service

Steve Bonta
Site Director, Indianapolis

August 3, 2005



Agenda



- Transformation roadmap and successes
- BRAC and DFAS
 - ✓ Current environment
 - ✓ Future business operations
- Footprint and capacity
- Summary
- DFAS at a glance
- DFAS customer service matrix and organization
- DFAS success stories
- DFAS Indianapolis information
- The road ahead



DFAS Transformation



DCN 11601

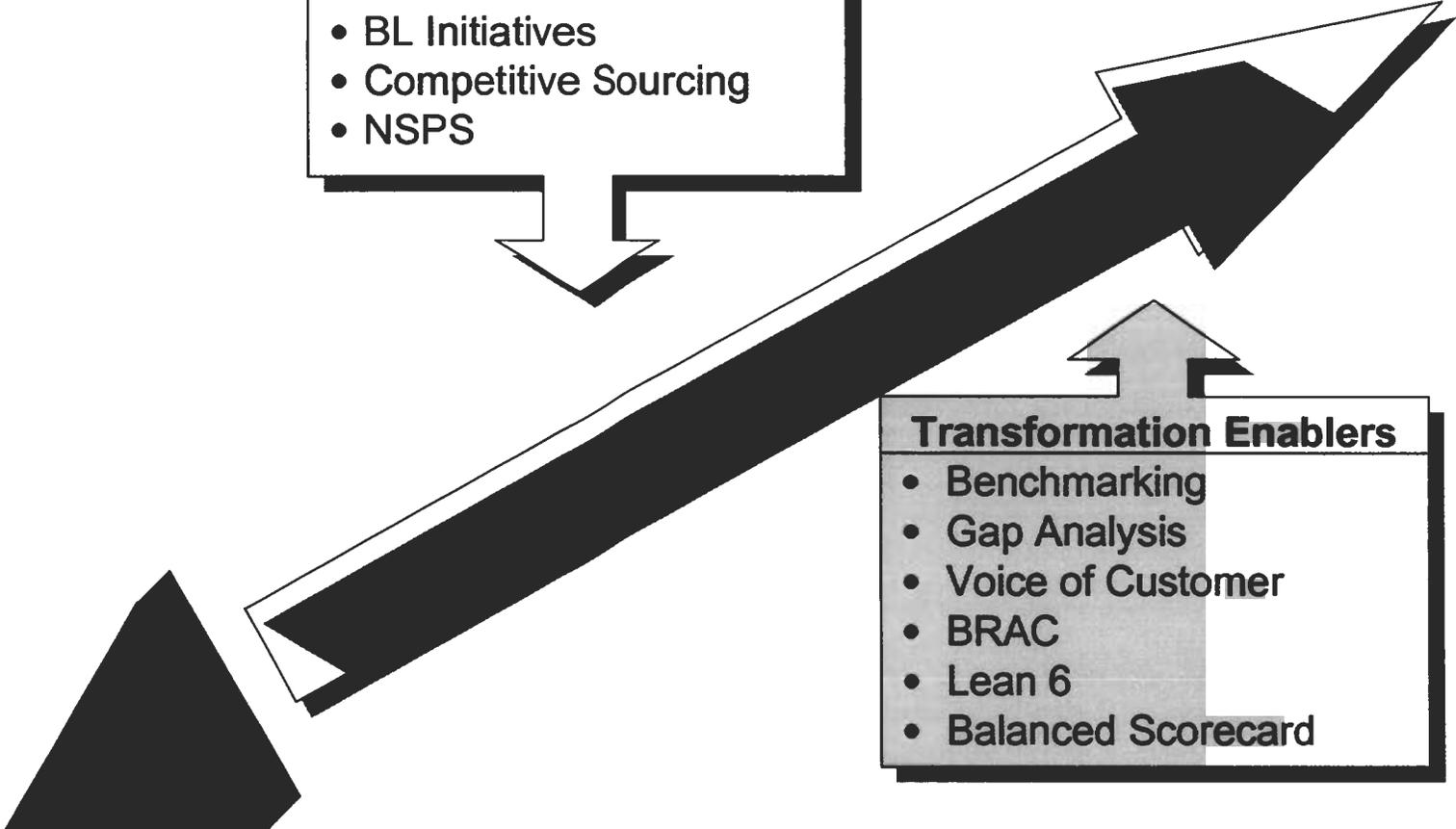
- DFAS transformation strategy designed to realize vision – “Best-value” for our customers through continuous process improvements
 - ✓ Best possible performance
 - ✓ Reduced cost
 - ✓ Great quality
- Business case analysis and enabling tools ensure fact-based decisions determine the best transformation alternative
- All transformation alternatives garner significant savings
 - ✓ People
 - ✓ Processes
 - ✓ Systems

Transformation Roadmap



- Transformation Initiatives**
- Strategic Targets
 - BCAs/HPOs
 - BL Initiatives
 - Competitive Sourcing
 - NSPS

- Transformation Enablers**
- Benchmarking
 - Gap Analysis
 - Voice of Customer
 - BRAC
 - Lean 6
 - Balanced Scorecard



Proof of Concept: DFAS Transformation Successes



DCN 11601

- A-76 Competitions
 - ✓ 7 major competitions with an average 37% FTE reduction
- Business Case Analyses (BCAs)
 - ✓ 9 BCA studies completed, analyzing critical DFAS segments
- High Performing Organizations (HPOs)
 - ✓ 2 HPO plans complete and beginning implementation
 - ✓ 6 HPO development plans currently ongoing
- Benchmarking
 - ✓ Contract with Deloitte & American Productivity and Quality Center (APQC)
 - ✓ Benchmark on key quality, service, and cost dimensions--execute business initiatives to close performance gaps
- Europe Transition
 - ✓ Realignment of DFAS Europe workload (458 work-years) as directed by OSD to CONUS DFAS sites
 - ✓ Left storefront operations of 107 work-years, with 171 work-years transitioned to CONUS DFAS sites
 - ✓ Realized efficiencies of 180 work-years as a result of successful transition, \$10.4M per year, consolidated operations from 4 buildings to 1

BRAC 2005 Impact on DFAS



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- DFAS will operate from fewer locations
 - ✓ Reduced footprint
 - ✓ Lower operating costs
 - ✓ Streamlined operations
 - ✓ Closer to customer base
 - ✓ Optimal distribution of workload within a coast to coast environment
- The Future: Create Centers of Excellence
 - ✓ Continuously improve with economy of scale and skill
 - ✓ Strengthen and standardize business operations
 - ✓ Simplify training delivery and support
 - ✓ Improved oversight and control

DFAS Opportunity Leveraging BRAC



DFAS Today

- | | |
|---------------------|----------------------|
| Arlington | Oakland |
| Charleston | Omaha |
| Cleveland | Orlando |
| Cleveland Bratenahl | Pacific |
| Columbus | Patuxent River |
| Dayton | Pensacola NAS |
| Denver | Pensacola Saufley |
| Europe | Red River Army Depot |
| Indianapolis | Rock Island |
| Japan | Rome |
| Kansas City | San Antonio |
| Lawton | San Bernardino |
| Lexington | San Diego |
| Limestone | Seaside |
| Norfolk | St Louis |

BRAC



DFAS 2011*

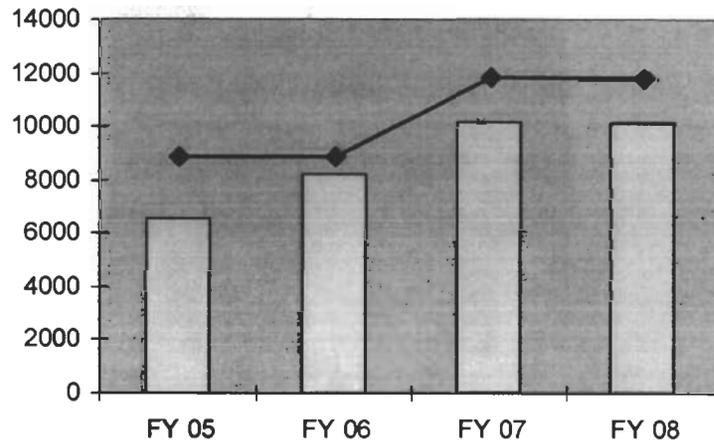
- Arlington Liaison
- Cleveland Enclave /
Cleveland Bratenahl
- Columbus
- Denver
- Europe
- Indianapolis
- Japan
- Red River Army Depot

*Based on May 13, 2005 BRAC Recommendations

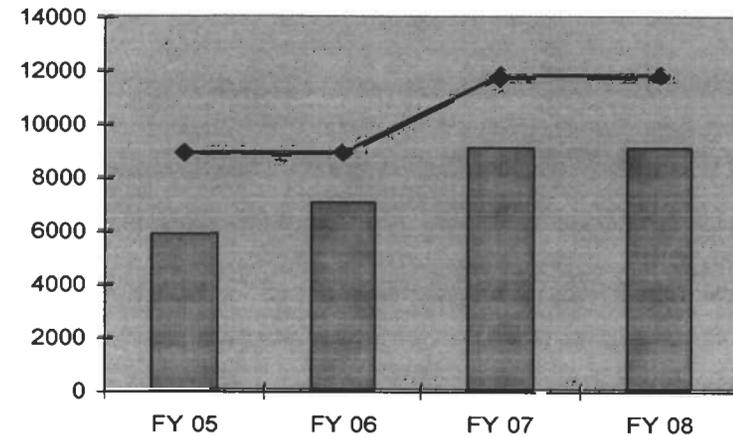
Capacity analysis: DFAS CO, DE and IN



DFAS CO, DE, and IN Site Capacity
(includes Contractors)



DFAS CO, DE, and IN Site Capacity
(excludes Contractors)



- Occupancy projections based on notional schedule
- Schedule will be upgraded based on implementation of Transformation timelines
- Strength calculated using the notional schedule and current contractor personnel (excluding Cleveland R&A and non-consolidated sites) and assumes:
 - Contractor population remains constant through FY 08 – conservatively high, and
 - All DFAS personnel occupy office space as currently configured

DFAS Transformation Footprint



Today's Footprint

- 30 locations *
- 14,290 FTEs
- 110 systems
- \$1,776M cost/execution authority
- **70% technicians / 30% professional**
- Aging workforce
- General Schedule Pay System



FY 2011 Footprint

- Fewer locations
 - ✓ 8 shown on May 13, 2005*
- <= 10K FTEs
- < 50 systems
- \$1,337M cost/execution authority
- **70% professional / 30% technicians**
- Right employees with right skills
- Optimum number and mix of civilians/contractors
- Pay for performance under NSPS



BRAC provides opportunity to implement site consolidations, streamline DFAS operations, and support our goal to provide best value to the warfighter

* Includes Europe & Japan

BRAC Offers Maximum Employee Assistance



- Employee transition options include
 - ✓ Move with Work
 - ✓ DFAS will pay PCS costs for permanent employees who move with their work
 - ✓ Early PPP Registration
 - ✓ Retirement Seminars
 - ✓ VERA/VSIP
 - ✓ Severance Pay
 - ✓ Other Federal Agencies
 - ✓ Resume and Interviewing Assistance
 - ✓ Private Sector Employment

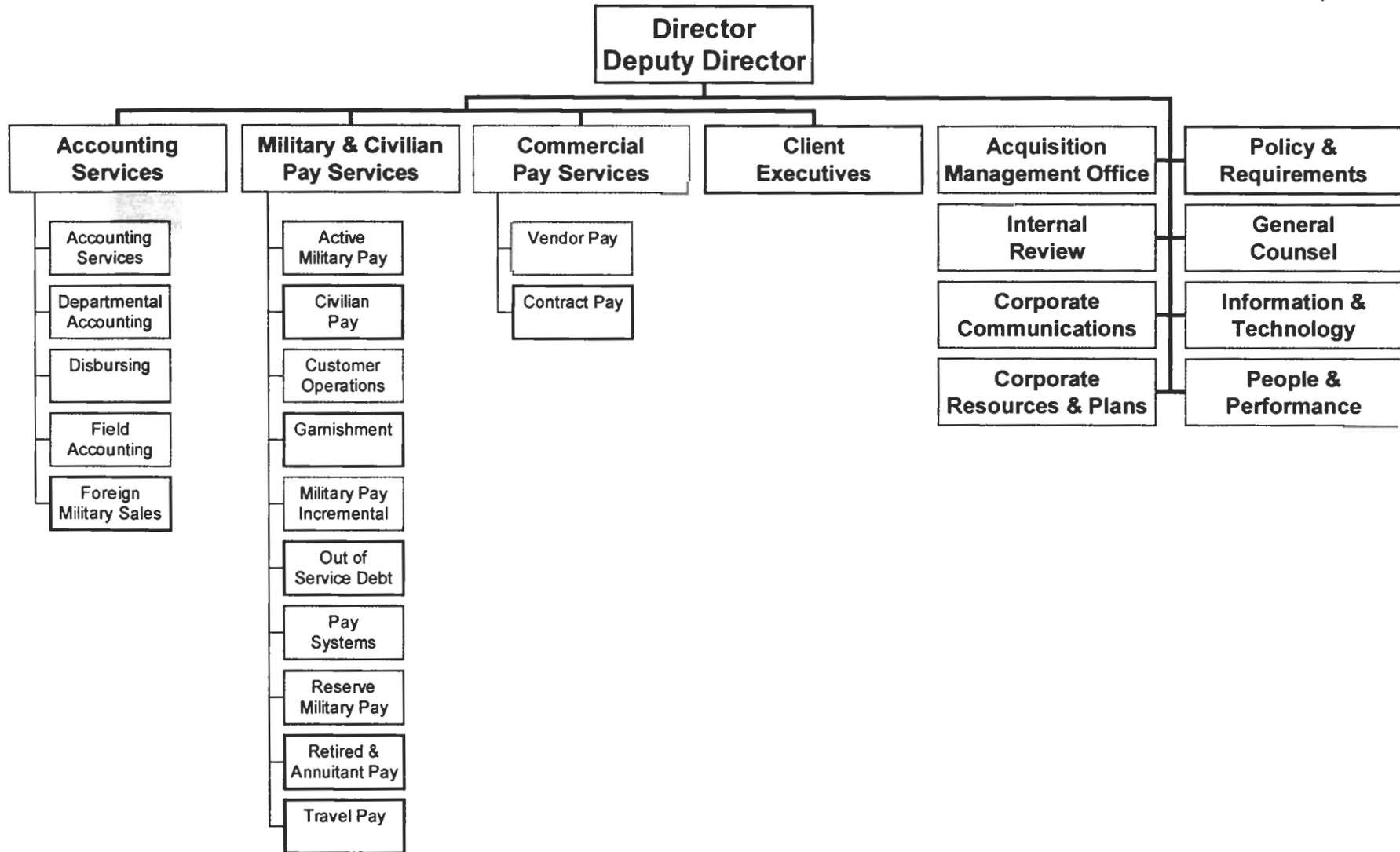
- Realignments outside of BRAC (to reduce footprint or other) may not provide the same comprehensive transition options

DFAS Maximizes Value with Anchor Site Operations



- Benefits include:
 - ✓ Mission Operations: Superior operational capability at anchor sites
 - ✓ Workforce
 - ✓ Demonstrated performance of existing workforce
 - ✓ Positive local labor source; demographic favorable for hiring the right skills for the future
 - ✓ Reduced footprint/infrastructure and transformation initiatives deliver a positive effect on customer rates
- Discussion of site specific successes, DFAS Indianapolis
 - ✓ Steve Bonta, Site Director, Indianapolis

DFAS Organizations at Indianapolis



Note: Business Lines and Product Lines highlighted in yellow are specific to DFAS Indianapolis.



DFAS Customers Served

- Office of the Secretary of Defense
- Joint Chiefs of Staff
- U.S. Army
- Misc. other Agencies and Department of Defense Field Activities
- Department of the Treasury
- Audit Agencies (e.g., DODIG, GAO, AAA)
- Health and Human Services
- Active, Reserve and National Guard military members for Air Force, Army Navy and Marine Corps
- Military Retirees and Annuitants for Air Force, Army, Navy and Marine Corps
- Military Spouses and Former Spouses
- DOD Civilian Employees
- Foreign Nationals

DFAS success stories – Local victories



DCN 11601

- Assisted Army Finance Units deployed in Iraq and Kuwait in establishing connectivity to Treasury's CASHLINK II system
- Completion of the development and deployment of the Deployable Disbursing System (DDS) into Europe, Iraq, Kuwait, and Afghanistan
- Asserted to Army that the Fund Balance with Treasury (FBWT) for general funds is auditable
- Completed the legislative write-off of Army's suspense accounts
- Assisted the Defense Threat Reduction Agency and Office of the Inspector General in achieving their clean audit opinions for FY 2004
- ELP/VELFA and Summer Intern Programs - Currently 115 external hires from college and university campuses.



DFAS success stories – Local victories

- Implementing the Air Force Case Management System for the Army customer which provides a better way to track pay inquiries and improves customer service.
- Developed and tested Web-based Military Pay Profile Implementation of the Defense Military Pay Office (DMPO) Imaging System at 26 sites.
- Initiated ELAN Reengineering for implementation in March 2006.
- Successfully consolidated 17 External Army Vendor Pay locations into DFAS Indianapolis
- Successfully transferred Disbursing workload from DFAS Europe to Central Disbursing Services

Move Army UK from Norfolk to Indy

- Move Army Nat's guard system UK to Indy.

DFAS Indianapolis Personnel Statistics



- DFAS Business Lines and Number of On Site Personnel

(HR Flash Report - EOM May 2005)

- ✓ Total Number Employees - 2,514

- Accounting Services
- Military/Civilian Pay Services
- Information & Technology
- Corporate Organizations
- Commercial Pay Services
- Corporate Resources
- Acquisition Mgmt

- ✓ Total Contractor Personnel – 420

(Contractors – March 2005)

Contingency Travel - as of just caused this to drop - we had - hired a local temp. (270)
for those traveling due to U.S.
consider this a temporary

Rest are TSO Contractor employees - 1/3 TSO employees are contractors

- Status of Retirement Eligible Employees as of May 31, 2005

- ✓ Eligible For Retirement - 1,123 - 45%

- Optional - 472 - 19%
- Early - 651 - 26%

Aug Retirement age 57
- need to hire more people b/c of hire retirement age -

DFAS Indianapolis Facilities Statistics



- DFAS is a tenant in the Major General Emmett J. Bean Federal Center
 - ✓ Property owned and managed by General Services Administration, Chicago Region
 - ✓ Building renovation completed 2003 *1.6 mil conswng Total capex set 11/03*
 - DFAS assigned space - 1.1M square feet¹
 - ✓ Includes administrative and warehouse space plus an external warehouse facility
 - Excess space available
 - ✓ Vacant workstations - approx 800
 - ✓ Vacant, excess space within the building - 600 seats - *not budgeted*
 - ✓ US Army Enlisted Records and Evaluation Center - 300 seats - *on list for realignment*
 - 3rd Brigade - 300*
 - DCMA - 45*
 - Army Liaison Unit - 20*
 - ✓ Total capacity - 4,700 seats
 - Robust guard force support with appropriate equipment under Federal DCAA-25 Protective Service management

¹ DFAS Facilities Database - Effective 31 May 2005

Summary



- Transformation has been a key part of Agency strategy since DFAS was established in 1991
- DFAS transformation is based on BCA and accepted process improvement methodology (Lean 6)
- BRAC is an integral part of transformation strategy
- DFAS transformation will continue during and beyond BRAC 2005
- May 13, 2005 recommendation provides the optimum business solution

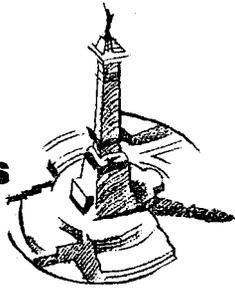
DFAS

Your Financial Partner @ Work



DFAS INDIANAPOLIS SECURITY ASSESSMENT

- DFAS Indianapolis is located in the MG Emmett J. Bean Federal Center, a General Services Administration (GSA) owned and managed facility under the jurisdiction of the Federal Protective Service (FPS), Department of Homeland Security (DHS). The facility is located in suburban northeast Indianapolis, Indiana. It consists of three stories above ground and two subterranean floors.
- As the facility is GSA owned and managed, GSA Security Alert Level measures are employed at the site as opposed to the DoD Force Protection Condition System. Contract security guards, under the management of the FPS, are the primary security force for the facility.
- Access is controlled to the interior of the facility by armed security guards utilizing metal detectors and x-ray machines.
- Delivery vehicles are screened by security personnel prior to being granted access. Incoming mail is screened in the facility's mailroom using x-ray technology.
- Closed Circuit Television (CCTV) is installed on both the interior and exterior of the facility and monitored by the on-site security force. The security force also conducts patrol activity on both the interior and exterior of the facility.
- Heating, Ventilation, and Air Conditioning (HVAC) systems are located on the roof with air intakes protected by filters. Potable water is supplied by local public utilities using an underground feed.
- DFAS last conducted an assessment at the DFAS Indianapolis site in August 2002. At that point in time the threat was assessed at Low to Moderate dependent on the tactic assessed. A comprehensive Higher Headquarters Vulnerability Assessment utilizing the Joint Staff Integrated Vulnerability Assessment (JSIVA) methodology and benchmarks, to include standards contained in Unified Facilities Criteria (UFC) 4-010-01 (DoD Minimum Antiterrorism Standards For Buildings) is being scheduled for FY 2006.
- Major physical security concerns identified during the August 2002 assessment included adding the Child Care Center to the Occupant Emergency Plan, and standoff. Measures taken to mitigate identified concerns include the placement of permanent barriers and the planting of trees for barriers.



July 29, 2005

The Hon. Anthony J. Principi
Chairman
2005 Defense Base Closure and Realignment Commission
2521 S. Clark St., Ste. 600
Arlington, VA 22202

Dear Chairman Principi:

Thank you for taking time from your busy schedule to meet with my staff and me last week to discuss the vital importance of the Defense Finance and Accounting Service (DFAS) to the City of Indianapolis. I hope you will also extend my thanks and appreciation to Ms. Marilyn Wasleski of your staff for her valuable insight and perspective regarding the consolidation of DFAS facilities around the country.

I strongly support the Department of Defense's recommendations outlined in the May 13th Base Closure and Realignment report as it relates to the consolidation of DFAS business line functions in Indianapolis. I want to offer you and your colleagues every assurance that the City of Indianapolis, the City of Lawrence and the State of Indiana are working collectively to accommodate the significant growth projected for DFAS-Indianapolis. As soon as I returned to Indianapolis late last Friday, my staff and I immediately began working to address the concerns your staff expressed regarding adequate parking, space reconfiguration, human capital availability and facility set-back requirements.

We look forward to showcasing the MG Emmett J. Bean Federal Center and our great city next week when Commissioners Skinner and Newton visit Indianapolis. We intend to effectively address the above issues, and further demonstrate that Indianapolis has the great quality of life, skilled workforce and world-class educational institutions that will help the Pentagon attract the best talent to DFAS-Indy.

Office of the Mayor

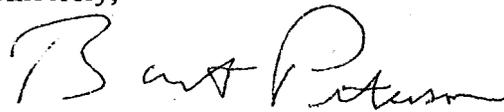
2501 City County Building | (317) 327-3601
200 East Washington Street | (fax) 327-3936
Indianapolis, Indiana 46204 | (TDD) 327-5186
indygov.org



The Hon. Anthony J. Principi
July 29, 2005
Page 2

As you continue your important work, please know how grateful I am for your personal attention to this matter and for your continued service to our country.

Sincerely,

A handwritten signature in black ink that reads "Bart Peterson". The signature is written in a cursive style with a large, stylized initial "B".

Bart Peterson
Mayor

cc: Ms. Marilyn Wasleski

DCN11601
Wasleski, Marilyn, CIV, WSO-BRAC

From: Carter Wood [carterwood@earthlink.net]
Sent: Wednesday, July 13, 2005 11:22 AM
To: marilyn.wasleski@wso.whs.mil
Subject: Re: Indiana meeting attendees

dees

Dear Ms. Wasleski:

We spoke this morning, and I can now send you the names of those planning to attend the meeting Thursday on Indiana issues.

They are:

Deborah Hohlt
Federal Representative, State of Indiana

Viraj Mirani
Government Relations Advisor
King & Spalding LLP (consultants to Governor's Office)

Jonathan Dilley, legislative assistant
Rep. Dan Burton, R-IN

Ehren T. Bingaman
Executive Director
Fort Harrison Reuse Authority

If you need further information, please do not hesitate to contact me.

Carter Wood
Federal Relations, State of Indiana
(202) 624-1474

DCN 11601

DIANA DEGETTE

1st District, Colorado

1527 Lawrence Street, Suite 800
Washington, DC 20515
1202/225-4131
FAX 202/275-5857

DISTRICT OFFICE
600 Grand Street, Suite 202
Denver, CO 80202
303-841-4333
FAX 303-844-4337

E-mail: degette@dc.house.gov

ENERGY AND COMMERCE COMMITTEE
SUBCOMMITTEE ON OVERSIGHT AND
INVESTIGATION

SUBCOMMITTEE ON COMMERCE, TRADE
AND CONSUMER PROTECTION
SUBCOMMITTEE ON HEALTH

Congress of the United States
House of Representatives

Washington, DC 20515-1329

July 14, 2005

The Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, Virginia 22202

Dear Chairman Principi and Commissioners,

I am writing you to express my support for the proposal, included in the Secretary of Defense's 2005 Base Closure and Realignment (BRAC) recommendations, to realign the Defense Finance and Accounting Service (DFAS) in Denver, located in Colorado's First Congressional District, which I am honored to have the opportunity to represent in Congress. The Secretary and the Department of Defense (DOD) have conducted a rigorous and thoughtful analysis to derive their recommendation regarding the realignment of the DFAS Denver facility, and it is my sincere hope that the Commission seriously considers their guidance.

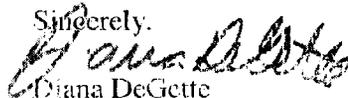
As you are aware, DFAS Denver, housed in the Buckley Air Force Annex on the former Lowry Air Force Base, maintains the largest pay system in the world, paying 2.2 million military members and 295,000 DOD civilians. Since its activation in 1991, DFAS Denver has become one of the largest DFAS locations in the country, employing nearly 2,700 military and civilian employees, overseeing five field sites and performing centralized administrative, accounting and payroll services for the DOD agencies. DFAS Denver has become a model for other DFAS facilities and is therefore an ideal site to manage the proposed consolidation of DFAS' accounting and administrative services.

In addition to its proven ability to manage administrative and payroll services for the DOD, DFAS Denver is uniquely positioned as it relates to the Military Value criteria established by 2005 BRAC Selection Criteria. In fact, the Military Value analysis conducted by the DOD ranked the Buckley Air Force Base Annex third of the 26 DFAS locations. As you know, the 600,000 square foot Buckley Annex is located on 73 acres of land owned by the DOD. Currently, the Annex is not fully occupied with approximately 30,000 – 40,000 square feet vacant, which does not account for the space that is expected to come available when the Air Reserve Personnel Center, which is also currently located at the Buckley Annex, moves to the Randolph Air Force Base in Texas.

DFAS Denver not only provides an invaluable service to our country's servicemen, but also provides a great economic benefit to the city of Denver and its surrounding suburbs. DFAS is a significant employer in Denver and provides an annual economic benefit of nearly \$150 million in wages, purchasing and military costs. The jobs and commerce associated with DFAS' presence in Denver are especially important now, when the city's economic recovery is in its nascent stage. While it has improved, Denver's unemployment rate, as of May 2005, was 5.7% compared to the national average of 5.3% for the same period.

Thank you for providing me with the opportunity to voice my support for the Secretary of Defense's recommendation to the BRAC Commission to realign DFAS Denver. I look forward to hearing from you and welcome any questions from any members of the Commission.

Sincerely,



Diana DeGette
Member of Congress

Indication - DFAS

DFAS Indy - Big 1

- ~~_____~~
- ~~_____~~
- ~~Efficiency~~
- ~~Big Fraud detection~~

\$126 million in investment into
Bean — felt the need
then

DFAS - Big one

~~_____~~ 25 page time —

Check — 87 Ftr = 165

~~_____~~ Fed can handle process in jobs
— houses, schools, etc.

~~_____~~ Ranked 9th best in former DoD past letter



- Per employee -

- DAS targeting - Indian Universities
for DAS.

Dept of Workforce Protection

\$1 1/2 m. \$ per Dept of Labor
for workforce development.

- Grant Money - ~~Review~~ largest
award for grant \$.

WHITE PAPER-BRAC 2005

DFAS Consolidation

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the consolidation of Defense Finance and Accounting Service (DFAS) operations to DFAS Indianapolis and two other sites (Columbus and Denver). DFAS Indianapolis, located within the Major General Emmett J. Bean Federal Center in Lawrence, Indiana (outside Indianapolis), is ideally positioned to assist in the efforts to consolidate and transform DFAS operations.

DFAS transformation and consolidation

Since its creation in 1991, the Defense Finance and Accounting Service has been in a state of transformation, consolidating over 300 installation-level finance and accounting offices to the current 26. In fact, the original DFAS consolidation effort had intended to result in no more than five facilities, but ultimately was expanded to 26 for a variety of reasons, including a desire to minimize the effect of such drastic transformation on DFAS customer service.

However, the organization remains committed to overall transformation, and has acknowledged that its current footprint is still too big. The need for such transformation is acknowledged in evaluations both by the Department of Defense and by outside organizations, including the General Accounting Office. In particular, the inefficiency and ineffectiveness resulting from the many current systems within DFAS and other Defense business operations have left the Department of Defense vulnerable to billions of dollars in waste, fraud and abuse annually.

The BRAC represents an important step in this transformation effort by completing the DFAS consolidation effort begun in 1991. The proposed BRAC consolidation would accomplish the major facilities reduction and business line mission realignment that DoD has determined is the best way to restructure the agency for the future. This DFAS consolidation would provide an optimal facilities configuration and promote DFAS reorganization, allowing the agency to benefit from economies of scale and synergistic efficiencies while retaining strategic redundancy.

Maintaining additional facilities beyond the necessary core operations, even those which seem to operate at low cost, inhibits this transformation process by promoting the local specialization of function that has exacerbated DFAS' current inefficiencies. While some of these facilities appear to have low operating costs, this calculation does not take into account the overall costs to the DFAS system resulting from the inefficiencies created by these additional facilities.

Capacity analysis

The Bean Federal Center is the United States' second largest military facility behind the Pentagon, and houses the largest DFAS facility in the nation. DFAS Indianapolis has the largest amount of DFAS personnel (2,712), as well as the greatest amount of used space (433,920 usable square feet). It also has 60 percent of the nation's entire usable square footage for DFAS safes, vaults and financial systems.

Even more important, DFAS Indianapolis has the greatest ability of any DFAS facility to accommodate additional business, corporate and administrative DFAS functions. Despite its status as the largest current DFAS facility, DFAS Indianapolis also has the most overall capacity and excess capacity. Of the Bean Center's total DFAS capacity of 682,885 usable square feet, the current DFAS usage is just 64 percent (433,920 usable square feet). As a result, DFAS Indianapolis has 248,965 usable square feet in excess capacity available for future growth. In fact, DFAS Indianapolis alone accounts for 35% of the entire nation's excess DFAS capacity.

Military Value

In addition to its capacity strengths, DFAS Indianapolis offers existing capabilities that rank among the highest in the nation. While DFAS Indianapolis ranked 9th in the DFAS Military Value scoring plan, the primary reason for this ranking was its location outside a Department of Defense owned installation with a controlled perimeter. Similarly, its location also affected its ranking by impacting its terrorist threat assessment ratings. Nonetheless, the facility does meet the DoD Antiterrorism/Force Protection (AT/FP) standards. As a result, without the location criteria, DFAS Indianapolis would have ranked among the top three DFAS facilities nationwide.

Ironically, the reason DFAS Indianapolis is no longer on a DoD owned installation is the closing of the surrounding installation (Fort Benjamin Harrison) as a result of the 1991 BRAC proceeding. Yet, while this previous BRAC process closed the rest of the installation, it preserved the Major General Emmett J. Bean Federal Center given its significant value.

The other criteria utilized in the Military Value scoring plan provide additional evidence of DFAS Indianapolis' worth. The facility scored well in many other criteria, particularly with respect to local workforce, hiring, and network services. The BRAC report further notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

Community strengths

DFAS Indianapolis is located in the city of Lawrence, near Indianapolis. This area, often referred to as the “Crossroads of America,” offers convenient interstate and air access to the entire Midwest. In addition, the community boasts a high quality of life, with excellent schools, ample affordable housing, and abundant cultural opportunities. These qualities have helped the area attract a top caliber workforce, as noted in the Military Value scoring discussed above.

Conclusion

DFAS Indianapolis provides a unique opportunity to consolidate DFAS operations in support of the DFAS transformation initiative. The Major General Emmett J. Bean Federal Center offers unmatched capacity for growth, and the existing DFAS Indianapolis operation ranks among the highest DFAS facilities nationwide. This combination of capacity and capability make clear that DFAS Indianapolis represents the optimal choice for DFAS consolidation and transformation.

More importantly, we believe it is critical that the BRAC process allow the proposed DFAS consolidation to proceed in its entirety. The Department of Defense has long studied the best way to transform DFAS operations, and has determined that consolidation to three major facilities is a critical step toward achieving this transformation objective. Any effort to re-evaluate this consolidation recommendation should include a full accounting of the impact of such changes. In particular, this review must consider not just the operating costs of individual facilities, but the overall costs to the DFAS system and how any changes will affect the Department of Defense’s efforts to transform DFAS operations.

MTI with Lugae / Bayh

7/12/05 DCN 11661 ^{Brinkpi}, Battalion, Hill, Hanna, U. Alaska

©

Senators
Lugae Bayh

— Ask what DFAS letter to Runsted mount.

DFAS -

- Infrastructure in place -
- capacity there
- cost an only competitor.

DCN 11601
Wasleski, Marilyn, CIV, WSO-BRAC

From: Debbie Hohlt [debbie@hohlt.com]
Sent: Tuesday, July 19, 2005 7:26 PM
To: marilyn.wasleski@wso.whs.mil
Cc: Viraj Mirani; Bill Talmadge; Dave Reece; John Clark; Neil Pickett
Subject: Today's Decision

Marilyn,

Thanks for the opportunity to meet with you and your team last week. It certainly was a timely meeting. We'll look forward to working with the DFAS Site Director in Indianapolis on a BRAC Commissioner visit where we'll showcase the facility and the benefits that Indiana will bring to the Defense Department's efforts. In the meantime, please do not hesitate to contact me directly if I can be of assistance.

Thought you might find the following statement made today from the Governor's office of interest.

"We continue to support the Department of Defense's BRAC recommendation to add more than 3,000 employees at the Defense Finance and Accounting Service (DFAS) at Ft. Benjamin Harrison as part of its proposed consolidation of this function from 26 centers to three. We've already been working with the BRAC staff on DFAS-related issues and had expected a staff site visit soon. The Governor and Lt. Governor's offices, the Indiana Economic Development Corporation, the Department of Workforce Development and other state agencies, as needed, are working with our local partners in Lawrence and Indianapolis to help support this DOD recommendation in the BRAC process.

"There's a lot at stake, and we'll continue to work with the BRAC Commission on Fort Benjamin Harrison the same way we've worked with them on Crane and Air Guard bases in Terre Haute and Ft. Wayne. We have every reason to believe the BRAC analysis of finance and accounting centers will come out similarly to that of the Department of Defense recommendation."

Deborah V. Hohlt
Federal Representative, State of Indiana
202-624-1474 (office)
202-833-1587 (fax)
202-445-8999 (cell)
debbie@hohlt.com

7/20/2005

7/11/05

GA

63A - No; best K.

312 -
353-5572

Info
in
only

Been Center -

- Would have to do something to
Find a create space
- Came a surprise to Tom when saw
Recommendation
- Don't have that much vacant space.
- Users need some stuffy around -
or
Nobody has studied the situation to
that extent
in terms of many people
around

Whatever

will find

2300 - where putting them at Andy's
parking

7/12/05

std space?

©

GSA
Jennifer - 312 866-5574
Ago #

DFAS doing our inter work station
eye station &
Eye at stations

100, do ss fit ^{we can make} ~~what~~ ^{enlisted resource} ~~what~~ ^{personnel} ~~what~~ ^{enter}
DFAS making - what space

20-25 people

people in car

to load space
cut

How
many
people
is for

72, 000 ^{over} ~~the~~
1, 6 set - 617

Where
is for
cost for
Cobra

is planned Bud at area
Define what parking place
- so my med push back parking
Back of the Blid
1000 and to be near
parking

- outside of BRAC - force protection Aids -
see mod to do anyway.

Check
for
Cobra

what odd it cost to add Q&A to side
to side.

- Move ELAC out to a leased space.

Director of Facilities -
Robert Kirsch -

- Apr 63, on US Sq Ft

Work Stations - 100 - 125 sq ft per person
Large work table

Private Office - 150 - 200 sq ft

GSA has no
No standard.

- DFAS doing test fit based upon
Reduce work station std of 8x6 -
to see what can do -

- Security Assessment - find out to go
out and evaluate the risks

Large amount of land to redesign -
a build a garage

Pls - 3500 - 3700 Parking spaces
Event area

2500 - 2700 - plus other spots

GSA Gov
William, Earls @ 312-886-7112
Team manager Reg 5
DHS & DHS

3

Need to expand
to 1500 ~ 2000 spaces

Who pay,

- It depends -
Prospective level project
to get funded -
- But could go back to the
tenants

Rent Reductions

Also 1 - DOP might a reduction to
get a Rent credit.

How far goes out
believe tickets in 2-3 years ago.

8-

Rent credit add + 23 years per
no future occupiers -
no exist vacant space -> does
not apply to

DCN 11601
Wasleski, Marilyn, CIV, WSO-BRAC

From: SERGI, LINDA [LINDA.SERGI@DFAS.MIL]
Sent: Thursday, July 21, 2005 1:40 PM
To: marilyn.wasleski@wso.whs.mil
Subject: Directions to DFAS Indy

Attachments: DIRECT2.DOC



DIRECT2.DOC (20
KB)

Marilyn - directions as requested. You'll probably park in visitor parking off 56th Street, but I'll confirm that soon.

<<DIRECT2.DOC>>

Linda Sergi
Secretary to the Director,
Accounting Services, Army
317-510-2133

DCN 11601

CONGRESS OF THE UNITED STATES

JONATHAN O'NEAL DILLEY
LEGISLATIVE ASSISTANT

CONGRESSMAN DAN BURTON
FIFTH DISTRICT OF INDIANA
2185 RAYBURN OFFICE BUILDING
WASHINGTON, DC 20515

202.225.2276 (WASHINGTON)
202.225.0016 (FAX)
317.848.0201 (INDIANAPOLIS)
WWW.HOUSE.GOV/BURTON

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GOVERNMENT RELATIONS
& LEGISLATIVE COUNSEL

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FORT HARRISON
Reuse Authority

EHREN T. BINGAMAN
Executive Director

9120 Otis Avenue, Suite 200
Indianapolis, IN 46216
Phone: (317) 377-3400
Fax: (317) 377-3410
E-Mail: ehren@fhra.org



DEBORAH M. HOHLT
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State of Indiana

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DCN 11601

The logo for the General Services Administration (GSA), consisting of the letters "GSA" in a bold, white, sans-serif font inside a black square.

GSA Great Lakes Region

Impact of Decrease in DFAS Operations at the Major General Emmett J. Bean Federal Center,
Indianapolis, Indiana

The Major General Emmett J. Bean Federal Center (formerly Building One, Ft. Benjamin Harrison) was transferred from The Department of Defense (DoD) to the General Services Administration (GSA) in 1994. As part of the terms of the transfer, DoD also provided GSA with an funds to completely renovate the building. A total of \$123M was ultimately transferred to GSA for the extensive renovation, which was completed in 2003.

The current DFAS occupancy in the building is governed by a Memorandum of Agreement (MOA) between GSA and DoD. As required by P.L. 104-201, section 373, the MOA set forth the method by which GSA is to reimburse DoD for the funds transferred to GSA for the expressed purpose of the planning, design and renovation of the Major General Emmett J. Bean Federal Center for use as a DFAS Center. The MOA documents GSA and DoD's agreement that the DoD investment will be returned to DoD in the form of reduced rental of \$7 psf until the full \$123M is returned to DoD.

DFAS currently occupies 1,071,651 RSF in the building; 68% of the building's 1,579,337 RSF.

The building currently has a vacancy rate of 8.4%, with over 100,000 sf available for occupancy.

The building is situated on a 72 acre site, with buildable area for expansion. A study by an architectural/engineering firm would determine how much square footage could be added by constructing a new building or annex, as well as additional options such as filling in the light courts.

Should DFAS operation be significantly reduced or eliminated at this location, GSA does not anticipate being able to backfill the DFAS space with other federal agencies.

The GSA controlled leased inventory in the entire Indianapolis metropolitan statistical area currently includes only 490,000 sf of leased space, of which 120,000 sf is under a lease through 2020.

GSA owns two buildings in downtown Indianapolis. The Birch Bayh U.S. Courthouse currently has over 44,000 sf of vacant space and the Minton-Capehart Federal Building will have over 40,000 sf becoming vacant in approximately 2008, further drawing upon the leased inventory in Indianapolis.

GSA has made aggressive attempts to backfill the existing space in the building, and has had little success attracting non-Defense agencies. Some reasons agencies have declined to occupy the building include the distance from downtown Indianapolis (20 minutes), the high security at the building is undesirable to the high public traffic agencies, and court related agencies require close proximity to the Courthouse in downtown Indianapolis.

In summary, the building has potential for physical expansion. The building could not sustain the loss of the DFAS tenancy and still remain a financially sound asset. GSA stands ready to support and assist DOD and DFAS whatever the outcome of the BRAC recommendations.

U.S. General Services Administration
230 South Dearborn Street
Chicago, IL 60604-1696
www.gsa.gov

DCN 11601



GSA info on Indianapolis DFAS

GSA Great Lakes Region

FAX COVER SHEET

Date: 8/3/05

Number of pages (including cover sheet): 2

TO: MARILYN WARBESKI - BRAC Commission

Telephone: CFO GSA office

Fax:

FROM: JENNIFER ENYART Real Estate Portfolio NYA

Telephone: 312.886.5574

Fax: 312.886.4075

Subject:

Comments:

(GSA) Please deliver to conference room 273 D-1 prior to 3:00 pm today.

8/10/05

- Indy -
- Jan -

Jan Emyart

312 - 886 -

5574

①

Bean Bldg

②
GSA

- Tier - 3 - lower performing
Bldg

Although Tier 3 - generates
enough revenue to
cover its operating expenses
+ its share of GSA overhead

About \$1 mil -

After pay for operating
exp + overhead; it
returns about 1 mil
to GSA Bldg Funds

Facts - 1 of 3 nets -

Net operating income minus
2% of functional replacement value
(1500,000)

If net were higher a Functional
Replacement value would
do better

- Have Bldg of a long term hold
+ is there because of
DFAS.

- If pick up odd't space would
odd more revenue

implies
MOA - change of occupancy
- would come under MOA
+ get reduced rent.

Security Hd Fence

- Of GSA paid - amortize into
the rent -

or DOD could pay for it

Fed DOD would pay

Add't grant part by DOD -

Billed thru the homeland

Security -

* Fed Protective Service - not part of
GSA anymore -
are part of
HSA

- Guards paid by home land security
 - When FPS - under GSA -
 Ry provided +
 arranged into BNY
 - Now if need > than that -
 - HSA -
 - Reimbursable with Auth -
 (Interagency agreement)
 - Defense → would pay
 home land security for
 Add'l guards
 - Fence fall under GSA computer
 equipment -
 so GSA would be
 reimbursed by Homeland
 Security + a BOB
-

- Parking -

- 2 ways -

Accept interagency funds
from DoD

~
GSA dis and amortize
to Rent.

over 300 spaces at
Bidey



DFAS BRAC Commission Update

Steve Bonta
Site Director, Indianapolis



Agenda



DCN 1601

- DFAS at a glance
- DFAS customer service matrix and organization
- DFAS success stories
- DFAS Indianapolis information
- The road ahead



DFAS at a glance -- The big picture



- Mr. Zack E. Gaddy's priorities:
 - ✓ Take care of our customers
 - ✓ Improve our operations to become world-class in all we do
 - ✓ Deliver the best value that excites our customers & motivates our employees

"These are exciting times for DFAS as we continue to transform & assert our role as the finance & accounting leader in the Department of Defense & ultimately in the federal government. NOW is the time for us to make a difference. I know I can count on you."

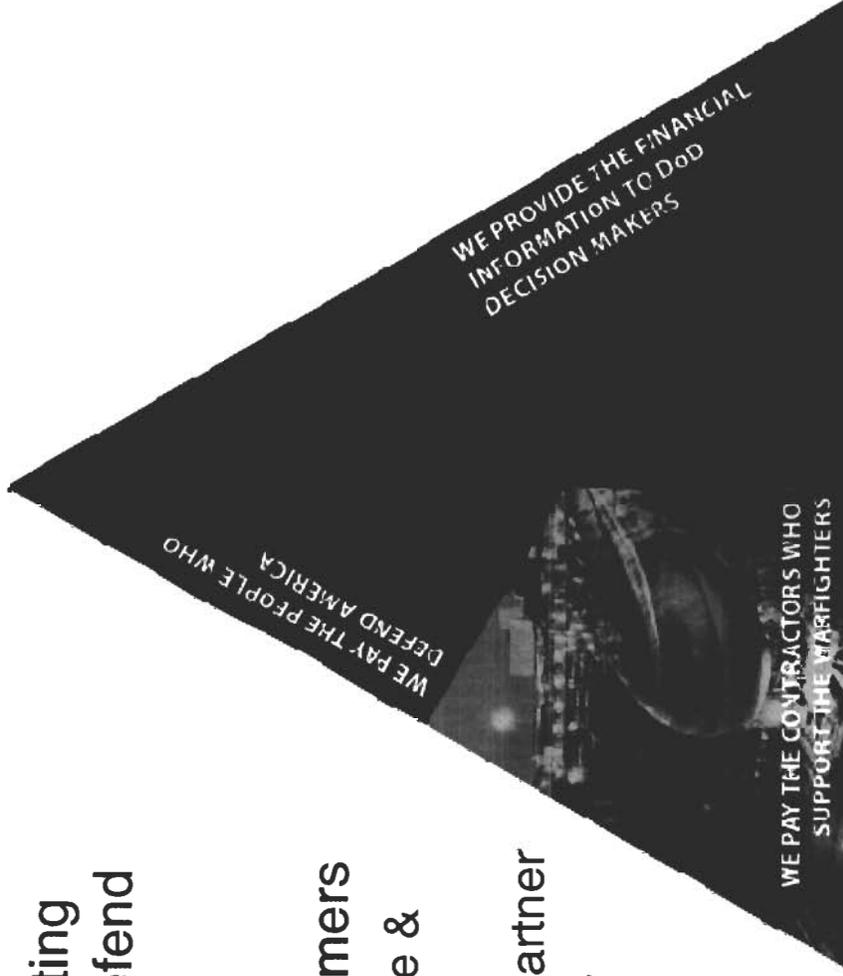


DFAS at a glance -- Our mission, vision & values



DCN 1601

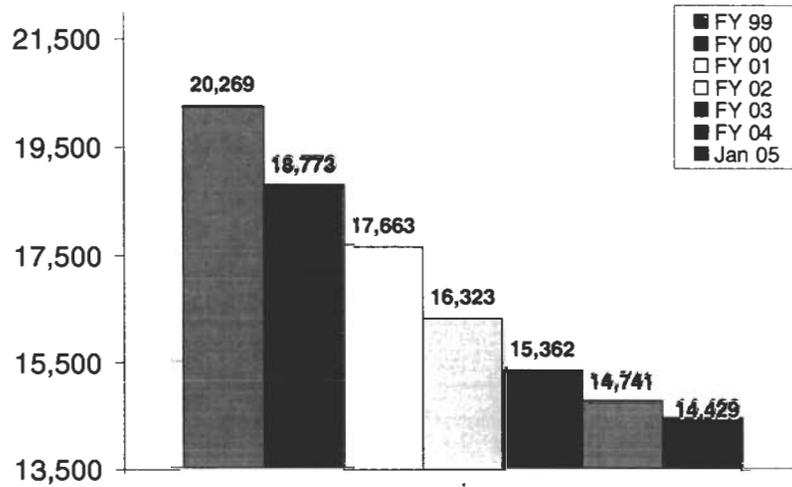
- **Mission:** Provide responsive, professional finance & accounting services for the people who defend America
- **Vision:** Best value to our customers
 - ✓ World-class provider of finance & accounting services
 - ✓ Trusted, innovative financial partner
 - ✓ One organization, one identity
 - ✓ Employer of choice, providing a progressive & professional work environment
- **Values:** Integrity, Service, Innovation



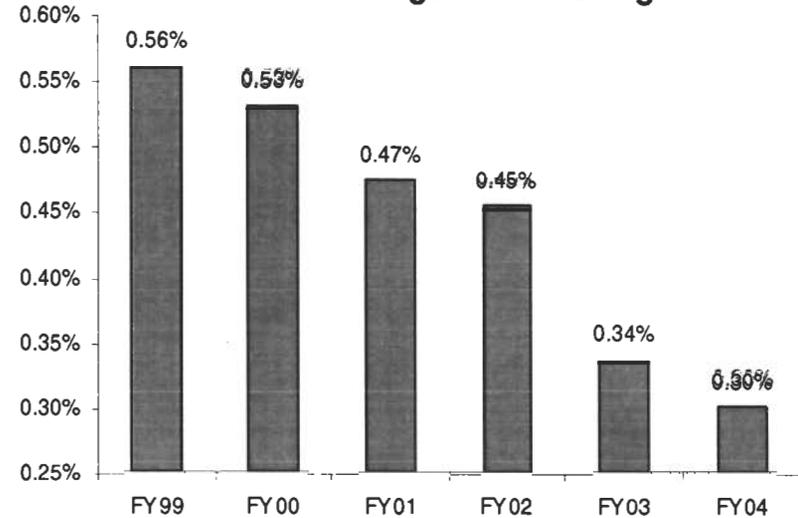
DFAS at a glance -- The state of DFAS today



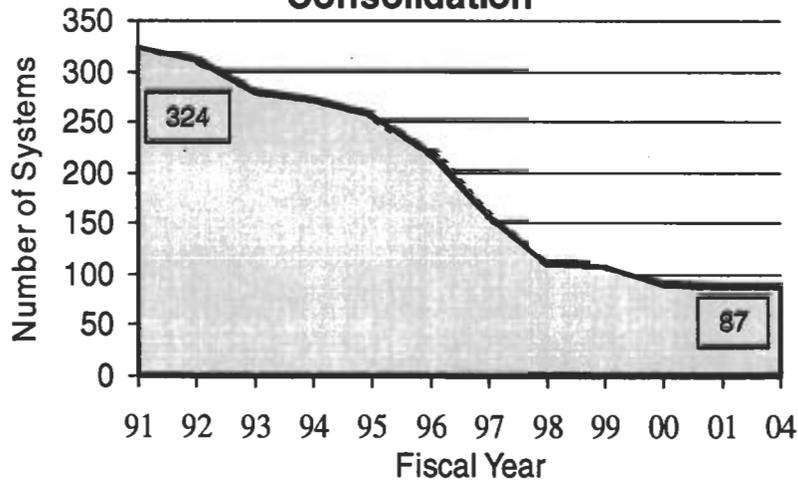
Total Work Force



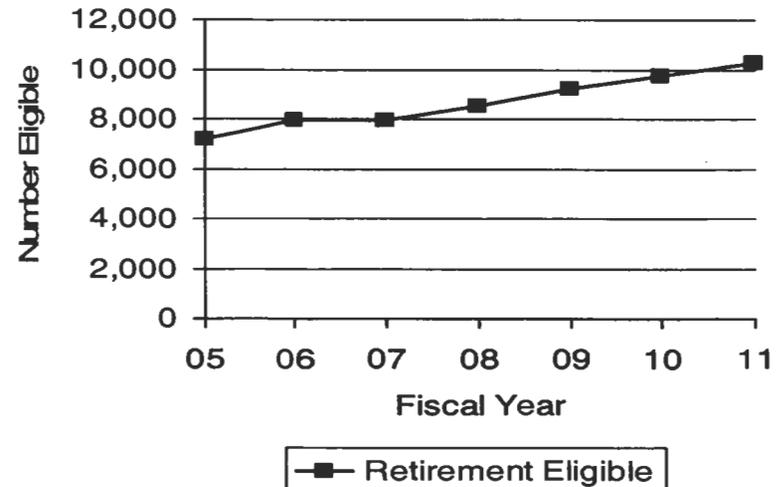
DFAS Percentage of DoD Budget



Financial Management System Consolidation



Demographics



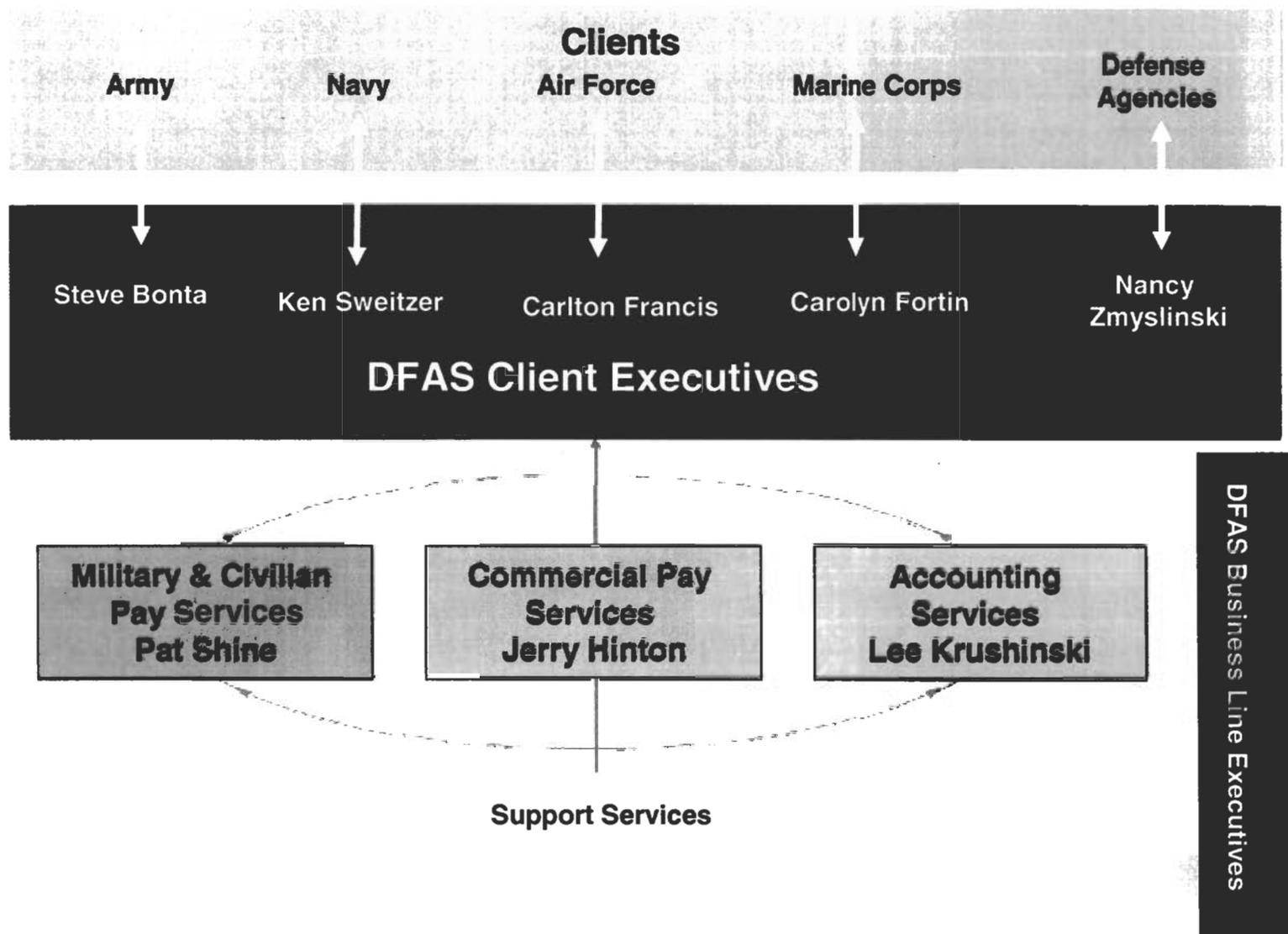
DFAS at a glance - Magnitude of annual operations



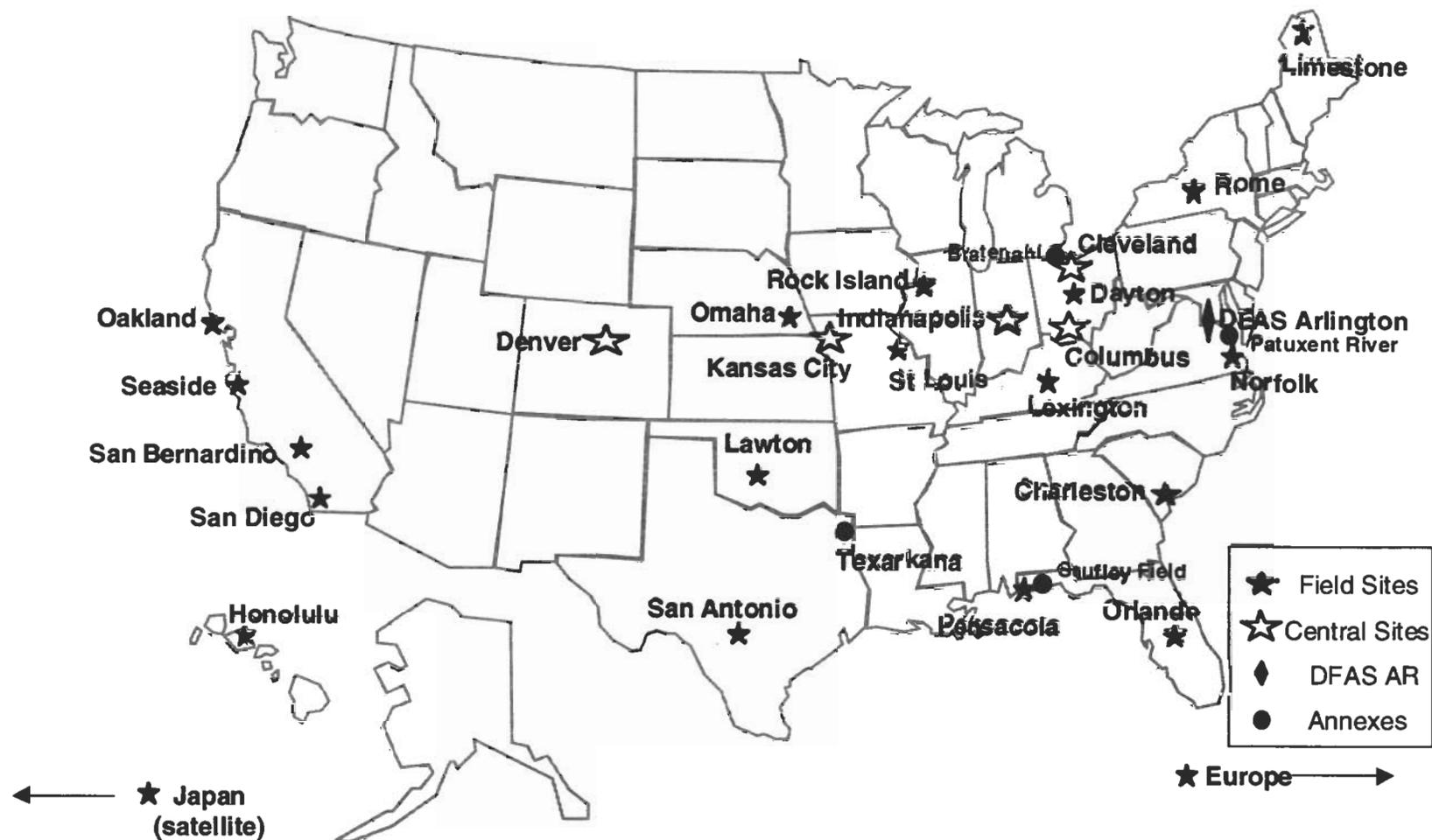
- Process 104M pay transactions to 5.9M military, civilians, retirees and annuitants
- Make 6.9M travel payments
- Pay 12.6M commercial invoices
- Process 127.3M general ledger postings
- Manage military and health benefits funds (\$234B)
- Make an average of \$455B in disbursements to pay recipients
- Manage \$13.5B in foreign military sales (reimbursed by foreign governments)
- Account for 282 active DoD appropriations

It's about the customer!

Customer Service Matrix

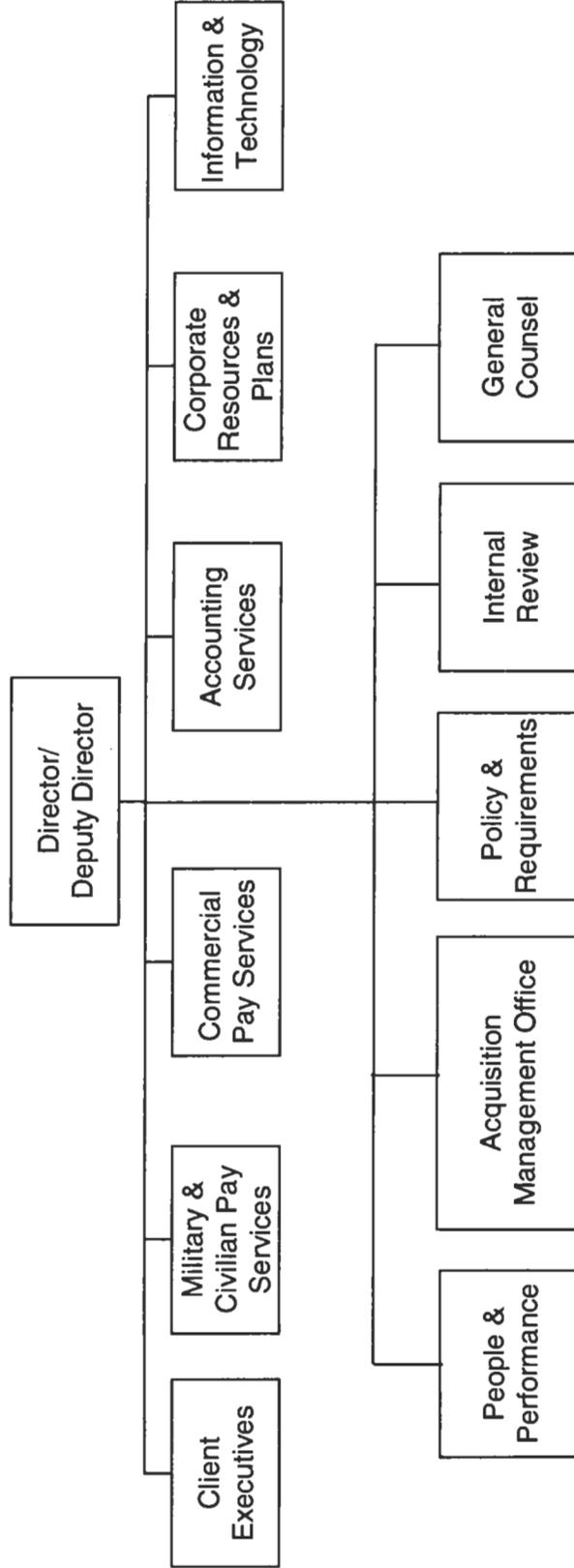


DFAS Locations World-wide



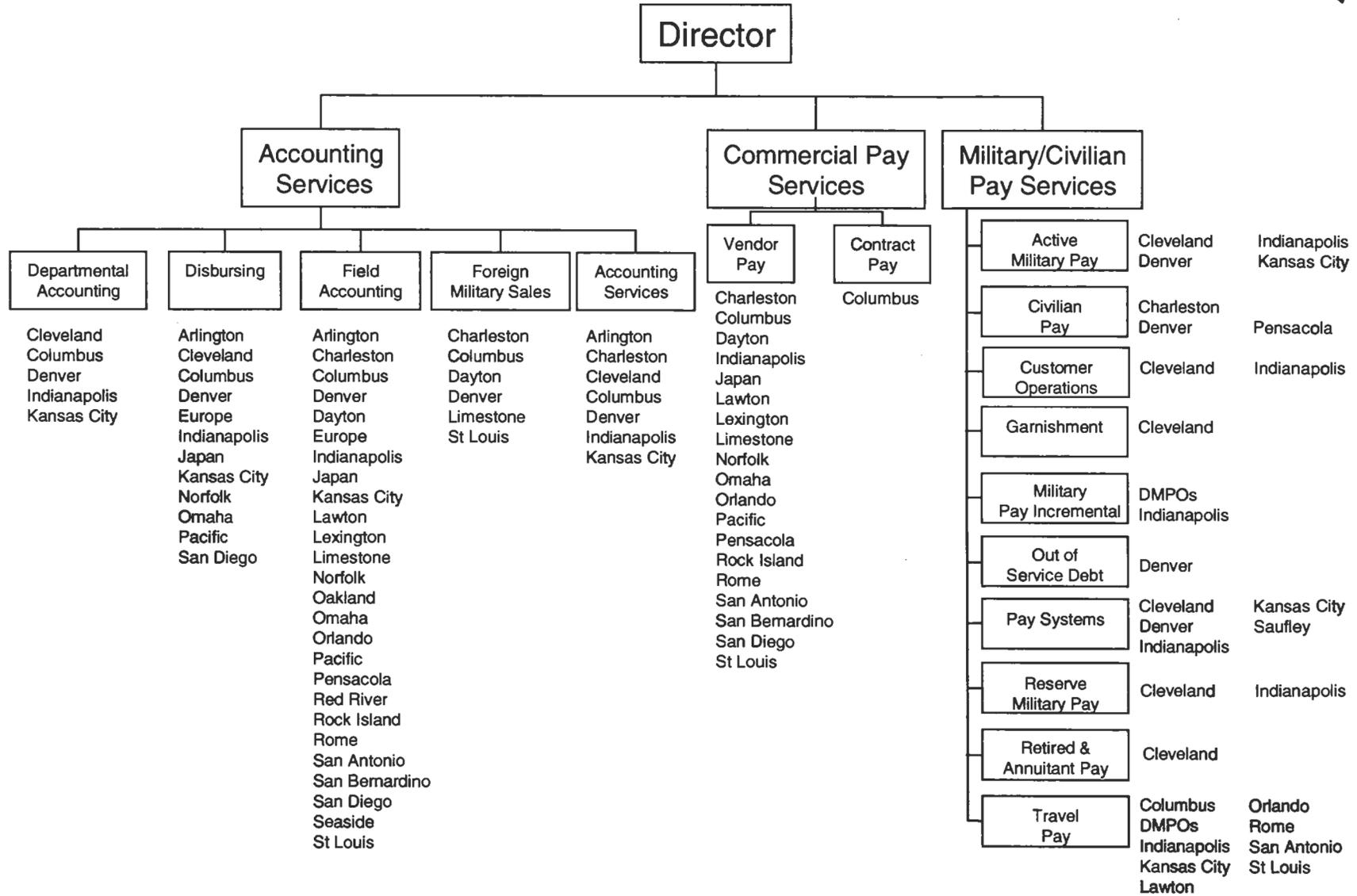
DFAS Organization

DCN 1601



As of Feb. 28, 2005

DFAS Product Line/Locations



DFAS success stories

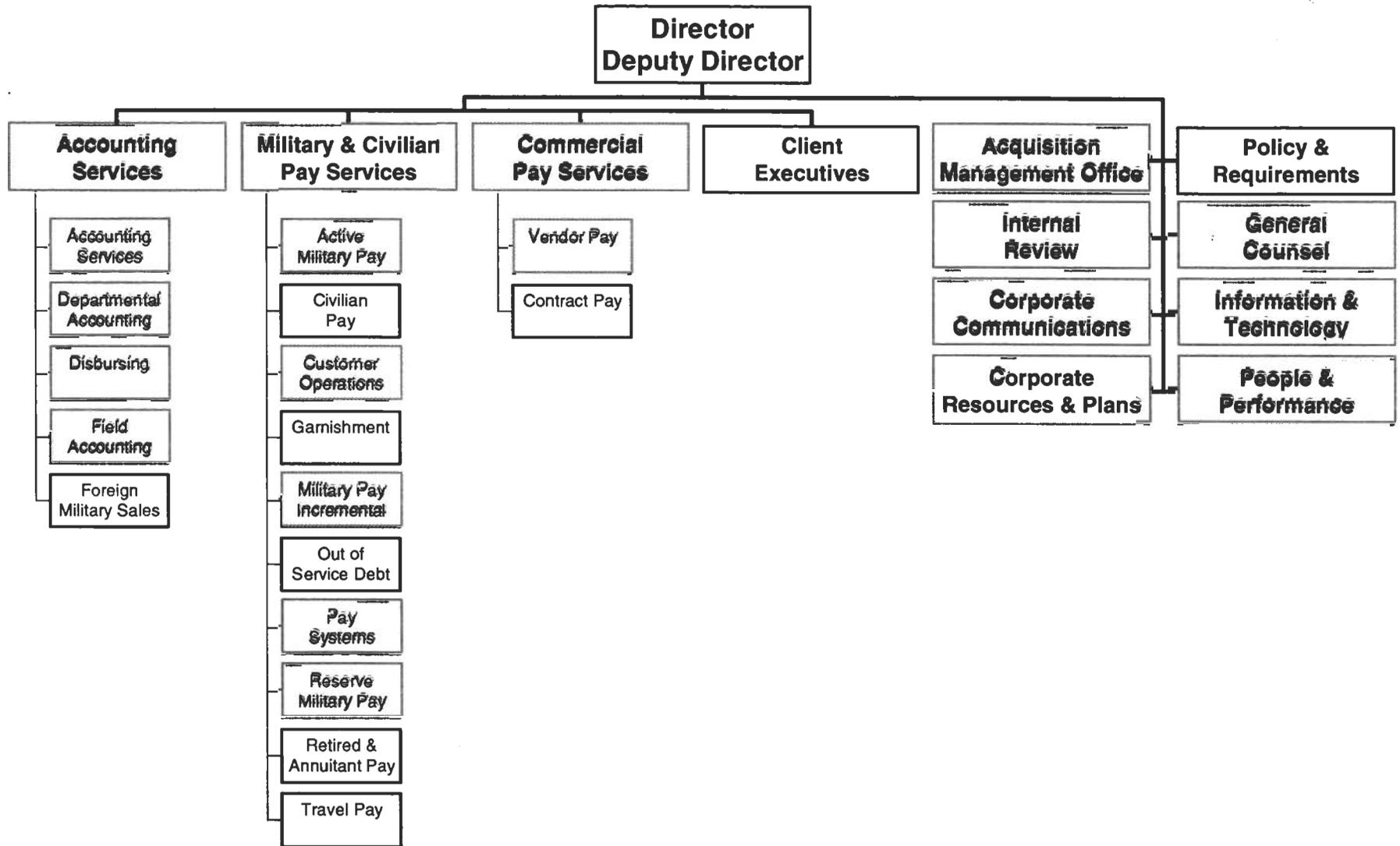


- Earned a 5th consecutive “unqualified opinion” and assisted five clients to achieve clean opinions of their own
- Reduced time to publish year-end financial statements from 80 to 45 days and reduced quarterly reports to 21 days from 45
- Reduced interest per million disbursed by 20% since July 2003
- Returned 5.19% on the \$195B Military Retirement Fund & 2.43% on \$39B Medicare-Eligible Retiree Health Care Fund
- Exceeded our FY 04 goal for NULO by finishing \$76M below our \$171M goal
- Reduced total Unmatched Disbursements over 120 days from \$134M in FY 03 to \$23M in FY 04
- Fielded the Deployable Disbursing System to 39 deployed Army sites to automate transactions, improve internal controls & accelerate posting of financial transactions

DFAS success stories

- Launched Reserve Center of Excellence
- Won national honors for innovation and excellence for myPay while expanding its customer base to 3.1M
- Earned worldwide recognition as one of the world's 10 best government intranets according to the Nielsen Norman Group
- Won the Security Assistance Accounting A-76 competition
- Achieved 100% security certification and accreditation of all essential DFAS financial management systems
- Consolidating USAF field accounting databases
- Beginning the roll out of Forward Compatible Pay to replace the existing 30-year-old military pay system

DFAS Organizations at Indianapolis



Note: Business Lines and Product Lines highlighted in yellow are specific to DFAS Indianapolis.

DFAS Customers Served



DCN 11601

- Office of the Secretary of Defense
- Department of Defense Agencies
- Joint Chiefs of Staff
- Department of the Treasury
- Audit Agencies (e.g., DODIG, GAO, AAA)
- Misc. other Agencies and Department of Defense Field Activities
- Health and Human Services
- Active, Reserve and National Guard military members for Air Force, Army Navy and Marine Corps
- Military Retirees and Annuitants for Air Force, Army, Navy and Marine Corps
- Military Spouses and Former Spouses
- DOD Civilian Employees
- Foreign Nationals

DFAS success stories – Local victories



- Initiated ELAN Reengineering for implementation in March 2006
- Implemented the Desktop Management Initiative
- Saved \$300K in workers' compensation costs for FY 2004 for activities serviced by Human Resources, DFAS Injury Compensation Team (ICT)
- Developed and tested Web-based Military Pay Profile Implementation of the Defense Military Pay Office (DMPO) Imaging System at 26 sites
- Successfully consolidated 17 External Army Vendor Pay locations into DFAS Indianapolis

DFAS success stories – Local victories



DCN 1601

- Successfully transferred Disbursing workload from DFAS Europe to Central Disbursing Services
- Assisted Army Finance Units deployed in Iraq and Kuwait in establishing connectivity to Treasury's CASHLINK II system
- Completion of the development and deployment of the Deployable Disbursing System (DDS) into Europe, Iraq, Kuwait, and Afghanistan
- Asserted to Army that the Fund Balance with Treasury (FBWT) for general funds is auditable
- Completed the legislative write-off of Army's suspense accounts
- Assisted the Defense Threat Reduction Agency and Office of the Inspector General in achieving their clean audit opinions for FY 2004

DFAS Indianapolis Personnel Statistics



- **DFAS Business Lines and Number of On Site Personnel**

(HR Flash Report - EOM May 2005)

- ✓ **Total Number Employees - 2,514**

- ✓ Accounting Services
- ✓ Military/Civilian Pay Services
- ✓ Information & Technology
- ✓ Corporate Organizations
- ✓ Commercial Pay Services
- ✓ Corporate Resources
- ✓ Acquisition Mgmt

- **Status of Retirement Eligible Employees as of May 31, 2005**

- ✓ Eligible For Retirement - 1,123 - 45%
- ✓ Optional - 472 - 19%
- ✓ Early - 651 - 26%

DFAS Indianapolis Facilities Statistics



- DFAS is a tenant in the Major General Emmett J. Bean Federal Center
 - ✓ Property owned and managed by General Services Administration, Chicago Region
 - ✓ Building renovation completed 2003
- DFAS assigned space - 1.1M square feet¹
 - ✓ Includes administrative and warehouse space plus an external warehouse facility
- Excess space available
 - ✓ Vacant workstations - approx 800
 - ✓ Vacant, excess space within the DFAS footprint and within the building and US Army Enlisted Records and Evaluation Center space (slated for realignment) - 1,400 seats
 - ✓ Total capacity - 4,700 seats
- Robust guard force support with appropriate equipment under Federal Protective Service management

¹ DFAS Facilities Database - Effective 31 May 2005

DFAS Transformation



DCN 1601

- Transformation is an integral part of the DFAS strategy
- DFAS has initiated workload realignment, workforce restructure, implementation of best practices, and space reduction over the past several years
- BRAC provides the SecDef the opportunity to reduce infrastructure in an effective and efficient manner
- DFAS will implement the final BRAC decisions using our Workforce Transition Strategy to care for impacted employees.

Our strategic challenge



- Our customers expect:
 - ✓ Accurate and timely payment of personnel
 - ✓ Accurate and timely payment of vendors and contractors
 - ✓ Auditable financial statements
 - ✓ Business intelligence that enables better decision-making
 - ✓ Lower costs of products and services

- Customers deserve a financial service partner who enhances their readiness & mission capability

The road ahead -- Becoming world class



- We will continue our DFAS journey of excellence
- We will be guided by our core values -- integrity, service & innovation
- We will recommit to understanding our customers
- We will practice good two-way communication to ensure lasting success
- We will make it an inclusive, total team effort from all DFAS business lines & functions

DFAS

Your Financial Partner @ Work



DFAS Indianapolis

WHITE PAPER-BRAC 2005 DFAS Consolidation

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the consolidation of Defense Finance and Accounting Service (DFAS) operations to DFAS Indianapolis and two other sites (Columbus and Denver). DFAS Indianapolis, located within the Major General Emmett J. Bean Federal Center in Lawrence, Indiana (outside Indianapolis), is ideally positioned to assist in the efforts to consolidate and transform DFAS operations.

Capacity analysis

The Center is the United States' second largest military facility behind the Pentagon, and houses the largest DFAS facility in the nation. DFAS Indianapolis has the largest amount of DFAS personnel (2,712), as well as the greatest amount of used space (433,920 usable square feet). It also has 60 percent of the nation's entire usable square footage for DFAS safes, vaults and financial systems.*

Even more im
facility to accommod
functions. Despite i
has the most overall
682,885 usable sq
feet). As a result,
available for futu
entire nation's e

need to
change
state is

Indianapolis has the greatest ability of any DFAS
and administrative DFAS
DFAS Indianapolis also
s total capacity of
33,920 usable square
feet in excess capacity
accounts for 35% of the

Military Valu

In ad
capabilities
9th in the DFAS M
location outside a Department of
Similarly, its location also affected its ranking
ratings. Nonetheless, the facility does meet the DoD
(AT/FP) standards. As a result, without the location criteria, DFAS Indianapolis would
have ranked among the top three DFAS facilities nationwide.

Indianapolis offers existing
ile DFAS Indianapolis ranked
reason for this ranking was its
tion with a controlled perimeter.
ting its terrorist threat assessment

Ironically, the reason DFAS Indianapolis is no longer on a DoD owned installation is the closing of the surrounding installation (Fort Benjamin Harrison) as a result of the 1991 BRAC proceeding. Yet, while this previous BRAC process closed the rest of the installation, it preserved the Major General Emmett J. Bean Federal Center given its significant value.

The other criteria utilized in the Military Value scoring plan provide additional evidence of DFAS Indianapolis' worth. The facility ranked among the highest scorers in many other criteria, particularly with respect to local workforce, hiring, and network services. The BRAC report further notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

Community strengths

DFAS Indianapolis is located in the city of Lawrence, near Indianapolis. This area, often referred to as the "Crossroads of America," offers convenient interstate and air access to the entire Midwest. In addition, the community boasts a high quality of life, with excellent schools, ample affordable housing, and abundant cultural opportunities. These qualities have helped the area attract a top caliber workforce, as noted in the Military Value scoring discussed above.

Conclusion

DFAS Indianapolis provides a unique opportunity to consolidate DFAS operations. The Major General Emmett J. Bean Federal Center offers unmatched capacity for growth, and the existing DFAS Indianapolis operation ranks among the highest DFAS facilities nationwide. This combination of capacity and capability make clear that DFAS Indianapolis represents the optimal choice for DFAS consolidation and transformation.

Mindy D'AS

Bart Peterson
Melina Kennedy

Moore about to Rudy —
will do as much as can to
make Transition effective

D'AS lost direct connection to Melina
which is sup. to them

more than just jobs a commitment —

Federal Center enormous —

DUP spent \$123 mil renovating it.

166 mil by FT Bldg

Bldg undervalued

Bldg not used efficiently.

Renovation
completed Nov 2003

any did DUP spend \$123 to renovate
Bldg

— DFAS located in City of Lawrence

— Pay to Army

— They will check on parking



July 27, 2005

Ms. Marilyn Wasleski, Senior Analyst
Review and Analysis
Base Closure and Realignment Commission
2521 South Clark Street
Suite 600
Arlington, Virginia 22202

Re: Cleveland DFAS Facility Costs

Dear Marilyn:

As we continue to gather information to prepare a valid analysis of facility costs for the Cleveland DFAS operation, one thing has become quite clear – the information that has been provided to us makes reaching a reliable conclusion extremely difficult.

We are convinced that the cost per square foot (\$29.21) used in the DOD computations for Military Value is incorrect. As I pointed out in my email message to you (July 19), we believe that the cost is \$15.73 if the GSA cost and fees are correct. But even this is debatable. At every turn, we uncover additional information from different sources that sheds doubt on the entire DOD analysis. As an example, the data contained in *GSA on the Web* with regard to the annual cost per square foot for Cleveland DFAS raises questions. The 2005 cost per square foot is reported to be \$22.09. When additional costs are added to this amount, it increases to \$31.06. And despite the fact that we are unable to validate the additional costs, this cost per square foot is simply outside the bounds of logic, especially when compared to the cost per square foot just one year earlier of \$10.62 (plus added costs). Why did the cost per square foot more than double in one year? We assume that this data is irrelevant with respect to the computation of Military Value since it was to have been based on FY 2003 information. But it does raise questions. It would be illogical for any business or government agency to remain in such a high cost facility.

The list of questions and concerns continues to grow, but a thorough analysis may never result in a timely and accurate finding. If it becomes impossible to find an "apples to apples" comparison in this important metric, we urge you to focus on future costs. Specifically, what will it cost DFAS Cleveland to continue to operate in their existing home or a new facility? That question forms the basis for the analysis that everyone should agree is the critical determinant.

As was presented to Commissioner Newton on June 23 and referenced in Mr. Nance's testimony on June 27, the Greater Cleveland community is fully committed to building a new facility to house the current and future DFAS workforce. The details are contained in our report to the Commission, but the key points are worth repeating. This facility would be completed prior to the 2009 deadline for meeting anti-terrorism standards and would be in full compliance with those requirements. Additionally, the cost per square foot, fully loaded, is estimated to be \$14.00 per square foot and remain static for a twenty-year lease. A facility such as this would meet or exceed future DFAS needs and would also be attractive to private sector occupants.

If, for any reason, a decision is made to stay in the current site (the Anthony Celebrezze federal building), we would work to reduce current and future costs. Given the fact that the Indianapolis DFAS operation was able to upgrade that location while, at the same time, reducing their costs, we are confident that an equally creative solution can be found for Cleveland.

As you continue your work, we urge you to look at the future, not the past. When all factors are considered – facility costs and options, work force, performance, and economic impact – the excellent people, performance and value of Cleveland DFAS become even more evident.

Sincerely,



Carol A. Caruso
Senior Vice President

DCN 11601

Wasleski, Marilyn, CIV, WSO-BRAC

From: william.earle@gsa.gov
Sent: Thursday, July 14, 2005 10:57 AM
To: Marilyn.Wasleski@wso.whs.mil
Subject: Fw: FY06 Rates for Bean

Marilyn,

The rates have been confirmed.

William Earle
General Services Administration
Public Buildings Service
Customer Delivery Team Manager
DHS/DOD
230 S. Dearborn St.
Suite 3622
Chicago, IL 60604
312-886-7112
312-886-9513 (fax)

----- Forwarded by William C. Earle IV/5PC2/R05/GSA/GOV on 07/14/2005 09:55 AM -----

Tracy P. Colton/5PVA/R05/GSA/GOV

To: William C. Earle IV/5PC2/R05/GSA/GOV@GSA

cc: Vanessa N. Zahora/5PVA/R05/GSA/GOV@GSA

Subject: Re: Fw: FY06 Rates for Bean [Link](#)

07/14/2005 09:54 AM

FY06 rentable rates for Bean Center (IN1703ZZ)
\$6.94 shell rate
\$4.24 operating rate

William C. Earle IV/5PC2/R05/GSA/GOV

To: Tracy P. Colton/5PVA/R05/GSA/GOV@GSA

cc: Vanessa N. Zahora/5PVA/R05/GSA/GOV@GSA

Subject: Re: Fw: FY06 Rates for Bean [Link](#)

07/13/2005 11:41 AM

It is for DFAs but it is not a group currently located in the building. They are new groups coming to the BEAN Center.

William Earle

7/14/2005

DCN 11601

General Services Administration
Public Buildings Service
Customer Delivery Team Manager
DHS/DOD
230 S. Dearborn St.
Suite 3622
Chicago, IL 60604
312-886-7112
312-886-9513 (fax)

Tracy P. Colton/5PVA/R05/GSA/GOV

07/13/2005 09:56 AM

To Vanessa N. Zahora/5PVA/R05/GSA/GOV@GSA

cc William C. Earle IV/5PC2/R05/GSA/GOV@GSA

Subject Re: Fw: FY06 Rates for BeanLink

We have special rent deals with DFAS and associated agencies in this building, so we need to make sure we know what agency we are quoting the rate for so we can give the correct rate.

Vanessa N. Zahora/5PVA/R05/GSA/GOV

07/13/2005 09:46 AM

To Tracy P. Colton/5PVA/R05/GSA/GOV@GSA

cc William C. Earle IV/5PC2/R05/GSA/GOV@GSA

Subject Fw: FY06 Rates for Bean

Tracy,

Can you please confirm the rates below?

FY06 rentable rates for Bean Center (IN1703ZZ)

\$6.94 shell rate

\$4.24 operating rate

Thank you,
Vanessa Zahora
Asset Manager, Trainee (Southern IL/IN)
Real Property Asset Management Division
(312) 353-5429
(312) 353-4064 fax

----- Forwarded by Vanessa N. Zahora/5PVA/R05/GSA/GOV on 07/13/2005 09:44 AM -----

William C. Earle IV/5PC2/R05/GSA/GOV

07/13/2005 08:07 AM

To Vanessa N. Zahora/5PVA/R05/GSA/GOV@GSA

cc

Subject FY06 Rates for Bean

7/14/2005

DCN 11601

Vanessa,

Can I have the FY 06 rates for Bean.

Thanks

William Earle
General Services Administration
Public Buildings Service
Customer Delivery Team Manager
DHS/DCD
230 S. Dearborn St.
Suite 3622
Chicago, IL 60604
312-886-7112
312-886-9513 (fax)

7/14/2005

DCN 11601

Wasleski, Marilyn, CIV, WSO-BRAC

From: william.earle@gsa.gov
Sent: Thursday, July 14, 2005 9:09 AM
To: marilyn.wasleski@wso.whs.mil
Subject: Fw: FY06 Rates for Bean

Marliyn,

Below are the rates for Indy we discussed. I will confirm with you as soon as our appraiser verifies their accuracy.

William Earle
General Services Administration
Public Buildings Service
Customer Delivery Team Manager
DHS/DOD
230 S. Dearborn St.
Suite 3622
Chicago, IL 60604
312-886-7112
312-886-9513 (fax)

----- Forwarded by William C. Earle IV/5PC2/R05/GSA/GOV on 07/14/2005 08:06 AM -----

Vanessa N. Zahora/5PVA/R05/GSA/GOV

07/13/2005 09:46 AM

To: Tracy P. Cotton/5PVA/R05/GSA/GOV@GSA

cc: William C. Earle IV/5PC2/R05/GSA/GOV@GSA

Subject: Fw: FY06 Rates for Bean

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William C. Earle IV/5PC2/R05/GSA/GOV

07/13/2005 08:07 AM

To: Vanessa N. Zahora/5PVA/R05/GSA/GOV@GSA

cc:

Subject: FY06 Rates for Bean

7/14/2005

DCN 11601

Vanessa,

Can I have the FY 06 rates for Bean.

Thanks

William Earle
General Services Administration
Public Buildings Service
Customer Delivery Team Manager
DHS/DOD
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312-886-7112
312-886-9513 (fax)

7/14/2005

14

State of Indiana

Submission to the
2005 Defense Base Closure
and Realignment Commission

Washington, D.C. Hearing Regarding
Defense Finance and Accounting Service Indianapolis

August 10, 2005

*216 Hart Senate Office Building
Washington, DC*

**State of Indiana
Submission to the
Defense Base Realignment and Closure Commission
DFAS Indianapolis Hearing**

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STATE OF INDIANA WHITE PAPER-BRAC 2005 DFAS Consolidation

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the consolidation of Defense Finance and Accounting Service (DFAS) operations to DFAS Indianapolis and two other sites (Columbus and Denver). DFAS Indianapolis, located within the Major General Emmett J. Bean Federal Center in Lawrence, Indiana, is ideally positioned to assist in the efforts to consolidate and transform DFAS operations.

DFAS transformation and consolidation

Since its creation in 1991, the Defense Finance and Accounting Service has been in a state of transformation, consolidating over 300 installation-level finance and accounting offices to the current 26. In fact, the original DFAS consolidation effort had intended to result in no more than five facilities, but ultimately was expanded to 26 for a variety of reasons.

However, the organization remains committed to overall transformation, and has recognized that its current footprint is still too big. The need for such transformation is acknowledged in evaluations both by the Department of Defense and by outside organizations, including the Government Accountability Office. In particular, the inefficiency and ineffectiveness resulting from the many current systems within DFAS and other Defense business operations have left the Department of Defense vulnerable to billions of dollars in waste, fraud and abuse annually.

The BRAC represents an important step in this transformation effort by completing the DFAS consolidation effort begun in 1991. The proposed BRAC consolidation would accomplish the major facilities reduction and business line mission realignment that DoD has determined is the best way to restructure the agency for the future. It reduces excess capacity and achieves manpower savings through the consolidation and elimination of strategic functions.

In its effort to determine the optimal consolidation outcome, DoD utilized an optimization model to ensure that its consolidation would maintain strong military value while utilizing excess capacity to minimize construction costs.

The final DoD recommendation for DFAS consolidation would provide an optimal facilities configuration and complete DFAS reorganization, allowing the agency to benefit from economies of scale and synergistic efficiencies while retaining strategic redundancy. It eliminates redundant operations at geographically diverse locations. The consolidation reduces the number of DFAS Central and Field Operating Locations by merging and combining business line operations to the maximum extent possible. It also

balances requirements for an environment that meets DoD antiterrorist and force protection standards, and strategic business line redundancy. It considers area workforce availability, and provides an anchor entity for each business line to retain necessary organizational integrity to support DoD consumer needs.

DoD has confirmed that a three site scenario for DFAS locations provides the optimal structure for future DFAS operations. Adding locations back will reduce the opportunities to achieve economies of scale and cross-utilization of skills. Maintaining additional facilities beyond the necessary core operations, even those which seem to operate at low cost, inhibits this transformation process by promoting the local specialization of function that has exacerbated DFAS' current inefficiencies. While some of these facilities appear to have low operating costs, this calculation does not take into account the overall costs to the DFAS system resulting from the inefficiencies created by these additional facilities.

The monetary savings resulting from DoD's DFAS consolidation recommendation are clear. DFAS consolidation to the three sites will result in net savings of \$158.1 million during the five-year implementation period, with annual savings of \$120.5 million in following years. As a result, the net present value of the consolidation proposal over 20 years is \$1.3138 billion.¹

Perhaps more important, DoD believes the anticipated efficiencies resulting from this operational restructuring will yield cost savings beyond this \$1.3 billion estimate. However, DoD has warned that adding facilities above the recommended three would reduce the benefits achieved through economies of scale and cross-utilization of skills, thereby limiting unit reductions to the Department. More importantly, DoD has stated that additional locations would "reduce DFAS's ability to effect necessary operational changes and will, in the long term, continue to burden DFAS with infrastructure not needed, which will divert scarce resources from the warfighter."²

Capacity analysis

The Bean Federal Center is the United States' second largest military facility behind the Pentagon, and houses the largest DFAS facility in the nation. DFAS Indianapolis has the greatest number of DFAS personnel, with over 2,500 permanent employees and an additional 400 temporary contractors. DFAS Indianapolis currently utilizes 1.1 million of the 1.6 million square feet in the Bean Federal Center, by far the largest DFAS footprint nationwide. DFAS Indianapolis also has 60 percent of the nation's entire usable square footage for DFAS safes, vaults and financial systems, and the only DFAS area for classified data.

¹ *Final 2005 BRAC Report, Volume VII (Headquarters and Support Activities, Joint Cross Service Group)*; Recommendation #HSA0018 – Defense Finance and Accounting Service (Tab 9).

² Department of Defense letter to Senator Richard Lugar, August 2, 2005 (Tab 10).

Even more important, DFAS Indianapolis has the greatest ability of any DFAS facility to accommodate additional business, corporate and administrative DFAS functions. Despite its status as the largest current DFAS facility, DFAS Indianapolis also has the most overall capacity and excess capacity. DFAS Indianapolis currently has roughly 800 vacant workstations within its current space.³ In addition, the Bean Federal Center can accommodate a total of over 900 additional DFAS employees through expansion into currently available excess space and space being vacated as a result of other BRAC recommendations.⁴

These expansions, combined with the current DFAS permanent and contractor staff of nearly 3,000, would allow for a total workforce of more than 4,700 employees at DFAS Indianapolis. In fact, additional permanent DFAS employees could be accommodated within the Bean Federal Center through a variety of other actions, such as adjustments to current space configurations and the transfer of contractors to off-site locations with existing computer connections to the Bean Federal Center. DoD has previously estimated that the Bean Federal Center could accommodate as many as 6,000 DFAS employees, and proposed moving nearly 3,500 positions to DFAS Indianapolis as part of the formal 2005 BRAC recommendation.

DFAS has also planned for additional parking and commuting options to accommodate the increase in workers while ensuring compliance with federal setback requirements. DFAS has proposed building new parking lots on unused space adjoining the Bean Federal Center, which would bring the total number of parking spaces to 4,000. In addition, DFAS can take advantage of current community parking options adjacent to the Bean Federal Center. The City of Lawrence also has pending proposals to expand on this parking, which could eventually provide as many as 2,500 new parking spaces. The bus transit system, IndyGo, already provides bus service directly to the Bean Federal Center and is prepared to expand service to meet the Center's needs.

Military Value

In addition to its capacity strengths, DFAS Indianapolis offers existing capabilities that rank among the highest in the nation. While DFAS Indianapolis ranked 9th in the DFAS Military Value scoring plan, the primary reason for this ranking was its location outside a Department of Defense owned installation with a controlled perimeter. Similarly, its location also affected its ranking by impacting its terrorist threat assessment ratings. Nonetheless, the facility does meet the DoD Antiterrorism/Force Protection (AT/FP) standards. As a result, without the location criteria, DFAS Indianapolis would have ranked among the top three DFAS facilities nationwide.

³ *DFAS BRAC Commission Update*, DFAS Indianapolis Site Visit, August 3, 2005, page 17 (Tab 11).

⁴ *Department of Defense, Supporting Information to Recommendation #HSA0018 - Defense Finance and Accounting Service* (Tab 12). The Bean Center currently has 100,000 usable square feet in excess space available for DFAS expansion. The transfer of the U.S. Army Enlisted Records and Evaluation Center under a separate BRAC recommendation will provide an additional 76,740 usable square feet in space. Using DoD's 160 usable square feet space standard for leased space, these expansions would allow up to 1,100 new workstations.

Ironically, the reason DFAS Indianapolis is no longer on a DoD owned installation is the closing of the surrounding installation (Fort Benjamin Harrison) as a result of the 1991 BRAC proceeding. Yet, while this previous BRAC process closed the rest of the installation, it preserved the Major General Emmett J. Bean Federal Center given its significant value.

As noted below, the other criteria utilized in the Military Value scoring plan provide additional evidence of DFAS Indianapolis' worth.

- *Facility condition:* DFAS Indianapolis received a green facility condition rating, reflecting its location on a GSA site with all renovation and maintenance costs included under the GSA lease. Furthermore, the DFAS Indianapolis facility at the Bean Center is in excellent condition, with a \$123.7 million renovation recently completed in November 2003. This renovation was the result of an innovative agreement that essentially pre-paid a portion of the DFAS lease to provide funding for the renovation, in exchange for a locked-in lease rate that includes a \$7.00 per square foot rebate.⁵ As a result of this renovation, the Bean Center is a state of the art facility, with no anticipated maintenance costs expected beyond those required to accommodate the additional positions being added as part of the BRAC process.
- *Hiring time:* DFAS Indianapolis ranks 5th in hiring time, currently requiring an average of just over 13 days to fill vacancies. This quick hiring time will be critical given the number of incoming positions that will likely need to be filled with local workers. Of note, this hiring time is just four days longer than the DFAS facility with the top-ranked hiring time (which is located in a smaller community with fewer employment options) and is significantly above the 26 day average hiring time among all DFAS facilities.
- *Local workforce pool:* Indianapolis ranks 10th among all DFAS facilities in the size of its workforce pool, well above the average size. In total, the Indianapolis region has more than one million workers, including 590,000 residents between the ages of 25 and 44.⁶
- *Locality pay:* DFAS Indianapolis ranks 13th among all DFAS operations in locality pay rate. However, DFAS Indianapolis' locality pay rate of 11.11 is well below the 13.79 average among all DFAS facilities. In particular, DFAS Indianapolis has the lowest locality pay rate among the five major DFAS areas (Columbus, Cleveland, Denver, and Kansas City), a key consideration given the importance of payroll in overall DFAS costs.⁷ At the same time, Bureau of Labor

⁵ 1997 Memorandum of Agreement between GSA and DoD (Tab 13) and 2003 Occupancy Agreement between DFAS and GSA (Tab 14). Also provided is a June 15, 2005, GSA Information Paper that compares the lease costs of Indianapolis and Cleveland DFAS facilities (Tab 15)

⁶ Indiana Business Research Center, Labor Force Around Fort Benjamin Harrison (Tab 16)

⁷ Office of Personnel Management, 2005 Federal Pay Tables (Tab 17).

statistics show that the overall cost of living in Indianapolis is also lower than in all other major DFAS cities.⁸

- *Operating costs:* According to recent GSA data for June 2005, DFAS Indianapolis has an operating cost of just \$9.35 per square foot. This represents the lowest operating cost of the five major DFAS facilities, despite the fact that several of these other facilities are located on military installations and thus have no lease or separate security costs.⁹
- *One-of-a-kind corporate process applications:* Given DFAS Indianapolis' skilled local workforce, it currently handles 8 unique corporate process applications. Furthermore, the BRAC report notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.
- *Defense Information Systems Network Point of Presence:* DFAS Indianapolis has access to DISN-POP backbone nodes on site.

Community strengths

DFAS Indianapolis is located in the city of Lawrence, near Indianapolis. This area, often referred to as the "Crossroads of America," offers convenient interstate and air access to the entire Midwest. In addition, the community boasts a high quality of life, with excellent schools, ample affordable housing, and abundant cultural opportunities.

These qualities have helped the area attract a top caliber workforce. Of particular importance is the ability of the area to provide highly skilled workers, as noted in the Military Value scoring. One of the key reasons for this is the numerous accredited colleges and universities in central Indiana, including world class research universities like Indiana University and Purdue University. These universities share a campus in downtown Indianapolis that is referred to as Indiana University-Purdue University at Indianapolis (IUPUI). IUPUI currently ranks among the top 15 in the nation in the number of first professional degrees it confers. The campus offers more than 185 academic programs including business, finance and accounting, which are essential fields to Defense Finance and Accounting Service operations. More than 29,000 students attend IUPUI, representing 49 states and 122 countries. Altogether, these universities awarded more than 7,000 business degrees in 2002, including MBAs, with nearly 40,000 business students enrolled.

Additionally, the state's community college, Ivy Tech State College, operates a branch campus in Lawrence, adjacent to the Emmett Bean Center. Ivy Tech already works very closely with DFAS Indianapolis, especially in providing continuing education programs for the workers to enable them to improve their skills. These employee

⁸ Bureau of Labor Statistics, Cost of Living (Tab 18).

⁹ DoD Memorandum for BRAC Commission staff, July 25, 2005 (Tab 19).

educational initiatives will be important in meeting the training needs of new workers at an expanded DFAS Indianapolis facility.

Conclusion

DFAS Indianapolis provides a unique opportunity to consolidate DFAS operations in support of the DFAS transformation initiative. The Major General Emmett J. Bean Federal Center offers unmatched capacity for growth, and the existing DFAS Indianapolis operation ranks among the premiere DFAS facilities nationwide. This combination of capacity and capability make clear that DFAS Indianapolis represents the optimal choice for DFAS consolidation and transformation.

More importantly, we believe it is critical that the BRAC process allow the proposed DFAS consolidation to move to completion. The Department of Defense has long studied the best way to transform DFAS operations, and has determined that consolidation to three major facilities is a critical step toward achieving this transformation objective. Any effort to re-evaluate this consolidation recommendation should include a full accounting of the impact of such changes. In particular, this review must consider not just the operating costs of individual facilities, but the overall costs to the DFAS system and how any changes will affect the Department of Defense's efforts to transform DFAS operations.

DCN 11601

**Statement for the Record
Senator Richard G. Lugar
The Base Realignment and Closure Commission
Regional Hearing
August 10, 2005
Washington, District of Columbia**

On behalf of the State of Indiana, thank you for holding this hearing on the impact of Secretary Rumsfeld's 2005 Base Realignment and Closure recommendations for the Defense Finance and Accounting Service (DFAS) facility located at the Major General Emmett J. Bean Federal Center in Lawrence, Indiana. I am pleased to join with our Governor, Mitch Daniels, Congressman Dan Burton, Congresswoman Julia Carson and Indianapolis Mayor Bart Peterson in sharing our

support for the Secretary's recommendations.

Mr. Chairman, I am already on record before this commission in support of the BRAC process to eliminate excess physical capacity, to be a path for transformation, to rationalize infrastructure with our national defense strategy, and to reconfigure our military infrastructure in a manner that will maximize our war-fighting capability and efficiency for the next twenty years. It is paramount that we implement prudent cost-cutting measures throughout the Department of Defense, and indeed in all sectors

of our government, using practical business models and proven solutions.

Consideration of these facts and hard-core analyses should incorporate the unique assets and distinctive qualities of the Bean Federal Center facility, the town of Lawrence and the larger Indianapolis community that our witnesses will speak about today. My good friend, Governor Mitch Daniels, who worked to improve the management and efficiency of our federal bureaucracy during his tenure as President Bush's Director of the Office of Management and

Budget, is here to speak to these issues in greater depth. He has asked our additional distinguished witnesses to provide detailed information regarding the Fort Benjamin Harrison facilities that members of the Commission visited last week and Indiana's unique qualifications to support Secretary Rumsfeld's suggested course of action.

I believe the original plan to consolidate 3,495 DFAS jobs at the former Fort Benjamin Harrison facility are in direct accord with the overall BRAC objectives. It supports our nation's next generation military strategy, the Department of

Defense's business consolidation efforts, and the DFAS transformation strategy.

Mr. Chairman, for many years Congress and its investigative arm – the General Accountability Office (GAO) – have harped on the inefficiencies embodied in the dissimilar pay and accounting systems that each of the services operate. It is appropriate for the Commission to review ways to forge a better pay system for all the men and women in uniform and the many others whose compensation flows through the twenty-six DFAS facilities.

The mobilization of tens of thousands of Reservists over the past few years offers a very real glimpse into some of the challenges that DFAS continues to face in modernizing, despite the investment of billions of taxpayer dollars. For instance, a mobilizing reservist can expect a latency of several days in order to move from a reserve duty pay roster to an active duty pay roster - with an expectation that the same delay will confront them on the way home. These lost days of productivity cost of millions of dollars to the taxpayer. Similar pay issues cause significant

financial hardships to our service men and women and their families. These challenges are not new. Reservists reported identical problems in 1991 and in March of 2003 a GAO report found that DoD was investing more than \$1 billion to modernize and \$18 billion a year to operate 1,731 disparate business systems. I support the Secretary's effort to address these problems through the BRAC process.

In closing Mr. Chairman, I would like to point out that Hoosiers are proud of their military heritage. With 590,000 veterans in a state of 6.2

million people, and tens of thousands in uniform today, Hoosier veterans not only speak with pride and patriotism, but serve the cause of freedom with valor. This is equally true of the talented and experienced civilian work force that populates the military installations in the State of Indiana. As a former Mayor of Indianapolis, I am proud to advocate the qualities of my home city and to offer any further assistance I can in your weighty endeavors over the next few weeks.

Biography of Senator Dick Lugar

Dick Lugar is an unwavering advocate of U.S. leadership in the world, strong national security, free-trade and economic growth.

This fifth generation Hoosier is the longest serving U.S. Senator in Indiana history. He is the Chairman of the Foreign Relations Committee and a member and former chairman of the Agriculture, Nutrition and Forestry Committee. He was first elected to the U.S. Senate in 1976 and won a fifth term in 2000, his third consecutive victory by a two-thirds majority.

Lugar graduated first in his class at both Shortridge High School in Indianapolis and at Denison University in Granville, Ohio. He attended Pembroke College at Oxford University as a Rhodes Scholar, studying politics, philosophy and economics.

Lugar manages his family's 604-acre Marion County corn, soybean and tree farm. Before entering public life, he helped manage with his brother Tom, the family's food machinery manufacturing business in Indianapolis.

As the two-term mayor of Indianapolis (1968-75), he envisioned the unification of the city and surrounding Marion County into one government. Unigov, as Lugar's plan was called, set the city on a path of uninterrupted economic growth. As Mayor, Lugar served three terms on the U.S. Advisory Commission on Intergovernmental Relations, including two terms as the Vice-Chair of the Commission, and served as President of the National League of Cities.

Richard Lugar has been a leader in reducing the threat of nuclear, chemical and biological weapons. In 1991, he forged a bipartisan partnership with then-Senate Armed Services Chairman, Sam Nunn (D-Ga.), to destroy these weapons of mass destruction in the former Soviet Union. To date, the Nunn-Lugar program has deactivated over 6,300 nuclear warheads that were once aimed at the United States.

As Chairman of the Agriculture Committee, Lugar built bipartisan support for 1996 federal farm program reforms, ending 1930s era federal production controls. He has promoted broader risk management options for farmers, research advancements, increased export opportunities and higher net farm income. Lugar initiated a biofuels research program to help decrease U.S. dependency on foreign oil. He also led initiatives to streamline the U.S. Department of Agriculture, reform the food stamp program and preserve the federal school lunch program.

Lugar has promoted policies that spur economic growth, cut taxes, lead to job creation, eliminate wasteful government spending and reduce bureaucratic red tape for American businesses.

His Hoosier commonsense has been recognized many times including such awards as Guardian of Small Business, the Spirit of Enterprise, Watchdog of the Treasury, and 38 honorary doctorate degrees from colleges and universities in thirteen states and the District of Columbia. He was the fourth person ever named Outstanding Legislator by the American Political Science Association.

Richard Lugar and his wife, Charlene, were married September 8, 1956, and have four sons and nine grandchildren.

Statement of Indiana Governor Mitch Daniels

Base Closure and Realignment Committee Hearing
August 10, 2005

I would like to express my appreciation to Indiana's senior Senator Richard Lugar for being here today. He has set an example to all of us by consistently placing the needs of America's security - and the men and women who defend it - above any other consideration in evaluating the outcome of the decisions made through the BRAC process.

Let me next thank all of you for your willingness to undertake this most difficult of responsibilities. I have always been a supporter of the BRAC process, as has the state of Indiana. Even though we have taken some pretty significant hits in earlier rounds, we have not been part of efforts to delay or derail the current process.

As a practical matter, a BRAC round often affords the only opportunity to make badly needed changes to the DoD infrastructure. Senator Lugar has said our paramount goal must be to collect the most accurate and relevant information on which to base these key decisions.... and that has certainly been our approach during this BRAC round.

In all of our dealings with the Commission, we have been guided by this standard. In a matter unrelated to these proceedings today, we have had some useful and productive dialogue with commission staff regarding ways to maximize the benefits resulting from the adjustments being made at the Crane Surface Naval Warfare Center. While this has not been a high profile matter, I am pleased to report that these discussions are being conducted in a highly professional fashion by both sides and our suggestions appear to be receiving the most thoughtful consideration. We remain hopeful that this dialogue will lead to optimum results for the installation and the warfighters it serves so well.

Like any enterprise, the federal government should seek out opportunities for well-planned consolidation as a means to increase efficiencies and generate cost savings. And it is precisely such efficiencies and cost-savings that prompt DoD's recommendation to consolidate DFAS activities to the three sites, including Indianapolis.

In Section 5 of its recommendations, DoD notes that "The consolidation of Civilian Personnel Offices within each Military Department and the transactional functions among the Defense Agencies reduces excess capacity, reduces the use of leased facilities, and achieves manpower savings through consolidation and elimination of duplicate functions. This recommendation supports the Administration's urging of federal agencies to consolidate personnel services." (Page 20)

I note that final sentence with some interest. As Director of the Office of Management and Budget in 2001, I directed agencies to pursue the consolidation of personnel services, including payroll and accounting.

To its credit, the Department of Defense took that direction seriously, and DFAS emerged as an early leader in the federal government. In August 2002, the Office of Personnel Management conducted an internal competition for consolidated payroll processing providers, and approved a partnership between DFAS and the General Services Administration to move forward.

As I wrote the Defense Department and other agencies in January 2003, this effort was designed to "enable agencies to operate more efficiently, thereby enabling the federal government to dedicate a greater share of its resources to the ultimate mission of serving the citizen."

I view DOD's recommendations for realignment of DFAS into the three locations as accomplishing exactly that end: applying resources to the ultimate mission of serving the citizen through a stronger national defense.

In an August 2, 2005 letter to Senator Lugar, DoD has confirmed that a three-site scenario for DFAS locations provides the optimal configuration for future DFAS operations. To quote this letter directly, "changing or adding locations will reduce DFAS's ability to effect necessary operational changes and will, in the long term, continue to burden DFAS with infrastructure not needed, which will divert scarce resources from the warfighter."

The whole idea behind the proposed consolidation is to eliminate redundant operations at geographically diverse locations. It will allow DFAS to strengthen and standardize business processes, simplify training delivery and support, and improve oversight and control.

The monetary savings resulting from DOD's DFAS consolidation recommendation are clear. DFAS consolidation to the three sites will result in net savings of \$158 million during the five-year implementation period, with annual savings of \$120 million in following years. As a result, the estimated net present value of the DFAS consolidation proposal over 20 years is \$1.3 billion. In fact, DoD believes the anticipated efficiencies resulting from this operational restructuring will yield cost savings even beyond this estimate.

Let me talk for a few moments about the criteria used to determine the optimal consolidation recommendation, and address a few of the reasons why Indianapolis clearly fits these criteria.

The goal of the optimization proposal as stated by DoD was to ensure strong military value while reducing the number of DFAS Central and Field Operating Locations by merging and combining business line operations to the greatest extent possible. The

optimization model also sought to balance requirements for an environment that meets DoD antiterrorist and force protection standards, strategic business line redundancy, area workforce availability, an anchor entity for each business line to retain necessary organizational integrity to support DoD customer needs, and available facility space or buildable acres.

Our DFAS facility in Indianapolis certainly meets these goals. As you all know, DFAS Indianapolis is the Pentagon's largest DFAS facility, with over 2,500 permanent employees, as well as an additional 400 temporary contractors. DFAS is located in the Major General Emmett J. Bean Federal Center, on the grounds of the former Fort Benjamin Harrison. Although Fort Harrison was closed in a prior BRAC process, the Bean Federal Center's obvious value led the Pentagon to maintain significant operations there, most importantly making the Bean Federal Center home to one of DFAS' anchor locations.

I know that Secretary Skinner and General Newton came out and toured the Bean Center last week, but we'd like to underscore some of the unique benefits offered by Indianapolis for those of you who did not see it in person. Congressman Burton and Mayor Peterson will address many of these benefits in their testimony, and we are submitting a white paper which provides specific details about the Indianapolis facility. But I'd like to take a few moments and mention just a few key points:

First, and perhaps most importantly, let me talk about capacity issues. The Bean Federal Center is the second largest building in the Pentagon inventory, with over 1.6 million square feet of space. Of this immense total, DFAS currently operates in 1.1 million square feet. Thus, there is still significant space for additional expansion of DFAS activities within the Bean Center.

At last week's site visit, DFAS stated that there are currently around 800 vacant workstations in its existing space that are available for immediate use. In addition to this, DFAS says it can accommodate nearly 1,000 additional workers by both expanding

into currently unused space in the Bean Center, and by using space that will soon become available through other BRAC realignments. Beyond this, we could also secure space for additional permanent employees by moving contractors off-site to nearby buildings that share DOD connectivity.

Thus, there is easily space for at least 4,700 permanent employees at DFAS Indianapolis. Beyond this, DoD's formal BRAC recommendation proposed putting as many as 6,000 DFAS employees in Indianapolis. Whatever the experts decide is ultimately the right number for our facility, I am confident that we can accommodate it.

I also want to stress that both the State and our local governments are fully committed to ensuring the success of this consolidation effort, and we will provide the full resources of the state's Department of Workforce Development and the Indiana Economic Development Corporation to that end.

Another key advantage of Indianapolis is our low cost of operation. Due to a number of factors, including the operating agreement we have with GSA and the low locality pay rate in our area, Indianapolis' operating costs rank below all other major DFAS facilities – even those which are located on military bases and thus do not pay rent or security costs!

I also want to touch on an issue that was raised by Secretary Skinner during the site visit last week. Indianapolis has a very short hiring time – one of the shortest in all of DFAS. Our local DFAS operation is able to fill job openings in an average of just 13 days, compared to the average time among all DFAS operations of nearly 30 days. The credit for this certainly goes to our strong local workforce and educational system, as Mayor Peterson will discuss.

In sum, it is simply good business and sound public policy to build upon the recent investment of almost \$124 million in the Bean facility to continue the ongoing consolidation of DFAS. A

decision to add facilities back diminishes the potential savings that this initiative offers to our warfighters, and may push the date for ultimate completion well back into the future.

Again, my deep gratitude to commissioners and staff for the task you have undertaken and the diligence and professionalism you bring to it. I commend to you the balance of our presentation and will be happy to respond to any questions you may have.

Mitchell E. Daniels, Jr.

Governor of Indiana

On January 10, 2005, Mitchell E. Daniels, Jr. was sworn in as the 49th Governor of the State of Indiana with the same Bible used to inaugurate President Benjamin Harrison. Surrounded by his family, his mentor and friend U.S. Senator Richard Lugar (R-Indiana), school children, and thousands of other Hoosiers, Governor Daniels asked the people of this great state to join together as neighbors to "raise a new barn" in Indiana.



Daniels exited that ceremony at the historic Indiana State Fairgrounds to immediately begin raising that barn. Governor Daniels promised Hoosiers he would get right to work reforming state government to create jobs, restore the public's trust, and aim higher at a critical moment of change in Indiana. On day one he proposed the most aggressive legislative agenda in recent history. A week later during his State of the State Address, Governor Daniels proposed the state's first honestly balanced budget in ten years. Three weeks later, he signed into law a major overhaul of Indiana's economic development efforts.

The idea of getting right to work plays a constant theme in the life of Governor Daniels. He learned that life lesson from his father, Mitch Sr., and young Mitch has applied that philosophy through decades of service to our state and our nation in business, government, politics, and the non-profit sector.

Mitch Daniels came to Indiana when he was in grade school, and he's been a Hoosier ever since. In 1967, when Mitch graduated from North Central High School in Indianapolis, President Lyndon Johnson named Indiana's future Governor a Presidential Scholar - the state's top male high school graduate that year. Daniels went on to earn a bachelor's degree from the Woodrow Wilson School of Public and International Affairs at Princeton University in 1971.

**BRAC COMMISSION HEARING
Washington, District of Columbia
August 10, 2005**

**Testimony of
The Honorable Dan Burton [IN-05]**

Mr. Chairman and distinguished Commissioners, I thank you for convening this important and timely hearing to examine the Department of Defense's (DoD's) Base Realignment and Closure (BRAC) recommendations.

As I have stated in my previous two submissions to this Commission, I want to – once again – express my sincere appreciation for the vote of confidence bestowed upon the great State of Indiana in the DoD's initial round of BRAC recommendations. For the first time in the history of the BRAC process, Indiana is positioned to achieve a net gain after losing most of our active federal military installations in the previous BRAC rounds. It is heartening that Indiana will be able to significantly contribute to the future security and prosperity of the United States.

To be certain, I fully understand that yours is a difficult and daunting task – to efficiently and effectively integrate and consolidate United States military bases into more valuable and resourceful units – and I applaud the progress that the BRAC Commission has made since beginning its work. Mr. Chairman, as you and your fellow BRAC Commissioners begin to make final recommendations, I respectfully request that you consider the value – from a business perspective – of the consolidation plan and why Indianapolis' DFAS Center should and will play an integral role in the success of the proposed consolidation.

While I have the utmost respect for my colleagues in the United States Congress, it is unfortunate that some of those colleagues have made public statements demeaning the great work being accomplished at the Major General Emmett Bean Federal Center (the Center). Moreover, they have also attacked our credibility, by claiming that the innovative plan that Senator Dan Coats, Under-Secretary John Hamre, Mayor Steve Goldsmith and I helped to initiate was somehow unfair and ultimately inequitable. This plan essentially "pre-funded" the DFAS obligation to the General Services Administration (GSA) to lock-in the rate at the facility for up to 20 years. The July 1997 Memorandum of Agreement specifically called for DoD to "plan to provide funding to GSA for the planning, design and renovation of the building over five years (1997-2001)" in return for an agreement that, upon completion of the DoD funded renovation, GSA and DoD would agree upon what was called the post-renovation rate, which included a provision for annual security costs, less a \$7.00 per usable square foot "rebate" that would remain in effect "until such time [as the amount of] the 'rebate' equals the total DoD level of investment."

Far from being an unfair advantage or subsidy, this was an innovative and sound decision that benefited the GSA, the DoD, DFAS, and the taxpayers, by allowing the DoD to essentially pre – fund its rent obligation and lock down a lower fixed cost for the facility that could be planned and budgeted for; this ultimately led to real savings. It is fair to say that the GSA received a building that was not only a substantial benefit to their own inventory and in great condition, but a building that was designed to house long-term tenants; moreover, Indianapolis DFAS has a lower operating cost, which can be leveraged to provide a value—added to their customers through lower transaction costs. As important, the ability to expand and consolidate particular business operations at the center has – and will continue to have – an impact on future savings by driving efficiencies from economies of scale and skill, as well as, the benefits of improving technology and the efficiency gained through automation of their systems. This is a real success story and one that makes the Indianapolis Center stand out among the rest. And, it will continue to be a success story well beyond the termination of the “lease rebate” in 2022.

In its current capacity, the Center and the surrounding Cities of Lawrence and Indianapolis have demonstrated the ability to effectively facilitate large scale DoD operations, as well as provide cost-efficient and family-friendly communities that embrace the dedicated men and women who represent the human capital of our Armed Forces. No matter what the number that eventually consolidates into this facility, and by whatever measure you may choose – the cost per employee, the systemic savings, the cost of doing business – I am confident that any rational and realistic analysis, such as my staff and others have done, will lead you to the same conclusion. This rationale is based on solid business decisions and the compelling success of an innovative funding mechanism that we continue to believe resulted in a win—win for the government, the military, and the taxpayer. To suggest anything else is disingenuous.

I have included in my written testimony, as attachments, the July 1997 Memorandum of Agreement (Tab 13) and the 2003 Occupancy Agreement between GSA and DFAS (Tab 14) for your information. I am confident that your analysis will lead you to the same conclusion that mine does. I have also included a comparison of costs between two Centers (Tab 15) as an example of the positive outcome achieved by this innovative and unique mechanism. I trust your comparative analysis will yield a similar conclusion.

The State of Indiana – in conjunction with the Cities of Indianapolis and Lawrence – welcomes the opportunity presented at the Major General Emmett Bean Federal Center. The Lawrence community views the announcement of the proposed consolidation at the Center as confirmation of the success at historic Fort Harrison. While we are sensitive to the losses that other communities face in the light of recent announcements, Fort Harrison and the City of Lawrence have “walked a mile in their shoes.” I am sure that there are fine people doing good work in every facility. You face an unpleasant and difficult task in this decision—making process. It is my hope that we have made a part of that decision easier, and will continue to provide you and your staff with whatever assistance and information you might require.

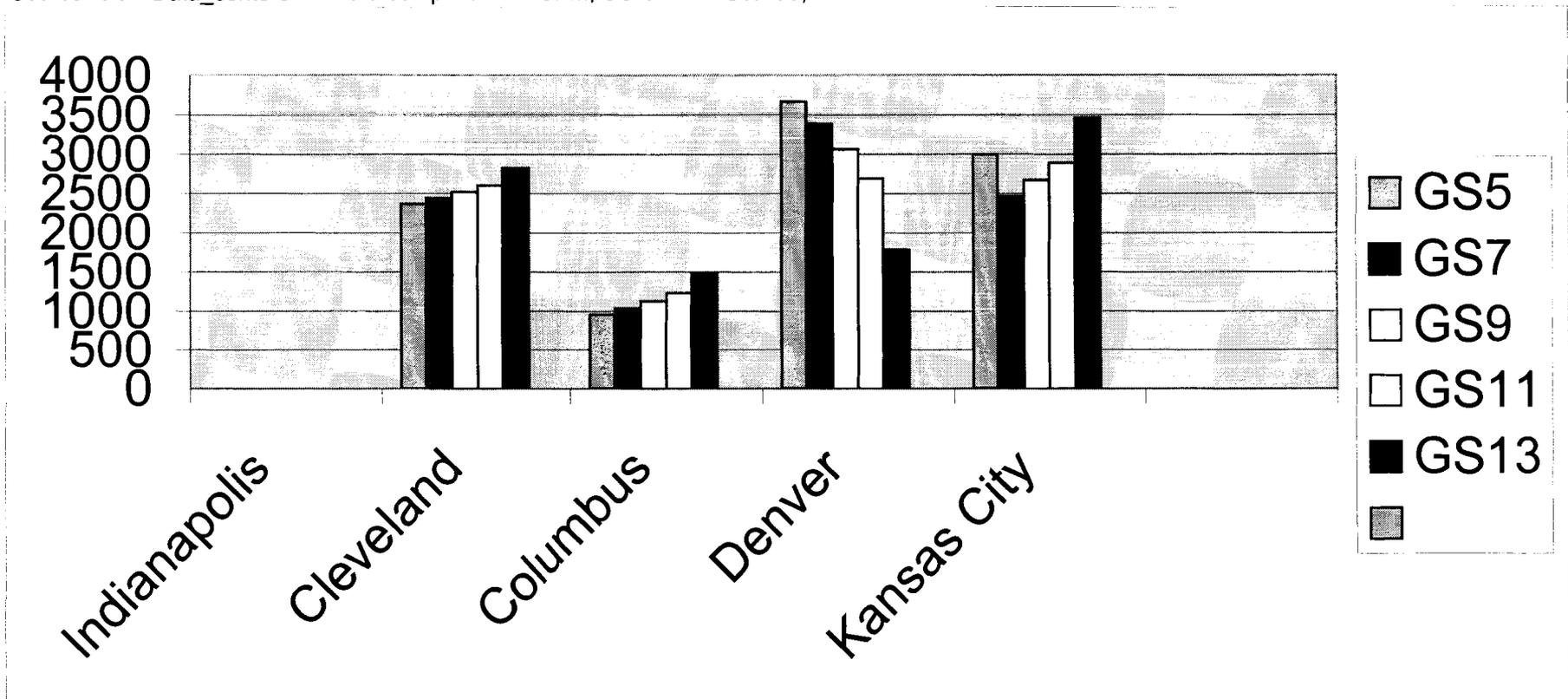
Once again, I want to thank you for allowing me the opportunity to share my testimony. I wish you the best as you move forward with your final recommendations, and I stand ready to answer any questions you may have with regard to the specific funding mechanism or my role in securing the same for the Major General Emmett Bean Federal Center.

Cost of Living Comparison (Indianapolis is baseline)

	Indianapolis	Cleveland	Columbus	Denver	Kansas City
GS5	\$2,367.27	\$953.92	\$3,666.42	\$2,994.61	
GS7	2435.15	1032.65	3387.59	2466.39	
GS9	2515.59	1124.24	3064.03	2666.65	
GS11	2605.95	1228.76	2691.9	2894.62	
GS13	2829.73	1485.89	1780.05	3458.19	

Average (Per location) **\$2,550.74** **\$1,165.10** **\$2,918** **\$2,896.09** **\$2,907.04** (AVG of all Centers)

Source: COL Data_centers.xls Data compiled from OPM, US Census Bureau, AAA



BIOGRAPHY:

Dan Burton is currently serving his twelfth term as a United States Representative from Indiana's Fifth Congressional District. His first term in Congress began in January of 1983. The Fifth District lies in the heart of central Indiana and includes all of Tipton, Grant, Miami, Wabash, Huntington, Hamilton, and Hancock Counties, as well as parts of Marion, Shelby, Howard and Johnson Counties.

When Congressman Burton assumed the Chairmanship of the House Committee on Government Reform in the 105th Congress, he became the first Hoosier Republican to Chair a full House Committee in more than sixty years. The last was Congressman William Robert Wood, who chaired the Committee on Appropriations during the 71st Congress (1929-1931). Congressman Burton currently serves as Chairman of the House International Relations Subcommittee on the Western Hemisphere.

Dan Burton was born on June 21, 1938, in Indianapolis, Indiana. He graduated from Shortridge High School in 1957, and attended Indiana University and the Cincinnati Bible Seminary. Congressman Burton received the Honorary Degree of *Doctor of Humanities* from Capitol University of Integrative Medicine on December 17, 2000. As a proud veteran of our Armed Forces, Dan served in the U.S. Army and the U.S. Army Reserves (1957-1962). Before his election to Congress, Mr. Burton held office in the Indiana State Senate (1969-70 and 1981-82), as well as in the Indiana House of Representatives (1967-68 and 1977-80). The Burton family resides in Indianapolis, Indiana.

GROWING THE ECONOMY:

Since the devastating terrorist attacks of September 11th, which shook our financial institutions, the ever-determined American workforce has been fighting back. And we are continuing to see real signs of hope and prosperity. Congressman Burton has worked diligently with President Bush to implement effective and forward-looking economic policies that will ensure Hoosiers the opportunity for financial growth and prosperity. The *Jobs & Growth Tax Reconciliation Act of 2003*, which Congressman Burton is working to make permanent this year, is driving the strong improvement in our economy. Just look at the facts:

- Nationwide, the economy has created over **3 million** new jobs over the last **22 straight months**, including **110,000** last month alone.
- **Homeownership rates** are at their **highest level ever**, with new home construction at its **best level in 25 years**.
- **American companies** are reporting **historic levels of growth**; in fact business investment growth is at its **best level in 7 years**.

Congressman Burton shares President Bush's belief that American tax dollars must be spent wisely or not at all. He is committed to expanding our economic growth, while instilling fiscal discipline as Congress debates new budget proposals. Congressman Burton believes that in order to keep our economy growing we must reform our antiquated tax code, eliminate wasteful or inefficient government programs, and continue to promote the development and expansion of small businesses.

STRENGTHENING SOCIAL SECURITY:

One of the most important issues being debated on Capitol Hill right now is the need to strengthen our Social Security system. Congressman Burton believes that we must act now to responsibly reform Social Security in a way that strengthens the system by allowing younger workers to invest a portion of their contribution in personal retirement accounts, while still protecting – and leaving entirely untouched - the benefits for current or near recipients age 55 or older.

Congressman Burton believes younger workers should absolutely have the option to invest a portion of their contribution in personal retirement accounts, just like every Member of Congress and Federal employee already has access to with the TSP (Thrift Savings Plan). And as we move forward, we must remember that the issue at hand is retirement security. In little over a decade from now, Social Security is going to spend more than it takes in. And while benefits are secure for today's retirees, Social Security will soon be unable to pay the benefits promised to our future generations. We are clearly facing a challenge and we need to find a solution. I strongly believe that President Bush – as he has stated numerous times – is committed to considering all options as we begin this important debate.

ADVOCATING FOR GREATER PERSONAL HEALTH:

Although Congressman Burton no longer chairs the Government Reform Subcommittee on Human Rights & Wellness (2003-2004), he remains deeply committed to making sure all Americans receive the best health care possible. As a Senior Member of Congress, Representative Burton continues to be a tireless advocate on a wide range of health issues, including affordable prescription drugs for seniors, medical liability tort reform, and mercury-free vaccines. Congressman Burton will shortly reintroduce his Dietary Supplements Tax Fairness Act.

As Chairman of the full House Government Reform Committee (1997-2002) and the House Government Reform Subcommittee on Wellness and Human Rights, Congressman Burton boldly launched an investigation into the autism epidemic and the dangers of mercury-containing childhood vaccines. During his tenure, Chairman Burton held no fewer than 20 investigative hearings to give voice to the more than 1.5 million individuals afflicted with some type of autism spectrum disorder. At his urging, the White House convened the first-ever autism summit last year, bringing together leading scientists, medical researchers, government officials, and family advocacy groups to discuss the status of autism research and the possibilities for finding a cure. In addition, Chairman Burton has secured millions of dollars in federal funds for autism research and treatment facilities, including the state-of-the-art Christian Sarkine Autism Treatment Center at Riley Children's Hospital in Indianapolis, IN.

- ***The National Vaccine Injury Compensation Program Improvement Act (H.R. 1297)***

The Vaccine Injury Compensation Program (VICP) was designed back in 1988 to be a non-adversarial alternative to civil litigation. Seventeen years later, the reality is that the system has become quite litigious and there are some serious problems with the program. Congressman Burton re-introduced this important legislation to address the fairness and accessibility issues vaccine-injured families are facing.

DCN 11601

The *National Vaccine Injury Compensation Program Improvement Act of 2005* is tri-partisan legislation - currently with a dozen co-sponsors - that builds upon recommendations to improve the VICP as outlined by the Center for Disease Control and Prevention's (CDC's) Advisory Commission on Childhood Vaccines. Specifically, H.R. 1297 seeks to amend the current VICP rules by extending the statute of limitations, increasing the base amount of funding available to those injured, and providing a critical two-year look back provision for families who previously missed the filing deadlines.

GUARDING OUR INTERESTS IN THE WESTERN HEMISPHERE:

Earlier this year, Congressman Henry Hyde (R-IL), Chairman of the House International Relations Committee (HIRC), selected Congressman Burton to serve as Chairman of the Subcommittee on the Western Hemisphere for the 109th Congress. Congressman Burton previously served as Chairman of the Western Hemisphere Subcommittee for the 104th Congress (1995-1997), before taking the gavel at the full House Committee on Government Reform and Oversight (1997-2002).

During his previous tenure as Chairman of the Subcommittee on the Western Hemisphere Congressman Burton introduced the *Cuban Liberty and Democratic Solidarity Act* (H.R. 927, also known as *the Helms-Burton Act* or *the LIBERTAD Act*) in response to decades of deplorable actions and egregious human rights violations by Cuba's brutal dictator, Fidel Castro. *The Helms-Burton Act* placed trade sanctions on the Castro government, as well as outlined a plan for the support of a transitional government that would eventually lead to a democratically elected Cuban government.

Stated Chairman Burton, "I am very proud and eager to return to my post as Chairman of the Western Hemisphere Subcommittee. Notwithstanding our critical work to secure freedom and democracy for Iraq, there are many pressing issues right here in our own backyard, which requires our immediate attention. I have the utmost respect for Chairman Hyde and I am looking forward to working with him as we move forward in the new Congress."

The Subcommittee will have jurisdiction over approximately 38 countries throughout the North, South, and Central Americas, as well as the Caribbean Basin. Chairman Burton plans to renew his investigation of the U.S. war on drugs, specifically the illegal trafficking in Colombia and other areas in the Americas. In addition, Chairman Burton will address the ongoing threat of communism and other oppressive regimes in the region.

For more information regarding the Subcommittee's previous legislative and investigative efforts, please visit the HIRC website at www.house.gov/international_relations.

WINNING THE WAR ON TERROR:

As in other times, Americans are serving and sacrificing to keep this country safe and bring freedom to others. After the attacks on September 11, 2001, this nation resolved to take the fight to the terrorists wherever they dwell. Since that time, the U.S. has been leading the way in the Global War on Terror, and we are winning.

SUCCESS IN THE GLOBAL WAR ON TERROR:

DCN 11601

- The U.S. led Coalition - **31 countries strong** - has overthrown two terrorist regimes, **rescued two nations**, and **liberated 50 million people**.
- The Coalition has **disrupted terror cells on almost every continent**, and has **frozen or seized over \$200 million in terrorist assets**.
- The Coalition has **captured or killed close to two-thirds** of the known senior Al-Qaeda operatives.
- The Coalition has **captured or killed 46 of the 55 most wanted in Iraq**, including Saddam Hussein, who is now sitting in a prison cell while he receives the justice he denied to so many Iraqis during his brutal dictatorship.
- After decades of repression and torture, Afghanistan and Iraq have successfully held their first free and democratic elections to choose their own representative governments.
- The NATO Alliance, the European Union, and the United Nations are all standing behind the newly liberated people of Afghanistan and Iraq.

The good people of Iraq and Afghanistan are taking on more and more responsibility each day for building and securing their own future. But what is critically important for their long-term stability in the region is that they can count on America. We have promised to help deliver them from tyranny, to restore their sovereignty, and to set them on the path to democracy. And when America gives its word, America keeps its word.

SUPPORT THE TROOPS:

Congressman Burton encourages all Hoosiers to continue praying for the well-being and safe return of our courageous men and women in uniform. Representative Burton joins the Department of Defense (DoD) in urging the public to log on to the new **America Supports You – Our Military Men and Women** - website to show your support and learn how you can help:

- On-line thank you cards, care packages, and other support for the troops:
<http://www.americasupportsyou.mil/>.

KEEPING THE HOMELAND SAFE:

Homeland security means maintaining the quality of our homeland just as much as it means protecting it from potential disasters and threats. Congressman Burton has supported several legislative efforts to keep all Hoosiers safe from terrorist attacks by giving government agencies the tools they need to do their jobs more effectively and efficiently.

PREPARING OUR FIRST RESPONDERS:

- **\$26.7 billion** has been allotted to first responders for terrorism preparedness since 2001 to ensure that they have the equipment, training, and coordination they need to save lives.

BATTLING BIOTERRORISM:

- **Project BioShield** – Congressman Burton voted for President Bush's initiative to invest \$5.6 billion in the development of countermeasures against weapons of mass destruction.

SECURING OUR SKIES:

DCN 11601

- **Cockpit doors have been reinforced** on all commercial airplanes.
- **All checked bags** are either searched or other wise screened for explosives.
- **50,000 Federal screeners** have been hired by TSA to conduct safety checks of passengers and baggage.
- **\$10 million** has been designated to hire an additional **100 air cargo inspectors** for inspection and enforcement activities throughout our nation's airports

PROTECTING OUR PORTS:

- **Terrorism vulnerability assessments** have been conducted at every major U.S. port.
- The **Container Security Initiative** has been implemented to protect the global trading systems by screening high-risk cargo overseas before it arrives in the U.S.
- **Radiation detectors** are being used at U.S. seaports, as well as air and land checkpoints to inspect for nuclear weapons, and radioactive materials that could be used to make "dirty bombs."

COMMITTEE ASSIGNMENTS:

INTERNATIONAL RELATIONS ([www.house.gov/international relations](http://www.house.gov/international_relations))

Senior Member

Subcommittee on the Western Hemisphere, Chairman

Subcommittee on Asia and the Pacific, Vice Chairman

GOVERNMENT REFORM (www.reform.house.gov)

Former Chairman (1997 – 2002)

Subcommittee on National Security, Emerging Threats, and International Relations

Subcommittee on Criminal Justice, Drug Policy, and Human Resources

VETERANS' AFFAIRS (<http://veterans.house.gov>)

CAUCUS MEMBERSHIPS:

- **Speaker's Task Force for a Drug Free America**
- **Republican Study Committee (RSC) – Co-Founder**
- **National Guard & Reserve Components**
- **Insurance**
- **Automotive**
- **Real Estate**
- **Immigration Reform**
- **Human Rights**
- **Indonesia – Co-Founder and Co-Chairman**
- **Pakistan – Co-Founder and Co-Chairman**
- **Serbia – Co-Founder and Co-Chairman**
- **Complimentary Alternative Medicine (CAM) – Co-Chairman**
- **Autism**

AWARDS01

Congressman Burton has received special recognition from several organizations for his voting record and leadership in Congress. His honors include:

- 2005 **National Foundation for Women Legislators (NFWL) Leadership Award** on behalf of the NFWL for Congressman Burton's tireless work on health care issues.
- 2004 **True Blue Award** presented by the Family Research Council for Congressman Burton's 100% voting record on behalf of American families.
- 2004 **Benjamin Franklin Award** from the 60 Plus Association for efforts to permanently repeal the estate tax, more commonly referred to as the death tax.
- 2004 **Friend of the Farm Bureau Award** from the American Farm Bureau Federation for voting to protect the interests of our nation's farmers.
- 2004 **Small Business Advocate Award** from the Small Business Survival Committee for voting to help keep small businesses stay strong, innovate, invest, and create jobs.
- 2004 **Friend of the Shareholder Award** from American Shareholders Association for demonstrating an avid commitment to protecting Indiana shareholders and enhancing economic growth in America.
- 2004 **Hero of the Taxpayer Award** from Americans for Tax Reform for siding with taxpayers on crucial tax and economic issues in the 108th Congress.
- Twenty **Spirit of Enterprise Awards**, including for 2004, from the U.S. Chamber of Commerce for voting in support of free enterprise and a strong economy.
- Twelve **Golden Bulldog Awards** from the Watchdogs of the Treasury for voting to cut wasteful Federal spending and reduce taxes.
- Twelve **Taxpayers' Friend Awards** from the National Taxpayers Union for fiscal responsibility.
- Ten **National Security Leadership Awards** for supporting a policy of peace through strength. The American Security Council, the Veterans of Foreign Wars, and the Reserve Officer Association give the awards jointly.
- Eight **Guardian of Small Business Awards** from the National Federation of Independent Business for supporting small business.

Statement of Congresswoman Julia Carson
BRAC Hearing August 10, 2005

Members of the Commission, I am pleased to be here with a distinguished cast of Indiana's leaders to bring the case for our Finance Center.

Our Finance Center is an important part of our community and its work has paid great dividends in terms of the opportunity, the production, the skill, the pride and the diversity of its workforce. These are qualities, and values that will transfer well to new workers joining our DFAS workforce as they join into the community of the facility and its mission.

Mr. Burton has given you especially good evidence as to the measures we have employed over time to see to it that this is a strong and efficient facility, all in anticipation of a time like this, of a decision like the one you must now reach.

You have heard a great deal in great detail and have even more evidence provided in written form to consider so I'll not belabor

nor repeat but simply associate myself with the record as you have it, with the remarks of my Indiana colleagues and the evidence offered.

May you appreciate the wisdom, the good business and human sense of Indianapolis as a great workplace for the DFAS workforce. Thank you for your attention to all that we have to offer.

Representative Julia Carson

Former Congressman Andy Jacobs eloquently introduces the story of his successor, Julia Carson: "The only thing some people learn from oppression is hatred and revenge. Others learn compassion and empathy. From the physical pain of material poverty and the mindlessly cruel persecution of nitwit racism, Julia Carson made her choice, a choice of hard work, compassion and a pleasing sense of humor."

The result of Julia Carson's choice has been an extraordinary career of public service. Before she made history in 1996 by becoming the first woman and first African-American Indianapolis has ever sent to Congress, Julia Carson served 18 years in the Indiana General Assembly and 6 years as Center Township Trustee.

In those offices, she distinguished herself as the rare elected official who demonstrates both compassion and common sense. As a State Representative and Senator, Julia Carson sponsored legislation to encourage in-home health care and ease the collection of child support, while also serving as a no-nonsense fiscal watchdog member of the Senate Finance Committee. While a member of Indiana's citizen legislature, she also found time to work as a human resources executive at Cummins Engine and to operate her own small business.

In 1990, Julia Carson successfully ran for election to the post of Center Township Trustee of Marion County. She did so against the advice of many who feared the political quagmire of a poor relief office that was \$20 million in debt. Julia Carson's fiscal acumen and management skill lead to her being named for the second time as the Indianapolis Star's Woman of the Year. Her budget-balancing feat earned bi-partisan admiration, including that of Republican County Auditor John Von Arx, who said, "Julia Carson wrestled that monster to the ground."

In 1996, Julia Carson was elected to the United States Congress. As a member of the Financial Services Committee and the Committee on Transportation Infrastructure, Congresswoman Carson has helped sponsored legislation directed toward the most pressing needs of our community.

As she listens to her constituents' concerns, Congresswoman Carson is able to draw on her own extraordinary life history for insight. As a woman who has spent a lifetime scaling the barriers imposed by poverty as well as by racism and sexism, Congresswoman Carson speaks with unique credibility on these issues and to the young people of Indianapolis who she challenges to follow her lead over these barriers. Julia Carson pledges to continue to help build a safe, caring and responsible community.

DCN 11601

**TESTIMONY OF THE HONORABLE BART PETERSON
MAYOR OF INDIANAPOLIS, INDIANA**

**Base Closure and Realignment Commission Hearing
August 10, 2005**

Mr. Chairman and distinguished Members of the Commission, thank you for the opportunity to be here this morning. My name is Bart Peterson and I am the Mayor of the City of Indianapolis, Indiana. I am here today speaking for the City of Indianapolis and for Mayor Deborah Cantwell, the Mayor of Lawrence, Indiana, who, regrettably, could not be here today. On behalf of both cities, I would like to offer our enthusiastic support for the Secretary of Defense's recommendations as they relate to the consolidation of Defense Finance and Accounting Service functions from around the country and to answer any questions or concerns the Commission may have with respect to our community.

Before I begin speaking about our wonderful cities and all their amenities, I would like to extend my sincere thanks and appreciation to Commissioner Skinner, General Newton and Marilyn Wasleski for their visit to Indianapolis last week. We appreciated the opportunity to showcase our

world-class DFAS facility, which is housed in the recently renovated Major General Emmett J. Bean Federal Center.

Over the last few weeks, I have enjoyed the opportunity to meet with the Chairman, Members of the Commission and staff to express my strong support for consolidating DFAS business line functions in Indianapolis. After each meeting, I came away impressed at how seriously the Commission takes its responsibility to conduct a thorough review and analysis of the Pentagon's base closure and realignment recommendations. This is an extremely difficult but important job, and I commend all of you for your willingness to undertake this process. I also appreciate how open and accessible the Commission has been in responding to questions and to receiving input about our community. I want to assure the Commission today that the City of Indianapolis, the City of Lawrence and the State of Indiana are working collectively to ensure that DFAS and the MG Emmett J. Bean Federal Center have the necessary resources to accommodate thousands of new jobs to our community.

This morning, I would like to share with all of you why Indianapolis and Lawrence are the logical place for DFAS to consolidate its accounting

operations from other sites around the country and abroad. As Mayor, I take great pride in calling Indianapolis home to the military's largest finance and accounting operations center in the world, that, among other things, processes the pay for our soldiers in the United States Army. As our men and women in uniform put their lives at risk to keep us safe at home, it's comforting to know that almost 3,000 Hoosiers help ensure that our military families are provided for by the accurate and timely disbursement of their paychecks.

If you are familiar with downtown Indianapolis, you will understand the depth of our City's patriotism and support for the nation's military. The heart of the downtown is marked by the 284 foot tall Soldiers' and Sailors' Monument and a few blocks away stands the Indiana World War Memorial, which takes up an entire city block. And, the national headquarters for the American Legion is located in Indianapolis. In addition, our city is second only to Washington, D.C. in the number of memorials and monuments dedicated to our nation's military service. It goes without saying that our community is very proud of our men and women who have, and continue to serve our nation's armed forces.

As you may know, Indianapolis is now the 12th largest city in the United States and has made remarkable strides in recent decades. Indianapolis offers a vibrant and growing local economy, recently captured in a headline in The Wall Street Journal about Indianapolis that read: "Economic Engines are Really Revving." We are known as the Crossroads of America because Indianapolis is served by more interstate highway segments than any other city and is the most centrally located city to the top 100 U.S. markets. We are home to a broad array of major corporate headquarters including pharmaceutical giant Eli Lilly and Co; Simon Property Group, the largest publicly traded retail real estate company in North America, and Wellpoint (formerly Anthem), the nation's largest health insurance company.

The City of Lawrence also is a lively active community, made up of both historic and modern residential neighborhoods. It has a popular, award winning school system and offers a superb quality of life. Lawrence prides itself as the "Home of Youth Soccer" with nearly 3,000 players participating in spring and fall leagues, playing on the 21 soccer fields adjacent to the Emmett Bean Center. The City is also proud of its police and fire departments that can provide quick response to any emergency at

the federal center. The Lawrence Police Department includes a SWAT team as part of its special capabilities that trains regularly with Homeland Security teams. As Mayor Cantwell stressed during the site visit last week, the City has created a dynamic community that is poised and ready to welcome the additional DFAS employees.

The proposed expansion of DFAS Indianapolis is one of the most significant economic development opportunities that has presented itself in recent years and we believe that we offer compelling reasons for locating here. For example, Indianapolis offers access to an affordable housing market, competitive wages, a highly qualified talent pool and 24 accredited universities and colleges. You may be interested to know that Indianapolis was recently named the most affordable city over one million people (2004) by the National Association of Homebuilders. The Indianapolis region has more than one million workers, including 590,000 residents between the ages of 25 and 44. In addition, Indianapolis has a great business climate, low cost of living and doing business, and is a low tax state (12th according to one recent report). Given the importance of payroll costs to DFAS operations, we want to note that Indianapolis has the lowest federal locality pay rate among any cities with major DFAS operations. At the same time,

Indianapolis also has the lowest costs of living of any of the major DFAS communities. As a result, the dollar goes farther in Indianapolis, both for the federal government and for Indianapolis employees.

In addition to offering a friendly and affordable business climate, DFAS and other major community employers enjoy access to a highly educated, skilled labor pool thanks to the numerous accredited colleges and universities in central Indiana, including world class research universities like Indiana University and Purdue University, who even share a campus in downtown Indianapolis that is referred to as Indiana University-Purdue University at Indianapolis or IUPUI. IUPUI has developed into one of the nation's great urban universities. IUPUI currently ranks among the top 15 in the nation in the number of first professional degrees it confers. The campus offers more than 185 academic programs including business, finance and accounting, which are essential fields to Defense Finance and Accounting Service operations. More than 29,000 students attend IUPUI representing 49 states and 122 countries. Altogether, these universities awarded more than 7,000 business degrees in 2002, including MBAs, with nearly 40,000 business students enrolled.

Additionally, the state's community college, Ivy Tech State College, operates a branch campus in Lawrence, adjacent to the Emmett Bean Center. Ivy Tech already works very closely with DFAS Indianapolis, especially providing continuing education programs for the workers to enable them to improve their skills. The convenience of the campus and the commitment of DFAS to supporting ongoing employee educational initiatives will be important in meeting the training needs of new workers at an expanded DFAS--Indianapolis facility.

One of the reasons that DFAS-Indianapolis ranks so high in comparison to other installations around the country is due largely to the talent pool in Central Indiana. According to the Department of Defense's (DoD) data, DFAS-Indianapolis ranks 5th in time-to-hire, currently requiring an average of just over 13 days to fill vacancies. Having access to a highly skilled workforce and the ability to fill positions in a timely manner, will be essential to DFAS as they seek to replace or transition thousands of jobs from around the country to Indianapolis. You will be pleased to know that I have been in frequent contact with university presidents from around our state who are willing and committed to working with DFAS-Indianapolis to

ensure that our higher education institutions produce graduates who have the skills needed to meet the Department's demands.

As the Department seeks new and innovative ways to improve its operating capabilities, Mayor Cantwell and I want to stress that DFAS-Indianapolis is more than capable of meeting the military's demands to consolidate like finance and accounting operations from the around the country. The MG Emmett J. Bean Federal Center, which also happens to be the third largest facility in the federal government's inventory, has the capacity to accommodate thousands of new employees for a price that is competitive or cheaper than any other DFAS community. You may also be to interested to know this facility recently underwent a \$123 million renovation that was completed in November of 2003. In addition to the building's impressive attributes, I think it also important to note that DFAS consolidation will help produce over \$1.3 billion in costs savings to the Department. While there is an estimated \$282 million up front cost associated with the recommended realignment of DFAS facilities, there is an immediate payback within the first year.

While I understand the Commission has some reservations about DoD's proposal to consolidate 26 DFAS facilities down to 3 installations, I also want to assure members of the Commission here today that all of us here today are eager to work with you and your staff to address any concerns you may have with respect to the Federal Center. For example, during a recent meeting with the Commission, some concerns were expressed with regard to available parking at the MG Emmett J. Bean Federal Center, and the facility's ability to accommodate as many as 3,500 new employees. As was discussed at the site hearing, the current facility can easily be modified to add more than a 1,000 new parking spaces and to accommodate security setback requirements. Additionally, my office, along with the City of Lawrence and the State of Indiana, have put together a plan to take advantage of current community parking options adjacent to the Federal Center and to expand on them to add as many as 2,500 new parking spaces. Lastly, our bus transit system, IndyGo, already provides bus service directly to the DFAS—Indianapolis facility and is prepared to expand service to meet the Center's needs.

Mr. Chairman, in closing, Mayor Cantwell and I want to assure you that we are committed to working with the Department of Defense to

ensure a smooth transition of DFAS functions to our great city. Our cities are convenient and accessible, our workers are dedicated, our community is marked by pride and a strong sense of voluntarism, and our educational institutions are world renowned. On behalf of local government leaders in Central Indiana, I want to encourage you to support the recommendation of the Department of Defense to consolidate DFAS operations at the finance center in Indianapolis. Thank you for allowing me to be here today and please know grateful the people of Indianapolis are for your continued service to our country.



Bart Peterson

47th Mayor of Indianapolis

Bart Peterson was elected the 47th mayor of the City of Indianapolis, the State of Indiana's capital and the nation's 12th largest city, on November 2, 1999, and again on November 4, 2003. He first took office on January 1, 2000.

During his 1999 and 2003 campaigns for mayor, he presented *The Peterson Plan*, a bold and detailed vision for leading Indianapolis in the new millennium. Since taking office, he has focused on fulfilling the goals articulated in his blueprint: strengthening the economy and creating jobs, fighting crime aggressively, improving neighborhood quality of life, lifting up public education, making Indianapolis a cultural destination and celebrating the community's diversity.

Before running for office, Mayor Peterson had a distinguished career in the private sector, as well as in public service.

With his family, he built The Precedent Companies, a conglomerate of 11 development and financial services companies that created hundreds of good paying jobs in central Indiana. He served as president of The Precedent Companies from 1995 to 1999.

From 1989 to 1995, he was a member of Indiana Governor Evan Bayh's leadership team, first as his aide for environmental affairs, and later, as chief of staff.

Mayor Peterson is a lifelong resident of Indianapolis. He graduated from North Central High School, Purdue University and the University of Michigan Law School. He is a board member of the Indiana Nature Conservancy and the Regenstrief Foundation and has been actively involved in other community organizations.

He and his wife, **Amy Minick Peterson**, are the parents of a 16-year old daughter, **Meg**. Mrs. Peterson is president of Minick Peterson, a firm dedicated to strategy, marketing and communications consulting. She also serves on the boards of several community organizations.

For more information: Steve Campbell or Jo Lynn Garing, [317] 327-NEWS

Office of the Mayor

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DCN 11601

STATEMENT BY SENATOR EVAN BAYH
BRAC COMMISSION HEARING — WASHINGTON, D.C.
AUGUST 10, 2005

I want to thank the Base Realignment and Closure (BRAC) Commission for holding this hearing today and for giving me, Senator Lugar, Representative Carson, Representative Burton, Governor Daniels, Mayor Peterson, and others, the opportunity to discuss further the Commission's recent decision to add DFAS-Indianapolis to the list of installations to be considered for realignment or closure. I regret that I am not able to deliver my testimony in person today. Unfortunately, a long-planned family vacation prevented me from attending today's hearing. However, I am grateful for the chance to make a statement in support of DFAS-Indianapolis. If I am able to be of further assistance as you continue your important work, please do not hesitate to contact me.

As I said following the release of the Pentagon's BRAC Recommendations in May, and in previous testimony to the Commission, I strongly support the Pentagon's plan to move nearly 3,500 jobs to DFAS-Indianapolis. I am concerned about the prospect of fewer jobs moving to DFAS-Indianapolis, but I understand that the addition of DFAS-Indianapolis to the list was necessary in order for the Commission to determine the optimal number of DFAS sites. I commend the Commission's efforts to be thorough and to do its best to get it right.

The situation involving DFAS-Indianapolis was discussed during a meeting Senator Lugar and I had with Chairman Principi last month regarding Indiana installations and the 2005 BRAC round. Senator Lugar and I both made the case for the realignment of jobs to DFAS-Indianapolis, highlighting the facility's many attributes and recent renovation. I was encouraged by Chairman Principi's comments during that meeting that he did not expect the Commission to unravel the Pentagon's BRAC Recommendations.

Indiana is very proud of the work performed at DFAS-Indianapolis. The excellent work done there continues a long Hoosier tradition of supporting our Armed Forces. DFAS-Indianapolis is a first class facility, having recently undergone a \$123 million renovation. Perhaps more importantly, DFAS-Indianapolis, which is the largest DFAS facility nationwide, is capable of accommodating additional work without extensive military construction. On behalf of the more than 3,000 Hoosiers who work at DFAS-Indianapolis, I encourage you to support the Pentagon's BRAC recommendation to move almost 3,500 jobs to DFAS-Indianapolis as part of the DFAS consolidation plan.

I want to thank you for the critical work you are doing and wish you the best throughout this process. Again, if I can be of assistance, please do not hesitate to contact me.

DCN 11601

**UNIVERSITY of
INDIANAPOLIS.**
August 1, 2005

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Indianapolis, Indiana 46227

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Fax: (317) 788-6152
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The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

As President of the University of Indianapolis, I am writing you in strong support of the recommendations of the United States Department of Defense to the Commission regarding consolidation of Defense Finance and Accounting Service (DFAS) employees to Indianapolis.

Founded in 1902, U of I is a comprehensive institution of higher education with a faculty and student body representing diverse faiths, nationalities, and racial and ethnic heritages. We offer a personal approach to education and a commitment to academic quality. In addition to the challenging undergraduate, master's and doctoral programs, students benefit from the close proximity to the city and our strong community partnerships. I am confident that U of I can offer a nurturing and diverse learning environment in support of a growing DFAS workforce.

While realizing the value of the traditional classroom learning experience, U of I also is committed to facilitating opportunities for students to learn about the external environment in which they will work. Our students are encouraged to apply their knowledge to real world situations through internships, active learning in the classroom, and community service. The process of consolidating the number of employees of this magnitude in Indianapolis will offer a multitude of opportunities for our students to gain such important knowledge.

Finally, the University's Institute for Emerging Careers is uniquely positioned to support the development of skills integral to the success of the DFAS operation. The Institute's mission is to identify new career paths for students and developing the curriculum and experiences students need to be well-prepared for professional life in these fields. We would welcome the opportunity to discuss how the Institute might serve DFAS.

In closing, I can appreciate the magnitude of the decision before you and am grateful for the Commission members service to our country. Please know that the University of Indianapolis stands ready to support a decision to consolidate the DFAS operations in Indianapolis.

Sincerely,



Beverley J. Pitts
President

DCN 11601

Defense Finance and Accounting Service

Recommendation: Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

Justification: This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and

synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AF Base Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS's three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$282.1M. The net of all costs and savings to the Department during the implementation period (FY06-FY11) is a savings of \$158.1M. Annual recurring savings to the Department after implementation are \$120.5M, with an immediate payback expected. The Net Present Value of the costs and savings to the Department over 20 years is a savings of \$1,313.8M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	408	308	716	Less Than 0.1
Charleston-North Charleston, SC Metropolitan Statistical Area	368	607	975	0.3
Cleveland-Elyria-Mentor,	1,028	847	1,875	0.1

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
OH Metropolitan Statistical Area				
Dayton, OH Metropolitan Statistical Area	230	195	425	Less Than 0.1
Kansas City, MO-KS Metropolitan Statistical Area	613	549	1,162	Less Than 0.1
Lawton, OK Metropolitan Statistical Area	233	207	440	0.7
Lexington-Fayette, KY Metropolitan Statistical Area	45	27	72	Less Than 0.1
Aroostook County, ME	241	150	391	1.0
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	314	435	749	Less Than 0.1
Oakland-Fremont-Hayward, CA Metropolitan Division	50	41	91	Less Than 0.1
Omaha-Council Bluffs, NE-IA Metropolitan Statistical Area	235	259	494	Less Than 0.1
Orlando, FL Metropolitan Statistical Area	209	205	414	Less Than 0.1
Honolulu, HI Metropolitan Statistical Area	206	199	405	Less Than 0.1
Lexington Park, MD Metropolitan Statistical Area	53	70	123	0.2
Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area	637	1,100	1,737	0.8
Davenport-Moline-Rock Island, IA Metropolitan Statistical Area	235	206	441	0.2
Utica-Rome, NY Metropolitan Statistical Area	291	275	566	0.4
San Antonio, TX Metropolitan Statistical Area	335	367	702	Less Than 0.1
Riverside-San Bernardino-	120	122	242	Less Than 0.1

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Ontario, CA Metropolitan Statistical Area				
San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area	240	257	497	Less Than 0.1
Salinas, CA Metropolitan Statistical Area	61	62	123	Less Than 0.1
St Louis, MO-IL Metropolitan Statistical Area	293	318	611	Less Than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noises; threatened and endangered species or critical habitat; waste management; or wetlands. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Defense Finance and Accounting Service

Recommendation: Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

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DCN 11601



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-475

August 2, 2005

The Honorable Richard Lugar
United States Senate
306 Hart Office Building
Washington, DC 20510

Dear Senator Lugar:

The Department of Defense is pleased to respond to Congressional inquiries concerning the 2005 Base Realignment and Closure (BRAC) recommendations. Five questions were asked about the recommendations related to the Defense Finance and Accounting Service (DFAS) to glean the overall impact and benefit of the consolidation plan. Each question, with our response is listed below.

1. We are aware that the relative costs and benefits of the DFAS initiative were run through both the Optimization and COBRA models. Can you explain the role and weight each had in the decision to settle on three DFAS sites?

Further, can you indicate the weight that should be assigned to each location and the relationship they should have with each other in determining the overall value of this decision to both DoD and the national security strategy?

Response:

The HSA JCSG used both the Optimization and COBRA models as part of a larger analytic strategy for the development of BRAC recommendations. After a thorough capacity and military value analysis on the 26 original DFAS locations, optimization was conducted in order to maximize military value subject to various constraints based not only on capacity analysis, but also on functional considerations unique to the mission and organization of DFAS.

According to BRAC law, military value is required to be the primary consideration in the development of not only this, but any, BRAC recommendation. Military value reflects the ability to perform the finance and accounting function at a particular site; these numeric military value scores reflect a location's value relative to the others under consideration. The optimization was conducted in direct support of Scenario Development and served to identify the feasibility of possible BRAC moves. In the case of DFAS, computer based optimization confirmed that the DFAS functions and business lines could not only be achieved in a three site scenario, but that such a scenario maximized military value within the given set of constraints. After Scenario Development, COBRA was used to assess the relative economic worth of the DFAS proposal.

2. How will the proposed DFAS consolidation affect the entire organization's cost per transaction?

Response: The Department of Defense (DoD) recommended closures and realignments are closely tied to business operational actions that must be accomplished to effect economies of scale and cross-utilization of skills; to create centers of excellence; and to eliminate burdensome infrastructure. All of these actions are necessary to reduce unit costs to the DoD. Changing or adding locations will reduce DFAS's ability to effect necessary operational changes and will, in the long term, continue to burden DFAS with infrastructure not needed, which will divert scarce resources from the warfighters.

3. What other benefits will result from DFAS consolidation?

Response:

a. The DoD's recommended consolidation will enable DFAS to achieve a long-term goal of eliminating redundant operations at geographically separated locations. This will bring the Agency in line with benchmark accounting and finance operations in the private sector. Consolidating DFAS at three locations will allow DFAS to implement critical transformation initiatives that leverage the long-term benefits of economies of scale and economies of skill. Consolidating at the three specific locations in the DoD's recommendation will allow DFAS to develop Center of Excellence at each location, enabling the Agency to strength and standardize business processes, simplify training delivery and support, and improve oversight and control. DFAS believes that the anticipated efficiencies resulting from this operational restructuring will result in reducing the Agency's workforce below the 10,000 personnel projected in the current FY 2011 POM and provide additional cost savings beyond the BRAC 2005 estimate.

b. The DoD recommendation supports the creation of strategic redundancy to minimize the affects of potential human and natural disasters and/or challenges.

c. The execution of finance and accounting has changed significantly; during the past decade personnel and space requirements continue to decrease. This trend will continue. Ignoring the future will only create burdensome business operational costs and negatively affect DFAS's dedicated workforce. Closures of DFAS locations outside of BRAC have historically proven to be impossible. BRAC does provide an umbrella of programs to assist employees in retaining federal jobs or to be retrained for other positions that are not normally available when personnel reductions are driven by budget or changes in workload.

4. While the specific impact of any changes to the DFAS consolidation proposal depend on the new configuration, generally speaking, will these benefits be reduced if DFAS consolidation occurs at a level higher than 3 facilities?

Response:

a. Some of the benefits will be lost. The one-time cost to implement will increase because of required new military construction or renovation, as well as costs to move more personnel, records, files, and furniture.

b. A critical business consideration is that approximately 45% of the entire DFAS workforce is located at Columbus, Denver, and Indianapolis Central Operating Locations. Individually they have the largest workforces of the five central operating locations, and by the nature of their business line functions are home to the largest segment of the DFAS professional workforce. Disruption of the large professional workforce could render serious consequences for the Department and its warfighters.

What specific benefits could be lost or reduced if DFAS retains more than 3 facilities?

Response:

a. Changes to the DFAS Consolidation proposal would result in less than optimal use of DFAS facilities. DFAS leadership indicates current FY2011 (BRAC end-state) personnel projections will be reached by FY2008/2009. Changes in finance and accounting execution during the past decade have driven decreases in personnel and space requirements. The trend will continue.

b. Closures of DFAS locations outside of BRAC have historically proven to be impossible. The Agency will be burdened with excess infrastructure not needed to accomplish the DFAS mission, which will divert scarce resources from the warfighters.

c. Adding locations will reduce opportunities for economies of scale and cross-utilization of skills, thereby limiting "unit cost" reductions to the Department.

5. How will DoD ensure adequate space at DFAS Indianapolis to accommodate the employees being realigned to this location?

Response:

a. There is sufficient capacity at the Indianapolis center to support the workforce of the future, which will be based on DFAS transformation efforts, implementation of new systems, improved processing, and reduced workforce requirements.

b. Including current vacant workstations within the current DFAS footprint, adding the US Army Enlisted Records and Evaluation Center (EREC) space potentially available, and available unassigned space in the building, DFAS will have space for staffing of more than 4,700 personnel.

What specific steps will DoD undertake to secure the necessary additional space at DFAS Indianapolis?

Response: DFAS has maintained open communications with the General Services Administration (GSA) regarding additional space requirements.

What is the timetable for undertaking each of these steps?

Response:

a. Upon approval of the BRAC 2005 recommendation, DFAS will begin the process of consolidating work teams into contiguous space that will generate large blocks of vacant workstations that are user ready. These areas will be available by the time the first groups begin relocating, approximately June 2006.

b. DFAS has contacted GSA regarding the space currently occupied by EREC. Availability of some EREC space is dependent upon the relocation of EREC. There is currently unused space available with the EREC assigned space that could be reassigned to DFAS.

c. The unassigned, excess space within the building requires wiring, ceiling, carpet, and workstation configuration. Approximately six-months will be required to create user-ready space in this area.

The Department is continuing to address information requests and is committed to providing timely and accurate information regarding BRAC recommendations to the Congress and the BRAC Commission. We will continue to provide support and assistance to Congressional and Commission staff as the BRAC process moves forward.

Sincerely,

Handwritten signature of Donald C. Tison in black ink, including the initials "COZ" to the right.

Donald C. Tison
Assistant Deputy Chief of Staff, G-8
Chairman, Headquarters & Support
Activities JCSG

DCN 11601



DFAS BRAC Commission Update

Zack E. Gaddy
Director, Defense Finance
and Accounting Service

Steve Bonta
Site Director, Indianapolis

August 3, 2005



- Transformation roadmap and successes
- BRAC and DFAS
 - ✓ Current environment
 - ✓ Future business operations
- Footprint and capacity
- Summary
- DFAS at a glance
- DFAS customer service matrix and organization
- DFAS success stories
- DFAS Indianapolis information
- The road ahead



DFAS Transformation



DCN 11601

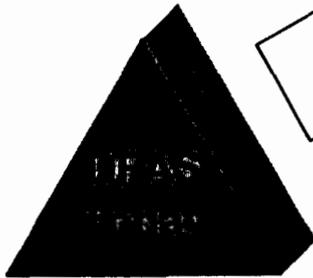
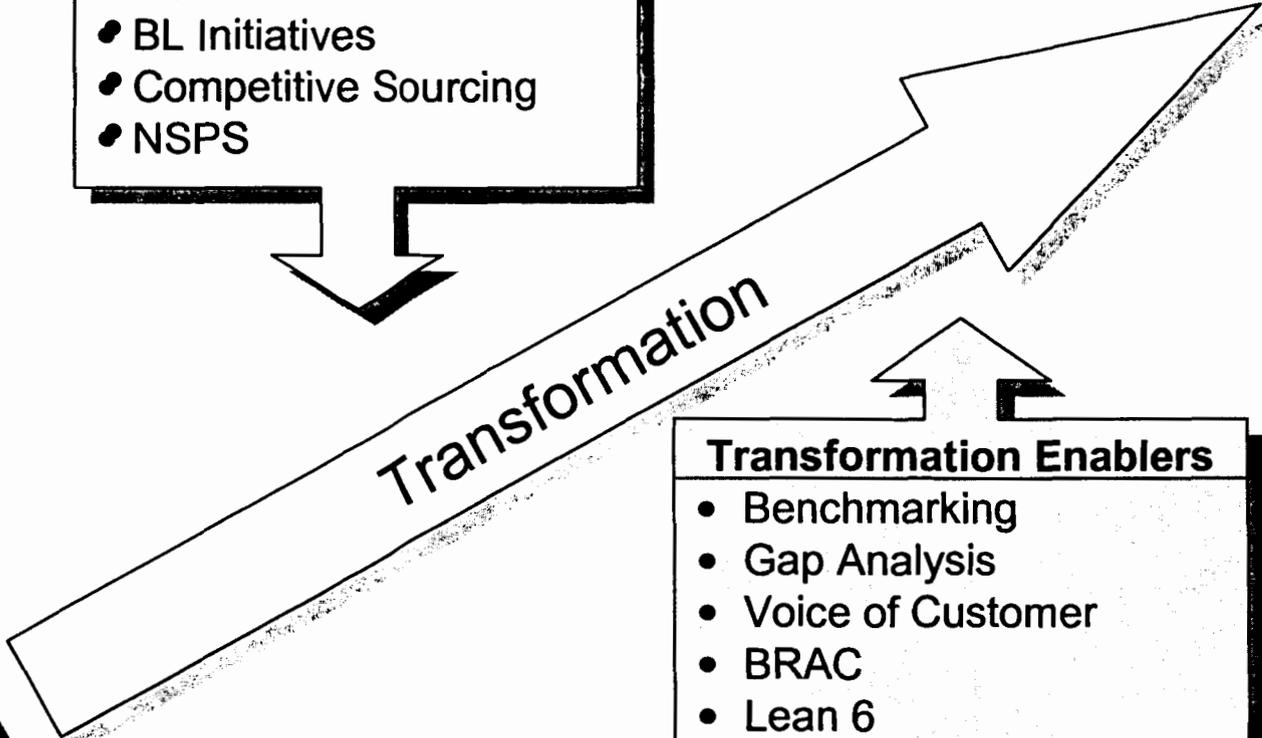
- DFAS transformation strategy designed to realize vision – “Best-value” for our customers through continuous process improvements
 - ✓ Best possible performance
 - ✓ Reduced cost
 - ✓ Great quality
- Business case analysis and enabling tools ensure fact-based decisions determine the best transformation alternative
- All transformation alternatives garner significant savings
 - ✓ People
 - ✓ Processes
 - ✓ Systems

Transformation Roadmap



- Transformation Initiatives**
- Strategic Targets
 - BCAs/HPOs
 - BL Initiatives
 - Competitive Sourcing
 - NSPS

- Transformation Enablers**
- Benchmarking
 - Gap Analysis
 - Voice of Customer
 - BRAC
 - Lean 6
 - Balanced Scorecard



Proof of Concept: DFAS Transformation Successes



DCN 11601

- A-76 Competitions
 - ✓ 7 major competitions with an average 37% FTE reduction
- Business Case Analyses (BCAs)
 - ✓ 9 BCA studies completed, analyzing critical DFAS segments
- High Performing Organizations (HPOs)
 - ✓ 2 HPO plans complete and beginning implementation
 - ✓ 6 HPO development plans currently ongoing
- Benchmarking
 - ✓ Contract with Deloitte & American Productivity and Quality Center (APQC)
 - ✓ Benchmark on key quality, service, and cost dimensions--execute business initiatives to close performance gaps
- Europe Transition
 - ✓ Realignment of DFAS Europe workload (458 work-years) as directed by OSD to CONUS DFAS sites
 - ✓ Left storefront operations of 107 work-years, with 171 work-years transitioned to CONUS DFAS sites
 - ✓ Realized efficiencies of 180 work-years as a result of successful transition, \$10.4M per year, consolidated operations from 4 buildings to 1

BRAC 2005 Impact on DFAS



- DFAS will operate from fewer locations
 - ✓ Reduced footprint
 - ✓ Lower operating costs
 - ✓ Streamlined operations
 - ✓ Closer to customer base
 - ✓ Optimal distribution of workload within a coast to coast environment
- The Future: Create Centers of Excellence
 - ✓ Continuously improve with economy of scale and skill
 - ✓ Strengthen and standardize business operations
 - ✓ Simplify training delivery and support
 - ✓ Improved oversight and control

DFAS Opportunity Leveraging BRAC



DCN 11601

DFAS Today

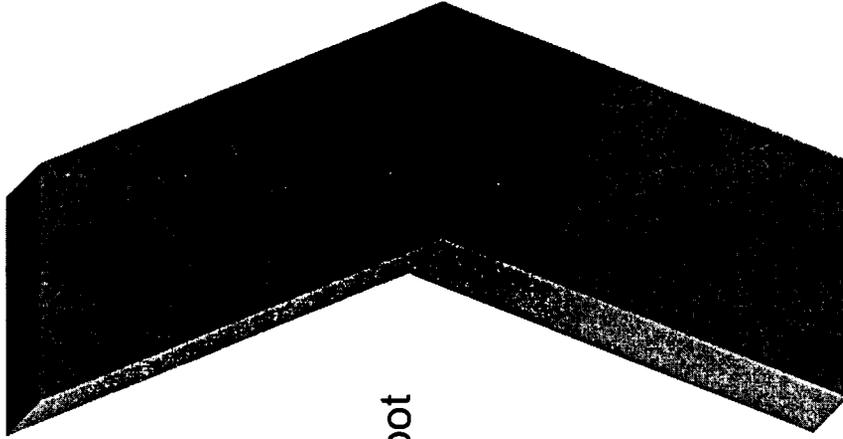
Arlington
Charleston
Cleveland
Cleveland Bratenahl
Columbus
Dayton
Denver
Europe
Indianapolis
Japan
Kansas City
Lawton
Lexington
Limestone
Norfolk

Oakland
Omaha
Orlando
Pacific
Patuxent River
Pensacola NAS
Pensacola Saufley
Red River Army Depot
Rock Island
Rome
San Antonio
San Bernardino
San Diego
Seaside
St Louis

BRAC

DFAS 2011*

Arlington Liaison
Cleveland Enclave /
Cleveland Bratenahl
Columbus
Denver
Europe
Indianapolis
Japan
Red River Army Depot



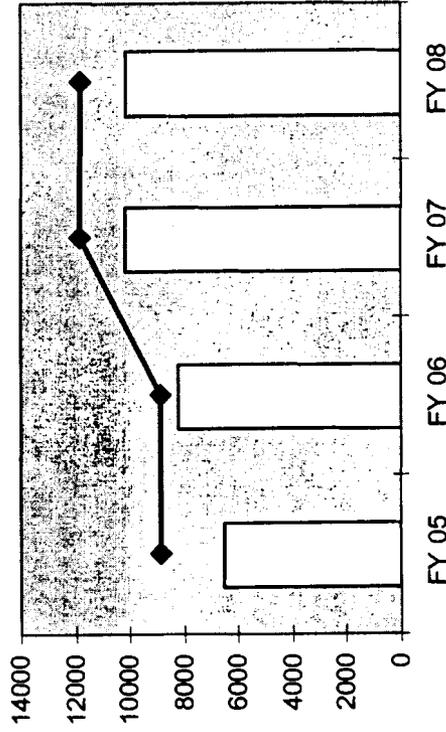
*Based on May 13, 2005 BRAC Recommendations

Capacity analysis: DFAS CO, DE and IN

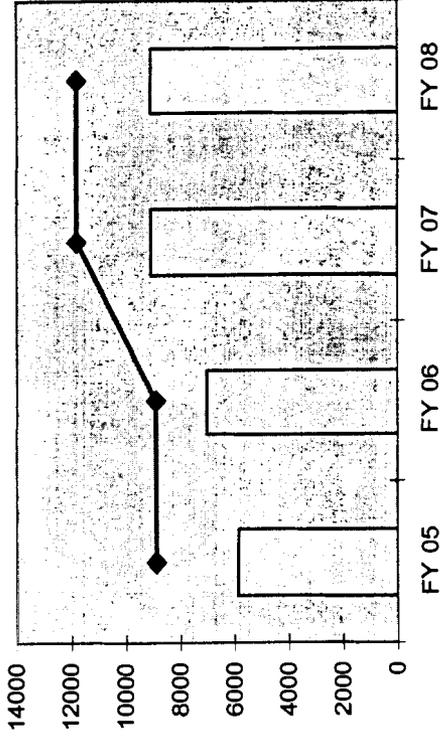


PCN 11601

DFAS CO, DE, and IN Site Capacity
(includes Contractors)



DFAS CO, DE, and IN Site Capacity
(excludes Contractors)



- Occupancy projections based on notional schedule
- Schedule will be upgraded based on implementation of Transformation timelines
- Strength calculated using the notional schedule and current contractor personnel (excluding Cleveland R&A and non-consolidated sites) and assumes:
 - Contractor population remains constant through FY 08 – conservatively high, and
 - All DFAS personnel occupy office space as currently configured

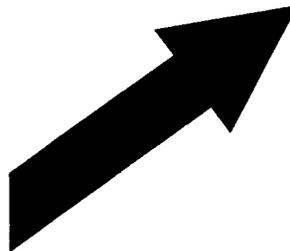
DFAS Transformation Footprint



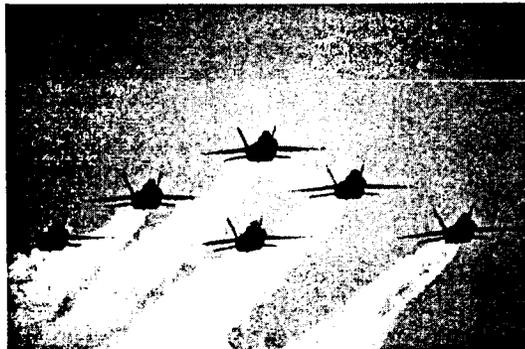
FY 2011 Footprint

Today's Footprint

- 30 locations *
- 14,290 FTEs
- 110 systems
- \$1,776M cost/execution authority
- **70% technicians / 30% professional**
- Aging workforce
- General Schedule Pay System



- Fewer locations
 - ✓ 8 shown on May 13, 2005*
- <= 10K FTEs
- < 50 systems
- \$1,337M cost/execution authority
- **70% professional / 30% technicians**
- Right employees with right skills
- Optimum number and mix of civilians/contractors
- Pay for performance under NSPS



BRAC provides opportunity to implement site consolidations, streamline DFAS operations, and support our goal to provide best value to the warfighter

* Includes Europe & Japan

BRAC Offers Maximum Employee Assistance



DCN 11601

- Employee transition options include
 - ✓ Move with Work
 - ✓ DFAS will pay PCS costs for permanent employees who move with their work
 - ✓ Early PPP Registration
 - ✓ Retirement Seminars
 - ✓ VERAVSIP
 - ✓ Severance Pay
 - ✓ Other Federal Agencies
 - ✓ Resume and Interviewing Assistance
 - ✓ Private Sector Employment
- Realignments outside of BRAC (to reduce footprint or other) may not provide the same comprehensive transition options

DFAS Maximizes Value with Anchor Site Operations

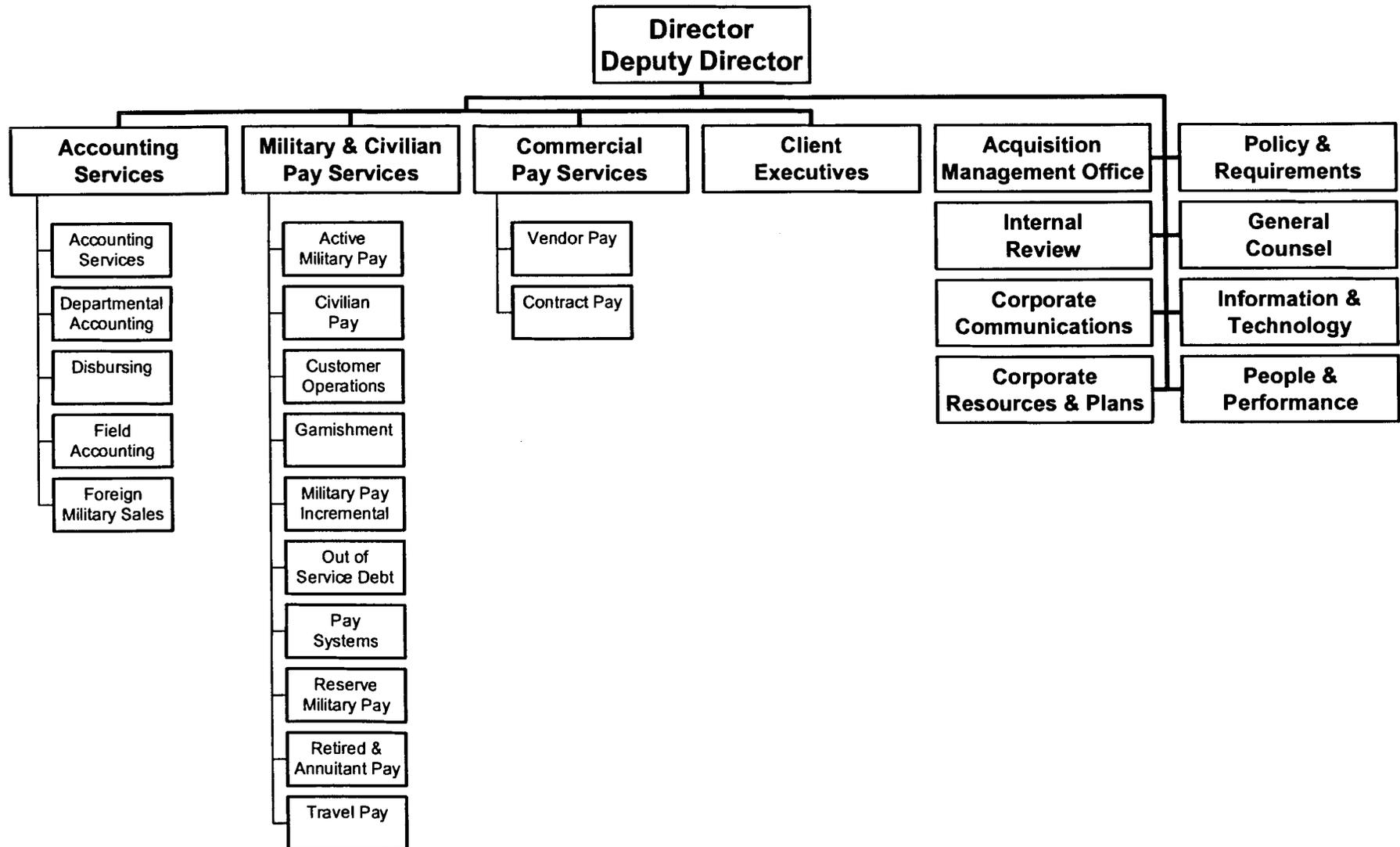


DCN 11601

- **Benefits include:**
 - ✓ **Mission Operations:** Superior operational capability at anchor sites
 - ✓ **Workforce**
 - ✓ Demonstrated performance of existing workforce
 - ✓ Positive local labor source; demographic favorable for hiring the right skills for the future
 - ✓ Reduced footprint/infrastructure and transformation initiatives deliver a positive effect on customer rates

- **Discussion of site specific successes, DFAS Indianapolis**
 - ✓ Steve Bonta, Site Director, Indianapolis

DFAS Organizations at Indianapolis



Note: Business Lines and Product Lines highlighted in yellow are specific to DFAS Indianapolis.

DFAS Customers Served



DCN 11601

- Office of the Secretary of Defense
- Joint Chiefs of Staff
- U.S. Army
- Misc. other Agencies and Department of Defense Field Activities
- Department of the Treasury
- Audit Agencies (e.g., DODIG, GAO, AAA)
- Health and Human Services
- Active, Reserve and National Guard military members for Air Force, Army, Navy and Marine Corps
- Military Retirees and Annuitants for Air Force, Army, Navy and Marine Corps
- Military Spouses and Former Spouses
- DOD Civilian Employees
- Foreign Nationals

DFAS success stories – Local victories



DCN 11601

- Assisted Army Finance Units deployed in Iraq and Kuwait in establishing connectivity to Treasury's CASHLINK II system
- Completion of the development and deployment of the Deployable Disbursing System (DDS) into Europe, Iraq, Kuwait, and Afghanistan
- Asserted to Army that the Fund Balance with Treasury (FBWT) for general funds is auditable
- Completed the legislative write-off of Army's suspense accounts
- Assisted the Defense Threat Reduction Agency and Office of the Inspector General in achieving their clean audit opinions for FY 2004
- ELPA/ELFA and Summer Intern Programs - Currently 115 external hires from college and university campuses.

DFAS success stories – Local victories



CN 11601

- Implementing the Air Force Case Management System for the Army customer which provides a better way to track pay inquiries and improves customer service.
- Developed and tested Web-based Military Pay Profile Implementation of the Defense Military Pay Office (DMPO) Imaging System at 26 sites.
- Initiated ELAN Reengineering for implementation in March 2006.
- Successfully consolidated 17 External Army Vendor Pay locations into DFAS Indianapolis
- Successfully transferred Disbursing workload from DFAS Europe to Central Disbursing Services

DFAS Indianapolis Personnel Statistics



DCN 11601

- DFAS Business Lines and Number of On Site Personnel

(HR Flash Report - EOM May 2005)

- ✓ Total Number Employees - 2,514

- Accounting Services
- Military/Civilian Pay Services
- Information & Technology
- Corporate Organizations
- Commercial Pay Services
- Corporate Resources
- Acquisition Mgmt

- ✓ Total Contractor Personnel – 420

(Contractors – March 2005)

- Status of Retirement Eligible Employees as of May 31, 2005

- ✓ Eligible For Retirement - 1,123 - 45%

- Optional - 472 -19%

- Early - 651 - 26%

DFAS Indianapolis Facilities Statistics



- DFAS is a tenant in the Major General Emmett J. Bean Federal Center
 - ✓ Property owned and managed by General Services Administration, Chicago Region
 - ✓ Building renovation completed 2003

- DFAS assigned space - 1.1M square feet¹
 - ✓ Includes administrative and warehouse space plus an external warehouse facility

- Excess space available
 - ✓ Vacant workstations - approx 800
 - ✓ Vacant, excess space within the building - 600 seats
 - ✓ US Army Enlisted Records and Evaluation Center – 300 seats
 - ✓ Total capacity - 4,700 seats

- Robust guard force support with appropriate equipment under Federal Protective Service management

¹ DFAS Facilities Database - Effective 31 May 2005



- Transformation has been a key part of Agency strategy since DFAS was established in 1991
- DFAS transformation is based on BCA and accepted process improvement methodology (Lean 6)
- BRAC is an integral part of transformation strategy
- DFAS transformation will continue during and beyond BRAC 2005
- May 13, 2005 recommendation provides the optimum business solution

DCN 11601

**Supporting Information to
Recommendation #HSA0018
Defense Finance and Accounting Service**

Competing recommendations: Defense Supply Center-Columbus, OH, integration results indicate that recommendations initially identified as competing for space can be accommodated within available vacant space. Thus any space requirements beyond building 21 (DFAS' occupied building) will be identified in COBRA as a renovation (amber) to account for funding required to reactivate building space previously mothballed.

Enabling Scenarios/Efforts:

a. Indianapolis, IN: HSA-0006 proposes the realignment of Human Resource Command-Indianapolis (former EREC) out of the MG Emmett J. Bean Federal Center, Indianapolis, IN, which will free up 76,740 USF.

b. Indianapolis, IN: Additionally, DFAS coordination with GSA has identified, with a 99% confidence factor that approximately 100,000 USF is or will be available.

Force Structure Capabilities: This recommendation has been constructed to accommodate current and surge requirements. In that surge requirements will be handled by over-time and/or additional shifts, such that additional capacity (space and equipment) above that identified in the recommendation will not be required. DFAS transformation initiatives define the finance and accounting capabilities necessary to support both the current and future force structure. Those initiatives associated with and supported by the elimination of excess facilities; the realignment and consolidation of business, corporate and administrative functions; the elimination of redundancy; and the reduction of manpower can not be executed to the maximum extent possible without approval of this BRAC recommendation.

Military Value Analysis Results: The average military value prior to optimization was .5941 for the 26 locations analyzed. As a result of optimization three locations were retained to host the realigned/collocated business, corporate and administrative functions. The average military value for the three gaining locations is .7141.

a. The following table provides an array of the military value scores for the 26 DFAS facilities/locations.

1. Rock Island, IL	(.8455)	14. San Diego, CA	(.5692)
2. Pensacola Saufley Field, FL	(.8050)	15. Pacific Ford Island, HI	(.5690)
3. Denver, CO	(.8030)	16. Patuxent River, MD	(.5648)
4. Norfolk NAS, VA	(.7871)	17. Limestone, ME	(.5484)
5. Lawton, OK	(.7869)	18. Charleston, SC	(.5457)
6. Pensacola NAS, FL	(.7196)	19. Rome, NY	(.5415)
7. Columbus, OH	(.6882)	20. Orlando, FL	(.5397)
8. Omaha, NE	(.6732)	21. Lexington, KY	(.5322)
9. Indianapolis, IN	(.6510)	22. Kansas City, MO	(.4507)
10 Dayton, OH	(.6250)	23. Seaside, CA	(.4326)
11. St Louis, MO	(.6117)	24. San Bernardino, CA	(.4285)
12. Cleveland, OH	(.5869)	25. Arlington, VA	(.3128)
13 San Antonio, TX	(.5861)	26. Oakland, CA	(.2427)

b. Scenario Results Military Values. The following provides an array of the military value scores for the three retained DFAS facilities/locations.

1. Denver, CO	(.8030)
2. Columbus, OH	(.6882)
3. Indianapolis, IN	(.6510)

Capacity Analysis Results: Results for the 26 locations are provided on the two attached spreadsheets. Surge capacity requirements will be handled by over-time and/or additional shifts, such that additional capacity (space or equipment) will not be required.

2 Attachments

**DFAS Central and Field Sites
Administrative Space**

DFAS Central and Field Sites

Admin Footprint (USF)	Total Authorized Personnel (includes contractor)	Current Capacity	Maximum Potential Capacity	Current Usage	Surge Capacity Requirement	Excess (Shortage)
Arlington	496	102,979	102,979	79,360	0	23% 23,619
Charleston	410	108,580	108,580	65,600	0	40% 42,980
Cleveland	1657	306,801	306,801	265,120	0	14% 41,681
Columbus	2328	558,542	558,542	372,480	0	33% 186,062
Dayton	313	81,605	81,605	50,080	0	39% 31,525
Denver	1746	292,991	292,991	279,360	0	5% 13,631
Indianapolis	2712	682,885	682,885	433,920	0	36% 248,965
Kansas City	1064	219,203	219,203	170,240	0	22% 48,963
Lawton	276	64,725	64,725	44,160	0	32% 20,565
Lexington	60	20,056	20,056	9,600	0	52% 10,456
Limestone	279	68,428	68,428	44,640	0	35% 23,788
Norfolk Naval Station	351	73,144	73,144	56,160	0	23% 16,984
Oakland	58	14,620	14,620	9,280	0	37% 5,340
Omaha	370	63,375	63,375	59,200	0	7% 4,175
Orlando	364	53,211	53,211	58,240	0	-9% (5,029)
Pacific (Ford Island)	250	40,461	40,461	40,000	0	1% 461
Patuxent River	77	9,553	9,553	12,320	0	-29% (2,767)
Pensacola (N)	457	68,814	68,814	73,120	0	-6% (4,306)
Pensacola (S)	278	48,142	48,142	44,480	0	8% 3,662
Rock Island	381	42,035	42,035	60,960	0	-45% (18,925)
Rome	338	82,736	82,736	54,080	0	35% 28,656
San Antonio	468	64,417	64,417	74,880	0	-16% (10,463)
San Bernardino	231	30,033	30,033	36,960	0	-23% (6,927)
San Diego	352	46,448	46,448	56,320	0	-21% (9,872)
Seaside	70	23,122	23,122	11,200	0	52% 11,922
St Louis	428	78,902	78,902	68,480	0	13% 10,422
TOTAL	15814	3,245,808	3,245,808	2,530,240		22% 715,568
* 160 USF Std						

Current Capacity = Assigned square footage as of 30 Sep 03, except as indicated in note above.

Current Usage = Square foot requirement based on personnel assigned as of 30 Sep 03.

**DFAS Central and Field Sites
Government Owned Storage/Warehouse Space (GSF)**

DFAS Central and Field Sites

Storage, Warehouse and Specialized Equipment	Gov't Owned Storage/Warehouse (GSF)	Leased Storage/Warehouse (USF)	Safe, Vaults, Financial Systems (USF)
Arlington	0	2,252	34
Charleston	0	62,778	375
Cleveland	0	52,518	2,810
Columbus	101,199	0	1,024
Dayton	0	15,826	220
Denver	66,452	0	3,831
Indianapolis	0	52,468	18,804
Kansas City	33,933	0	542
Lawton	23,731	0	196
Lexington	0	940	64
Limestone	15,384	0	159
Norfolk	11,077	0	57
Oakland	0	2,448	16
Omaha	12,675	0	1,607
Orlando	0	10,329	10
Pacific (Ford Island)	5,576	0	443
Patuxent River	0	52	0
Pensacola (N)	7,013	0	612
Pensacola (S)	3,854	0	19
Rock Island	39,776	0	16
Rome	147,198	0	6
San Antonio	0	3,630	238
San Bernardino	8,608	0	23
San Diego	0	5,260	193
Seaside	3,889	0	4
St Louis	17,935	0	12
TOTAL	498,300	208,501	31,315
Note: Installations/activities which have no entries do not have any storage, warehouse or specialized equipment to report.			

MEMORANDUM OF AGREEMENT
BETWEEN THE GENERAL SERVICES ADMINISTRATION AND
THE DEPARTMENT OF DEFENSE

I. PURPOSE

This Memorandum of Agreement (MOA) establishes a basis of agreement between the General Services Administration (GSA) and the Department of Defense (DoD) regarding the Major General Emmett J. Bean Center, formerly known as Building One, located at 8899 East 56th Street, Indianapolis, Indiana. As required by P.L. 104-724, this MOA sets forth the method by which GSA will reimburse DoD for funds transferred to GSA for the planning, design, and renovation of the Major General Emmett J. Bean Center for use as a Defense Finance and Accounting Service (DFAS) Center. The renovation project is subject to prospectus approval.

II. BACKGROUND

GSA accepted ownership of the Major General Emmett J. Bean Center and surrounding grounds on October 1, 1995, through a no cost building transfer from the Army. The Major General Emmett J. Bean Center currently houses six tenants in 1,201,480 net usable square feet of space. DFAS is the primary tenant, occupying 970,260 square feet of space. A detailed cost analysis indicates that the renovation of the Major General Emmett J. Bean Center is the most cost effective solution for continued housing of building tenants, provided the building occupancy rate remains at least 75 percent. DoD plans to provide funding to GSA for the planning, design and renovation of the building over five years (fiscal years 1997-2001). It is anticipated that a total of \$117 million will be transferred to GSA.

GSA began charging Federal Buildings Fund Rent to all tenants in the Major General Emmett J. Bean Center on October 1, 1996, in accordance with FPMR 101-21. The base rental rate for office space is \$12.35 per square foot. This base rental rate will remain static until the completion of the DoD funded renovation. The full rental rate for the building will be composed of the base rate plus annual charges for building security. The rental rate is subject to annual escalation based on the Consumer Price Index (CPI), and will be adjusted for any additional capital improvements funded by GSA.

OPTIONAL FORM NO. 10
FAX TRANSMITTAL
12.76
to: G. A. [unclear]
from: [unclear]
of pages: 1
[unclear]

III. REIMBURSEMENT PROVISIONS

GSA will return to DoD its investment in the Major General Emmett J. Bean Center through the following mechanism:

Upon completion of the DoD funded renovation, GSA and DoD will jointly determine the post-renovation FAR rate using sound principles of appraisal. DoD will pay GSA a rental rate equal to the post-modernization FAR rate plus annual security charges outlined below, less a \$7.00 per square foot rent 'rebate' until such a time that the 'rebate' equals the total DoD level of investment.

The rental rate is subject to the following adjustments:

Annual building security charges will be added to the post-renovation FAR rate. This annual security charge has two components - a nationally computed charge for surveying and Federal Protective Service response, and a building specific charge. DoD will be consulted prior to the implementation of additional building specific security measures that will affect the rental rate.

The rental rate will be adjusted annually for inflation, based on the CPI.

Future rental rates will be adjusted, after mutual agreement by DoD and GSA, for any additional capital improvements funded by GSA.

The extent of renovation will be determined by the total amount of funding transferred. Should the funding level be insufficient to fully modernize the building, GSA and DoD will mutually reevaluate the housing situation, and determine the appropriate course of action.

IV. AMENDMENT

This Memorandum of Agreement may be amended by mutual agreement of both parties at any time. All changes shall be made in writing and attached to this originating document.

David J. Barram

DAVID J. BARRAM
Administrator
General Services Administration

John J. Hamre

JOHN J. HAMRE
Under Secretary of Defense
(Comptroller)
Department of Defense

7-14-97

Date

7-17-97

Date

ATTACHMENT A

Project Payback at Various Occupancy Levels in 1997 Dollars

ATTACHMENT A

PROJECT PAYBACK AT VARIOUS OCCUPANCY LEVELS IN 1997 DOLLARS

Scenario 1 96%		Post Modernization Rent Rate \$22.00 psf	Rent rebate of \$7.00 psf	Adjusted Annual Rental	Payback Term
DFAS	800,000	\$17,600,000	\$5,600,000	\$12,000,000	
Other DoD	<u>275,000</u>	<u>\$6,050,000</u>	<u>\$1,925,000</u>	<u>\$4,125,000</u>	
Total	1,075,000	\$23,650,000	\$7,525,000	\$16,125,000	15.55 years
Scenario 2 80%		Post Modernization FAR Rate \$22.00 psf	Rent Rebate of \$7.00 psf	Adjusted Annual Rental	Payback Term
DFAS	700,000	\$15,400,000	\$4,900,000	\$10,500,000	
Other DoD	<u>200,000</u>	<u>\$4,400,000</u>	<u>\$1,400,000</u>	<u>\$3,000,000</u>	
Total	900,000	\$19,800,000	\$6,300,000	\$13,500,000	18.57 years
Scenario 3 72%		Post Modernization FAR Rate \$22.00 psf	Rent Rebate of \$7.00 psf	Adjusted Annual Rental	Payback Term
DFAS	600,000	\$13,200,000	\$4,200,000	\$9,000,000	
Other DoD	<u>200,000</u>	<u>\$4,400,000</u>	<u>\$1,400,000</u>	<u>\$3,000,000</u>	
Total	800,000	\$17,600,000	\$5,600,000	12,000,000	20.89 years

Assumptions:

All figures shown in 1997 dollars, and are not adjusted for inflation
 Post Modernization Office FAR rate of \$22.00.
 \$117 million DoD funded renovation.

DCN 11601

OCCUPANCY AGREEMENT
between
DEFENSE FINANCING & ACCOUNTING SERVICE (9727)
and
GENERAL SERVICES ADMINISTRATION

DEFENSE FINANCING & ACCOUNTING SERVICE (Code 9727) will occupy 800066 usable (1071648 rentable) square feet of space and 0 structured parking spaces and 0 surface parking spaces in the MAJOR GENERAL EMMETT J. BEAN, 8899 EAST 56TH STREET, INDIANAPOLIS, IN, for a period of 231 months commencing on or about 01-MAY-03.

The DEFENSE FINANCING & ACCOUNTING SERVICE (Code 9727) will pay the General Services Administration rent in accordance with the attached page(s). The rental will be adjusted annually for operating cost escalations.

DEFENSE FINANCING & ACCOUNTING SERVICE (Code 9727) will pay the General Services Administration additional rent for prorated share of joint use space associated with this location, if any.

Additional/reduced services are shown on the attached Occupancy Agreement Financial Summary.

1. Paragraphs 1 to 4 apply to federal OA's only and include subparagraphs A to L. These replace the former lease/federal paragraphs.

A) While this occupancy agreement (OA) addresses financial terms that cover multiple fiscal years, the parties agree that:

The tenant agency may relinquish space upon (4) months' notice. Thus, at any future time, the tenant agency's financial obligation can be reduced to four (4) months of Rent, plus the unamortized balance of any tenant improvements financed through PBS, plus any rent concession not yet earned. Any free Rent or other concession given at the beginning of the occupancy term must be allocated on a pro-rata basis over the entire OA term, and the unearned balance repaid to PBS.

The tenant's financial obligations for years beyond the current year do not mature until the later year(s) are reached. Thus, there is no requirement that the tenant agency certify that current year funds are available to defray future year obligations.

The tenant's obligation to pay Rent in future years is subject to the availability of funds, but the tenant agrees to make a good faith effort to meet its obligations as they arise.

B) In the case of Federal construction, the parties agree that PBS is responsible for providing the funds necessary to acquire land (if appropriate), design and construct the building shell, and fund the tenant agency's tenant improvement allowance. The tenant agency is responsible for any tenant improvement costs in excess of the tenant improvement allowance. The parties further agree that savings or cost over-runs on the acquisition of land or the design and construction of building shell will not result in increases or decreases in the tenant allowance amount, except in the case of prospectus level projects, where bids for the construction of the shell are over the approved budget. In this case, it is permissible to lower the tenant allowance in order to increase the shell budget, but only with approval of the tenant.

The tenant agency can appeal to the PBS asset manager in cases in which the agency's assigned tenant improvement allowance is inadequate to provide basic functionality for the space.

C) Building services to be provided are outlined in the PBS Real Property Customer Guide. Additional or upgraded services beyond those identified are provided by PBS or the lessor on a reimbursable basis. Charges for certain recurring reimbursable services may be billed on the PBS Bill. Recurring charges for Overtime Utilities, Enhanced Custodial Services, Mechanical O&M HVAC, Mechanical O&M Other and Additional Guard Services are eligible for billing on the PBS Bill provided the tenant agency has been designated as a "participating agency". The charges must be initiated by the tenant agency and renewed annually. The recurring RWA processing fee will be assessed against each service billed.

D) Federal rental charges will consist of a shell rent plus amortized tenant improvements, if applicable. There may be additional charges for operating expenses, security, joint use, parking and other space items such as antennas.

Regardless of the OA term, the shell rate or "as is" rate is set for periods up to but not beyond 5 years. For OA's with terms beyond 5 years, the shell or "as is" rent will be re-appraised every 5 years. In the case of buildings priced on a "Return on Investment" approach, shell rents will be locked for the duration of the OA.

Charges for operating expenses, joint use space, parking, security and real estate taxes may be adjusted on an annual basis.

2. E) The tenant agency's obligation to pay Rent for the space governed by this OA commences upon the date the space is ready for occupancy, typically the substantial completion date. Substantial completion is signaled by PBS acceptance of the space as substantially complete.

"Substantially complete" and "substantial completion" means that the work, the common and other areas of the building, and all other things necessary for the Government's access to the premises and occupancy, possession, use and enjoyment thereof, as provided in the construction contract, have been completed or obtained, excepting only such minor matters as do not interfere with or materially diminish such access, occupancy, possession, use or enjoyment.

For large projects where phased occupancy of space assigned to a tenant in a Client Billing Record (CBR) occurs, the rent start date is set to be the one date that is the adjusted, weighted midpoint of all the individual blocks...a composite rent start date. The actual occupancy date of the individual blocks of space in the CBR should be used to calculate the weighted midpoint rent start date of the CBR. If phased occupancy by CBR occurs, the rent start date for each CBR will be when the space associated with it is substantially complete.

If there is a substantial punch list for the space, GSA may offer a rent discount to the tenant while the punch list work is being completed to compensate the tenant for inconvenience caused by having a significant amount of construction occur in their space during business hours. If, for security purposes, after hours work is required, GSA will ensure adequate security is provided while the contractor is in the tenant's space.

GSA does not provide tenant agencies a grace period before rent start to accomplish the physical move into the space or for installation of personal property such as phones, furniture, computers, etc.

3. F. In the event the space covered by this OA involves a tenant agency move, once a design and construction schedule has been established it must be incorporated into this OA. Last part of this OA, the schedule becomes binding upon the tenant agency as well as upon PBS.

Delay in project completion caused by either a) tenant agency failure to meet the review and approval times provided in the construction schedule, or b) tenant changes to project scope, will be borne by the tenant agency. As a consequence of tenant caused delay, PBS may decline to postpone the scheduled substantial completion date (thereby advancing Rent commencement for the space) by the duration of the tenant-caused delay, on a day to day basis; this may result in rent charges at two locations simultaneously for the tenant. Additional direct expenses caused through tenant-caused delay or changes in project scope are chargeable against the tenant allowance; in the event the tenant allowance has been exhausted, the tenant must pay the lump sum cost by RWA. In summary, the tenant is responsible for the delay claim of the affected contractor and for rent that GSA budgeted to start on the date included in the Occupancy Agreement. If partial occupancy of the building is not possible due to one agency change, that agency is liable for the other tenant's rent who are unable to occupy their space on the date contained in their Occupancy Agreement.

The rent start date should be adjusted for delay of occupancy caused by PBS failing to deliver the real property on time. The rent start date should not be adjusted for delay of occupancy caused by a contractor failing to install personal property on time with one exception. For those personal property items that have been included in the general construction contract, such as telephone and data systems, or audio visual systems, and the systems are not ready, the rent start date should be adjusted. Delayed furniture delivery and installation, which is not part of the general construction contract, is not reason for delaying the rent start date.

In the role as building owner, PBS may also be the cause of delay. Expenses associated with PBS-caused delay incurred by the tenant, for such things as additional storage for furniture, re-procurement expense, or additional consulting fees, will be credited against the tenant's rent obligation to PBS for the new space.

In the case of excusable delay (e.g., force majeure or any other delay the cause of which is beyond the reasonable control of either PBS or the tenant agency), neither PBS nor the tenant agency may pursue the other for the consequence of the delay.

G) The parties hereby agree that iterations of OA's prepared before completion of a building design, and before final security/joint use charges are provided, contain preliminary financial terms only. Financial terms in preliminary OA's are not binding on either party; they are estimates for budgeting purposes.

Accordingly, tenant agency signature on preliminary OA's does not bind the agency to specific financial terms in the OA; rather, execution by the tenant agency constitutes that agency's commitment to the project. Until site purchase or contract award to a design architect, the tenant agency has the right to cancel the proposed project without financial obligation.

4. H) The services that PBS provides to its customers, are listed on the PBS website:

http://www.gsa.gov/portal/content/pubs_content.jsp?contentCID=122896&contentType=100 or the March 2002 edition of the Pricing Desk Guide. Unless PBS provides otherwise in writing, the cost of these services is included in PBS's rents and fees. Any service beyond those identified in the Pricing Desk Guide are provided by PBS for an additional charge.

I) The tenant agency agrees that it will undertake no alterations to the real property governed by this CA without prior approval from PBS.

J) The tenant agency must pay for tenant improvements in excess of the allowance by RWA. The tenant agency also has the right to pay lump sum for tenant improvements below the allowance threshold. The ability to make lump sum payments below the allowance threshold is only available at assignment inception, and only for the customizer component of the allowance in new space. In backfill or relet space, if the tenant can accept existing tenant improvements "as is" or with modifications, the tenant can elect to waive all or part of the general allowance. Further, once the tenant allowance is set, if the agency then wishes to make a lump sum payment for improvements which are charged against the allowance, PBS cannot accept payments below the allowance threshold by RWA.

K) At the end of this CA term, if the tenant cannot remain in the space covered by this CA, the tenant is responsible for funding the physical move to new space. In the event PBS displaces or allows another user to displace the tenant before the expiration of the CA term, PBS must fund, or require the new user to fund, the tenants physical move, and relocation of the tenant's telecommunications equipment. PBS must also reimburse or require the new user to reimburse, the tenant for the undepreciated value of any lump sum payments the tenant made toward tenant improvements and the Rent differential at the new location until the displaced agency has time to budget. The Rent differential is calculated on all elements of Rent except the amortized tenant improvement cost.

L) The parties agree that PBS is amortizing through a specific charge in Rent the portion of the tenant improvement allowance the tenant elects to use. The tenant has funding responsibility for replacement, renewal or alteration of tenant improvements. PBS is responsible for replacement and renewal of all building shell elements.

Additional Classes: None.

Tenant Specific Classes: None.

Ad Val Clauses:

1. There are no tenant improvements financed through the General Services Administration, Public Buildings Service as part of the Ernest J. Bean Federal Center renovation. Per the MOA dated July 17, 1997, GSA & DoD agreed that they would "jointly determine the post-renovation FAR (Fair Annual Rental) rate using sound principles of appraisal." GSA and DoD agree that \$3.27 per usable square foot shall be added to the shell rate in order to arrive at the post modernization FAR rate for both the shell and interior improvements. The \$3.27 shall not be charged to the agency or otherwise included in the FAR rate after a period of 231 months.

DPAS - Post-renov. & Re-measuring OA SIGNED	Version 2
CA021397	08/21/03
	Page: 5 of 5

2. This Occupancy Agreement contains a \$7.00 per usable square foot rent credit to conform to the Memorandum of Agreement Between the General Services Administration (GSA) and the Department of Defense (DOD), signed and agreed to by both parties in July, 1997. This credit will remain in effect until the total amount transferred to GSA from DOD to provide for the planning, design and renovation of the Major General Emmett J. Bean Federal Center has been refunded to DOD.

I agree to the initial terms with the understanding modifications will be made over time.

Approved:

Audrey L. Robert, Dir. Admin. Serv. 1/13/04
Agency Representative Title Date

Approved:

Regina Jones CD 2/13/04
GSA Representative Title Date

< End of Report >

ALCNEB

DFA5 - Post-renew. & Re-measuring DA

04021057

Version 2

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-MAY-2003 End Date 30-SEP-2003

	Factors	Factors	Cost	Cost %
1. Shell Rental Rate				
General Use (rentable square footage)	1,071,648		\$3,340,276	\$7.48169
3. Operating Costs *			\$1,803,492	\$4.03897
* Market Rent SubTotal	1,071,648		\$5,143,768	\$11.52066
7. Security Services				
Basic			\$133,958	\$3.00000
Building Specific			\$422,228	\$9.34560
Building Specific Amortized Capital			\$4,394	\$0.00984
8. Extra Services	1,071,648			
Rent Credit (97.00 per u.s.f.)			-\$2,333,526	
10. Rent Charges for other space				
ANTENNA			\$5,908	
*** Agency Rent Subtotal	1,071,648		\$3,376,720	\$7.58030
12. Joint Use Space				
Joint Use Rentable Space	61544		\$293,873	
*** Total Annual Rental	1,071,648		\$3,670,593	\$8.27044
* Operating Costs Escalation Applies				
Customization Tier		2		
Amortization Term (in months)		281		

Occupancy Agreement Financial Summary

Fiscal Year

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OFAS Post-processor & Re-measuring DA

0A02197

Version: 2

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2003 End Date 30-SEP-2004

	Footage	Footage	Cost	Rate SF
1. Space Rental Rate				
General Use (rentable square footage)	1,070,648		\$8,016,661	\$7.4858
2. Operating Costs *			\$4,382,652	\$4.0894
* Market Rent Subtotal	1,070,648		\$12,399,313	\$11.5752
3. Specialty Sections				
Elevators			\$320,488	\$3.0000
Building Equipment			\$1,000,000	\$9.3457
Building Equipment (Additional) spaces			\$11,500	\$0.1074
4. Extra Includes	1,070,648			
Rent Credit (17,000 sq. ft. avail)			\$9,600,000	
5. Rent Charges for other space				
ANTENNA			\$16,000	
*** Agency Rent Subtotal	1,070,648		\$8,158,131	\$7.6674
6. Joint Use Space				
Joint Use Rentable Space	10834		\$700,000	
*** Total Annual Rental	1,070,648		\$9,868,262	\$9.2104
7. Operating Costs (Allocation Applies)				
Communication Misc		2		
Amortization Misc (12 months)		330		

COVER

DEAF - Administration & Accounting DA

TABLE

Page 1 of 1

Created By: ATG (111)

9727 DEAFSE FUNDING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2004 End Date 30-SEP-2005

	Factors	Factors	Cost	Cost SF
1. Shell Rental Rate				
General (on rentable square footage)	1,071,648		\$8,016,601	\$7.48068
2. Operating Costs *			\$4,515,938	\$4.20004
Market Rent Subtotal	1,071,648		\$12,532,539	\$11.73072
3. Security Expenses				
rental			\$321,496	\$3.00000
insurance specific			\$1,218,248	\$1.14000
Security specific Administ. Costs			\$10,545	\$0.09900
4. Extra Services	1,071,648			
rent credit (3.000 per sq.ft.)			-\$3,600,162	-\$3.36000
5. Rent Charges for other space				
ADMINA			\$24,279	\$0.22600
*** Agency Rent Subtotal	1,071,648		\$8,288,705	\$7.73640
6. Cost of Space				
rent use Redwood space	2,540		\$125,294	\$0.49330
*** Total Annual Rental	1,071,648		\$8,994,596	\$8.35360
* Operating Costs Breakdown Applies				
Administration Costs			2	
Administration Cost (100 percent)			231	

Occupancy Agreement Financial Summary

Fiscal Year

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DFAR - Post-Review & Accounting CA

1401138

Version: 1

Created: 01-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2003 End Date 30-SEP-2004

	Factors	Factors	Cost	Cost per sq
1. Shell Rental Rate				
General Use - rentable square footage		1,071,648	\$8,016,461	\$7.48066
2. Operations Costs *			\$6,649,351	\$6.20901
** Market Rent Subtotal		1,071,648	\$14,665,812	\$13.69017
3. Variability Included				
Basic			\$321,409	\$3.00000
Building Electric			\$1,013,348	\$9.44500
Building Electric Adjusted Deprec.			\$10,541	\$0.10986
4. Extra Services		1,071,648		
Rent Credit - 47 sq per sq.ft.			-\$5,600,460	
5. Rent Charged for other space				
ANTENNA			\$14,179	
*** Agency Rent Subtotal		1,071,648	\$8,495,123	\$7.92194
6. Agent Use Space				
Rent Use Rentable Space	0.5%		\$705,034	
*** Total Annual Rental		1,071,648	\$9,190,147	\$8.57927
7. Operations Costs Exclusion Applied				
Customization fees		2		
Appreciation - 1st 12 months		231		

Occupancy Agreement Financial Summary

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DEAL - Postponement & Re-booking by DA

CAUTION

Vessel

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2006 End Date 30-SEP-2007

	Factor	Factor	Cost	Cost of
1. Base Rental Rate				
General Fee - Variable Lease Package	1,070,648		\$8,014,441	77,661.00
2. Operating Expense			\$4,789,834	\$4,789,834
* Market Rent Subtotal	1,070,648		\$12,804,275	\$12,804,275
3. Security Expenses				
Basic			\$320,199	\$1,310.00
Building Security			\$1,013,346	\$1,013,346
Building Security Amortized Capital			\$10,545	\$1,019.94
4. Utility Expenses	1,070,648			
Cost Credit - 1.00 per sq.ft.			-\$5,600,441	
5. Cost Escrow - 100% (see 5600)				
*****			\$14,079	
*** Agency Rent Subtotal	1,070,648		\$8,364,604	\$8,364,604
6. Other Fee 5600				
Fund for Rentable Space	20,44		\$708,094	
*** Total Annual Rental	1,070,648		\$9,267,499	\$9,267,499
* Operation & Maintenance Applies				
Subscription Fee		2		
Amortization Term (in months)		231		

Occupancy Agreement Financial Summary

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DFAS - Post-removal - Representing DA

DA221397

Version 1

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2007 End Date 30-SEP-2008

	Facility	Months	Cost	Cost SF
1. Direct Rental Rate				
Monthly Rent (Monthly x square footage)	1,070,648		\$8,560,660	\$1,049,099
2. Operating Costs *			\$4,932,497	\$1,000,000
** Market Rent Subtotal	1,070,648		\$12,969,160	\$1,118,899
3. Indirect Expenses				
Market			\$321,499	\$1,300,000
Building Specific			\$1,013,348	\$1,049,099
Building Specific Allocated Capital			\$6,261	\$1,000,000
4. Other Expenses	1,070,648			
Rent Credit (\$ 100 per sq. ft.)			-\$1,620,444	
5. Rent Charges for Other Space				
ANTENNA			\$14,179	
*** Agency Rent Subtotal	1,070,648		\$8,703,875	\$8,118,899
6. Other Day Space				
Joint Use Available Space	1,110		\$75,284	
*** Total Annual Rental	1,070,648		\$9,409,169	\$8,118,899
* Operating Costs Evaluation Adjusts				
Contingency Fees		2		
Contingency Fees (in Months)		331		

DDPMF

DEAS Post-Operative & Reconditioning DA

CA10.137

Version 2

Created 21 AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2008 End Date 30-SEP-2009

	Factors	Factors	Cost	Cost %
1. Base Rent Rate				
General Use - rentable square footage	1,070,648		68,226,648	71.4408
2. Operating Costs *			55,291,404	56.7408
** Agency Rent Subtotal	1,070,648		52,097,135	57.0210
3. Security Services				
Basic			5021,177	50.2010
But Stop Security			51,003,349	51.9417
4. Extra Services	1,070,648			
Rent Credit (\$1.00 per sq.ft.)			-25,500,410	
5. Rent Changes for other space				
AVENUE			524,179	
*** Agency Rent Subtotal	1,070,648		58,642,699	58.2810
6. Joint Use Space				
Joint Use Pentagonic Space	47048		9708,294	
*** Total Annual Rental	1,070,648		66,550,993	66.1148
7. Operating Costs - Ventilation App. Fee				
Distribution Tier			7	
Amortization Term (in months)			15	

SYSTEM

IFAS - Asset Repair & Rehabilitation CA

0A021401

Version: 1

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2009 End Date 30-SEP-2010

	Months	Months	Cost	Cost/FF
1. Space Rent - Base				
Base Rent - Rentable Square Footage	1,070,648		\$8,518,68	\$7.94498
2. Operating Costs *			\$8,130,498	\$7.63308
** Market Rent Subtotal	1,070,648		\$13,249,549	\$12.38070
3. Services, Services				
Rent			\$301,499	\$0.28000
Utilities - Services			\$1,013,348	\$0.94881
* Extra Services	1,070,648			
Rent Credit - \$710 per month			-\$8,600,460	
4. Rent - Market Use OTHER SPACE				
ANTHONY			\$14,079	
*** Agency Rent Subtotal	1,070,648		\$8,498,113	\$7.93880
5. Joint Use Space				
Joint Use Rentable Space	02884		\$708,294	
*** Total Annual Rental	1,070,648		\$9,703,407	\$9.10498
6. Operating Costs Exclusion Approval				
Exclusion Fee			0	
Exclusion Fee - 10 months			00	

Cooccupancy Agreement Financial Summary

Fiscal Year

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DFAS - Transportation & Administration CA

0A02100

Version: 1

Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2010 End Date 30-SEP-2011

	Balance	Debit	Credit	Net Bal
1. Whole Rental Rate				
Contract with Montclair Square footnote	1,070,648	98,000,488		1,069,648
2. Operating Costs		95,387,418		95,387,418
* Market Rent Subtotal	1,070,648	98,406,500		1,062,148
3. Rental Expenses				
Basic		837,000		837,000
Standard Operating		81,550,348		81,550,348
4. Extra Services	1,070,648			1,070,648
Rent (credit) (10 per sq ft)		-98,000,488		-98,000,488
10. Rent Waiver for other space				
ANTONIA		814,174		814,174
** Agency Rent Subtotal	1,070,648	99,150,100		98,080,100
11. Shared Use Space				
Joint Use Shared Use Space	50864		5708,294	5657,430
** Total Annual Rental	1,070,648	99,660,394		98,589,746
* Operating Costs Escalation Analysis				
Escalation Rate		2		2
Amortization Term (in months)		231		231

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SYNOPSIS

DEAF - Subsequent to Accounting DA

04/07/04

Version: 1

Created 23-AUG 2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2011 End Date 30-SEP-2012

	Factors	Factors	COST	COST/FF
I. Shell Rental Rate				
General (for rentable square footage)	1,071,648		\$8,016,661	\$7,48088
II. Overriding Costs *			\$5,551,571	\$5,18240
Market Rent Subtotal	1,071,648		\$13,568,232	\$12,66328
III. Security Services				
Basic			\$321,499	\$3,00111
Advanced Protection			\$1,223,399	\$1,134,47
IV. Extra Services	1,071,648			
Rent Escrow (FFID req. 45.2.1)			-\$5,600,465	
V. Rent Charges for other space				
ANTENNA			\$14,179	
*** Agency Rent Subtotal	1,071,648		\$9,316,796	\$8,69389
VI. Joint Use Space				
Joint Use Rentable Space	61841		\$705,294	
*** Total Annual Rental	1,071,648		\$10,022,092	\$9,35205
* Operations Costs Allocation Applied				
Qualification Fee		2		
Administrative Fees (1st month)		231		

Occupancy Agreement Financial Summary

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DRAS - Postgraduate & Researching CA

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Created 21-AUG-2003

0777 DEFENSE FORWARDING & ACCOMMODATION SERVICE

Period Start Date 01-OCT-2012 End Date 30-SEP-2013

	Factors	Factors	Cost	Total Cr
1. Gross Annual Rate				
General Use (rentable square footage)	1,070,648		\$9,016,661	\$9,016,661
2. Operating Costs *			\$8,718,118	\$8,718,118
*** Market Rent Subtotal	1,070,648		\$10,734,779	\$10,734,779
3. Operating Expenses				
Agency			\$320,499	\$320,499
Marketing Expenses			\$1,070,648	\$1,070,648
4. Extra Expenses	1,070,648			
Rent Credit - \$7.00 per sq.ft.			-\$7,400,660	
5. Rent Changes for other space				
Agency			\$8,270	
*** Agency Rent Subtotal	1,070,648		\$9,477,439	\$9,477,439
6. Joint Use Space				
Joint Use Available Space	20341		\$705,294	
*** Total Annual Rental	1,070,648		\$10,182,729	\$10,182,729
* Operating Costs Allocation Rules				
Contingency Fund		1		
Administrative Fund - 10.00%		10		

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WAGNET

WAS - Fort-Belvoir, a FortBelvoir CA

ADDENDUM

Version 1

Created 01-AUG 2003

5707 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date: 01-OCT-2013 End Date: 30-SEP-2014

	Quantity	Rate	Cost	Balance
1. Fixed Rental Rate				
Monthly Rent (Rentable Square Footage)	1,070,648	\$8.028,44	\$8,638,42	\$8,638,42
2. Operations Direct			\$9,869,402	\$9,869,402
Market Rent SubTotal	1,070,648		\$18,507,822	\$18,507,822
3. Services Provided				
Batteries			\$300,479	\$300,479
Production Operations			\$1,013,340	\$1,013,340
4. Other Features	1,070,648			
Rent Credit (\$7.00 per sq. ft.)			-\$7,494,520	-\$7,494,520
Agency Rent SubTotal	1,070,648		\$2,818,899	\$2,818,899
5. Other Use Space				
Monthly Rent (Rentable Space)	61848		\$705,041	\$705,041
Total Annual Rental	1,070,648		\$11,346,322	\$11,346,322
6. Operating Costs Enclosure Applied				
Transmission Dues		2		
Amortization Term (6 months)		233		

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DPAR - Post-renewal, & Re-measuring CA

04/10/03

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Created 21-AUG-2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2014 End Date 30-SEP-2015

	Factors	Factors	Cost	Cost \$
1. Guest Rental Room				
General Use (rentable square footage)		1,070,648	\$6,016,661	\$1,480,668
2. Commercial Office *			\$6,166,330	\$1,144,077
*** Market Rent Subtotal		1,070,648	\$16,053,017	\$2,624,745
3. Variable Expenses				
Basic			\$320,499	\$1,300,000
Building Operation			\$1,013,348	\$1,866,660
4. Service Expenses		1,070,648		
Rent Credit (7.11% per 4.0.12)			-\$6,601,660	
*** Agency Rent Subtotal		1,070,648	\$3,707,338	\$41,400
5. Lease of Space				
Joint Use Rentable Space	6144		\$705,294	
*** Total Annual Rental		1,070,648	\$16,022,690	\$4,828,105
6. Operating Costs (Excluded Expenses)				
Construction Cost				
Administration Term (in months)		231		

Occupancy Agreement Financial Summary

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SIID:

TRM - Sustentent. & Rebuilding IA

0401197

Version: 1

Updated 01 APR 2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2015 End Date 30-SEP-2016

	Factors	Factors	Cost	Cost %
Shell Rents - Base				
General Use - Available Square Footage		1,070,649	\$8,000,000	4.70000
1 Occupancy Costs *			\$8,018,340	47.00000
* Market Rent Adjustment		1,070,649	\$14,265,000	79.00000
1 Support Services				
Base			\$307,499	1.70000
Building Specific			\$1,010,348	5.70000
1 RENT RESERVES		1,070,649		
Rent Reserve - \$100 per sq.ft.			-\$8,600,460	-48.00000
*** Agency Rent Adjustment		1,070,649	\$8,999,348	50.00000
1 Joint Use Costs				
Joint Use Available Space	80049		\$700,244	3.90000
*** Total Annual Rental		1,070,649	\$10,704,662	60.00000
1 Operating Costs - Escalation Applied				
Construction Cost			0	0.00000
Market Rent Escalation			000	0.00000

Occupancy Agreement Financial Summary

Fiscal Year

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01041

DFAS - Post-ventil. & Re-assessment CA

0401267

Version 1

Created 21-APR-2003

8727 OFFICE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2016 End Date 30-SEP-2017

	Factor1	Factor2	Cost	Cost AD
1. Fixed Rental Rate				
* General Use Rentable square footage	1,071,648		\$8,016,861	\$7,48389
2. Operating Costs			\$4,438,792	\$4,00561
* Market Rent Subtotal	1,071,648		\$12,455,653	\$11,48950
3. General Services				
* Rent			\$321,444	\$297107
* Building Utilities			\$1,019,344	\$944177
* Extra included	1,071,648			
* Rent Credit (\$7.00 per sq. ft.)			-\$5,600,462	
*** Agency Rent Subtotal	1,071,648		\$10,296,833	\$9,53577
4. General Use Rent				
* Total Use Rentable square	61544		\$725,294	
*** Total Annual Rental	1,071,648		\$10,652,177	\$10,07134
5. Occupancy costs Escalation Applies				
* Escalation Tier		2		
* Escalation Term (in months)		331		

Occupancy Agreement Financial Summary

Fiscal Year

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616001

DFW - Fort Worth & Surrounding Area

WALSH

Version 1

Created 01-AUG 2003

9727 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2017 End Date 30-SEP-2018

	Estimate	Estimate	Total	Total SF
1. Total Rental Rate				
General Use (rentable square footage)	1,071,648	\$8,016,650	37,4804*	
2. Operation Costs *		\$6,628,566	60,1800	
** Market Rent Subtotal	1,071,648	\$14,645,216	112,6604	
3. Security Services				
Basic		\$321,499	6,110000	
Building Specific		\$1,011,346	1,194560	
4. Extra Services	1,071,648			
Rent Credit (1000 per month)		-\$1,600,692		
*** Agency Rent Subtotal	1,071,648	\$10,379,910	64,6610*	
10. Joint Use Space				
Joint Use Rentable Space	61544	\$700,294		
*** Total Annual Rental	1,071,648	\$10,385,206	60,1800*	
* Operation Costs Escalation Applies				
Customization Fees		2		
Amortization Term (18 months)		240		

Occupancy Agreement Financial Summary

Fiscal Year

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IPDA:

DEAF - Distribution & Performance CA

AM0174

Version:

Created 01-14-2004

SYD - ECONOMIC PROGRAMMING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2019 End Date 30-SEP-2020

	Formula	Formula	Cost	Unit Cost
1. Total Rental Rate				
General Use (rentable square footage)		1,070,648	\$8,016,661	7.48108
2. Operating Costs *			67,030,864	62.62284
*** Market Rent Subtotal		1,070,648	\$8,083,525	7.55730
7. Common Expenses				
Water			\$370,289	3.45000
Building Utilities			\$3,612,945	33.74987
8. Agency Rent Subtotal		1,070,648	\$11,766,759	10.99984
10. Joint Use Space				
Trade Use (rentable space)	81044		\$700,290	
*** Total Annual Rental		1,070,648	\$12,467,049	11.67007
9. CONTRACTS - lease escalation Adjuster				
Contingencies Tier			2	
Amortization Term (in months)			23	

Occupancy Agreement Financial Summary

Fiscal Year

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DEPT - DISTRICT OF COLUMBIA

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9727 OFFICE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2020 End Date 30-SEP-2021

	Factors	Factors	Cost	Cost
1. Total Rental Rate				
General Use (rentable square footage)	1,071,648		\$8,016,461	\$1,45066
2. Incentive Costs *			\$7,241,500	\$4,7581
** Market Rent Subtotal	1,071,648		\$15,257,961	\$1,20877
3. Operating Expenses				
Basic			\$121,434	11,2070
Building Operation			\$1,011,348	\$1,4450
4. Extra Expenses	1,071,648			
Rent Credit (1.00 per month)			-\$8,400,460	
*** Agency Rent Subtotal	1,071,648		\$10,394,587	\$1,17591
5. Other Use Costs				
Common Use Rentable Space	50741		\$685,294	
*** Total Annual Rental	1,071,648		\$11,699,881	\$1,13074
6. Operations From Recalculation Applied				
USAIT (all 12 mos)		2		
Additional (all 12 months)		231		

Occupancy Agreement Financial Summary

Fiscal Year

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DCN#

DFAS - Transportation & Administration CA

NAACID#

Activity ID

Activity ID-ADP #000

977 DEFENSE FINANCING & ACCOUNTING SERVICE

Period Start Date 01-OCT-2001 End Date 31-JUL-2002

	Balance	Balance	Cost	YTD CT
1. Shell Rental Rate				
General Use (rentable square footage)		1,070,618	56,660,591	57,731,209
2. Overhead Costs *			56,195,980	56,195,980
*** Market Rent Subtotal		1,070,618	112,856,571	113,927,189
3. Vacating Expenses				
Wash			528,908	528,908
Painting Sprayed			5844,456	5844,456
4. Other Expenses		1,070,618		
Rent Credit (1000 per sq.ft.)			-50,661,080	
*** Agency Rent Subtotal		1,070,618	59,307,780	60,378,400
10. Joint Use Space				
Joint Use Rentable Space	61844		5067,740	
*** Total Annual Rental		1,070,618	59,909,490	61,456,890
1. Operating Costs (EXCEPT REPAIRS)				
Distribution Time			2	
Appropriation Cost (th monthly)			232	

DCN 11601

INFORMATION PAPER

June 15, 2005

SUBJECT: General Services Administration, Rate Information

PURPOSE: Provide information regarding the rental rates at Defense Finance and Accounting Service (DFAS) Cleveland and Indianapolis

DISCUSSION:

Projected FY 2005 Rental Rate:

Cleveland: \$22.65 rentable square foot
Indianapolis: \$ 8.82 rentable square foot

The buildings occupied by Defense Finance and Accounting Service (DFAS) Cleveland and Indianapolis are owned by General Services Administration (GSA). There is no lease for the space occupied. GSA does issue Occupancy Agreements (OAs) which provide an outline of the terms and conditions of the Host-Tenant relationship and include cost estimates generally for a ten-year period. Actual costs are subject to change throughout the year based on increases/decreases to the operating costs of the facility and other factors which have a fiscal impact on the facility.

OAs are reviewed and updated every five years unless there is a major change to the conditions; i.e., reduced/gained space, increased security, added tenant improvements, etc. Every five years GSA conducts a market survey of the area and adjusts the rental rate in accordance with the results of the updated survey.

Single tenants within a building may have multiple OAs for the space occupied as a result of differing conditions, space acquired at different periods in time, or isolate areas within the tenant space at the request of the tenant. For instance, within DFAS Cleveland space occupied by our Information Technology (IT) staff is covered by its own OA. This allows DFAS to isolate the costs associated directly with the IT space.

Attached is a comparative laydown of the projections shown in the OAs and compared to the actual May 2005 billings for DFAS Cleveland and DFAS Indianapolis space. We have attempted to outline for you the component parts identified in the OA and the billings and to calculate the current cost per square foot rate for each site based on the May 2005 billing. There is one OA for the Indianapolis site and four OAs for the Cleveland site.

Calculating the cost per square foot or rental rate is painful at best. The easiest way to get to a rate on the OA is to take the annual projected cost divided by the rentable square feet. To get to the projected rental rate for FY 05, calculate the monthly cost based on the May 2005 billing, divide by the rentable square feet, and multiple by 12. In the case of Cleveland, you need to add all the OAs together and average out the rate.

Since 2004, Security has been handled directly by Department of Homeland Security rather than GSA. There are no agreements of any sort in place with the tenant agencies for this support that we are aware. Prior to that date, Security was handled by Federal Protective Service (a part of GSA) and the costs calculated in the rent bills. The costs are billed through the same system used by GSA – “Rent on the Web” and are calculated by a space factor that may or may not equate to the GSA assigned space. Security costs are factored into the rental rate at the two sites.

As for the market analysis, we cannot provide you much other than under the GSA Policy and Pricing Guides, market analysis is done every five years and the shell rental rate is adjusted at that time. You will have to solicit that information directly from GSA – copies of the market analysis and an explanation of how it was completed. Indy’s was done in late 2002 and Cleveland was done in 2003 or early 2004. Cleveland’s rate increase, as a result of the market survey, was substantial.

Prepared by: DFAS

Occupancy Agreement Information

Indianapolis

Number of Occupancy Agreements: 1

Rental rates are calculated on the rentable square feet of space unless otherwise stated.

	Indianapolis OA	May 2005 Bill
Date Signed	January 2004	
Effective Date	May 2003	
Period	Oct 2004 - Sep 2005 (page 3)	May 2005 Bill
Rentable Square Feet	1,071,648	1,071,651
1. Shell Rental Rate		
General Use (rsf)	\$7.48068	\$7.48
3. Operating Costs	\$4,21214	\$4.17
Market Rent subtotal:	\$11.69282	\$11.65
7. Security Services		
Basic	\$0.30000	
Building Specific	\$0.94560	
Building Specific Amortized Capital	\$0.00984	\$0.2
8. Extra Services		
Rent Credit (\$7.00 per usf)	-\$5,600,462 (annual rate)	-\$466,705.17 (mo)
10. Rent Charges for other space		
Antenna	\$14,179 (annual rate)	\$375 (mo)
12. Joint Use Space		
Joint Use Rentable Space	\$705,294 (annual rate)	\$66,551.29 (mo)
Total Annual Rental	\$749,583.25 (mo)	\$642,788.75 (May 05)
Annual Cost SF	\$8.39361 rsf	\$7.19774 rsf

Security:

	Indianapolis OA	May 2005 Bill
Basic Security Charges	\$0.350	\$33,051.52
Building Specific Operating Security Charges	\$1.274	\$120,275.15
Annual Cost SF	\$1.62366	

GSA Annual Projection (OA)	\$8.39361	
FY2005 Projection (Bill)		\$8.82140

Cleveland

Number of Occupancy Agreements: 4

	Cleveland #1	May 2005 Bill	Cleveland #2	May 2005 Bill
Date Signed	Unsigned		Sep 2003	
Effective Date	Oct 2003		Feb 2000	
Period	Oct 04 - Sep 05 (page 2)	May 2005 Bill	Oct 04 - Sep 05 (page 6)	May 2005 Bill
Rentable Square Feet	38,325	36,029	438,301	387,643
1. Shell Rental Rate				
General Use (rsf)	\$9.33688	\$14.30	\$7.04559	\$14.30
2. Amortized Tenant Improvements			\$1.12	
3. Operating Costs	\$11.47538	\$4.95	\$4.07180	\$5.02
Market Rent subtotal:	\$20.81227	\$19.25	\$12.23739	\$19.32
7. Security Services				
Basic	\$0.30		\$0.24	
Building Specific	\$1.45356		\$0.567	
Building Specific Amortized Capital	\$0.009	\$0.04		\$0.04
8. Extra Services				
9. Parking			\$140,102 (annual)	\$145,152 (annual)
10. Rent Charges for other space				
Antenna			\$10,338 (annual)	
11. PBS Fee				
12. Joint Use Space				
Joint Use Rentable Space	\$50,016 (annual)		\$604,757 (annual)	\$911,053.20 (annual)
Joint Use Parking			\$1,860 (annual)	\$2,870.04 (annual)
Total Annual Rental	\$925,191	\$779,912.04	\$6,474,423	\$8,563,731.90
Annual Cost SF	\$24.14067	\$21.64679	\$14.77164	\$22.0918

Security

	Cleveland #1	May 2005 Bill	Cleveland #2	May 2005 Bill
Basic Security Charges		\$0.350		\$0.350
Building Specific Operating Security Charges		\$1.720		\$1.720
Annual Cost SF		\$2.0702		\$2.0702

GSA Annual Projection (OA)	\$24.14		\$14.77	
FY2005 Projection (Bill)		\$23.75		\$24.16

	Cleveland #3 (Warehouse)	May 2005 Bill	Cleveland #4	May 2005 Bill
Date Signed	May 2004		July 2004	
Effective Date	March 2003		July 2004	
Period	Oct 04 - Sep 05	May 2005 Bill	Oct 04 - Sep 05	May 2005 Bill
Rentable Square Feet	37,950	40,772	4,868	4,868
1. Shell Rental Rate				
General Use (rsf)	\$4.671146	\$4.35	\$14.31000	\$14.31000
3. Operating Costs			\$4.8955675	\$4.87
Market Rent subtotal:	\$4.671146	\$4.35	\$19.2055675	\$19.18
7. Security Services				
Basic	\$0.35000	\$0.35	\$0.35	
Building Specific			\$1.262696	
Building Specific Amortized Capital			\$0.060960	\$0.04
8. Extra Services				
10. Rent Charges for other space				
Antenna				
11. PBS Fee	\$0.373691679	\$15,954.30		
12. Joint Use Space				
Building Amenities			\$10,611 (annual)	\$953.39 (mo)
Structured Parking			\$37 (annual)	\$3.00 (mo)
Total Annual Rental	\$204,734	\$191,451.60	\$113,102	\$105,038
Annual Cost SF	\$5.39484	\$4.69664	\$23.233771	\$21.577296

Security

	Cleveland #3 (Warehouse)	May 2005 Bill	Cleveland #4	May 2005 Bill
Basic Security Charges		\$0.350		\$0.350
Building Specific Operating Security Charges				\$1.720
Annual Cost SF		\$0.350		\$2.0702

GSA Annual Projection (OA)	\$5.39484		\$23.233771	
FY2005 Projection (Bill)		\$5.04664		\$23.65

Cleveland Total:

	Cleveland #1	Cleveland #2	Cleveland #2 (Warehouse)	Cleveland #4
Rentable Space	36,029	387,643	40,772	4,868
Cost	\$779,912.04	\$8,563,731.90	\$191,451.60	\$105,038.00
Security	\$82,058.28	\$882,878.52	\$14,270.16	\$11,088.00
Total Annual Cost	\$861,970.32	\$9,446,610.4	\$205,721.76	\$116,126.00
Annual Cost per SF	\$23.72	\$24.16	\$5.05	\$23.65

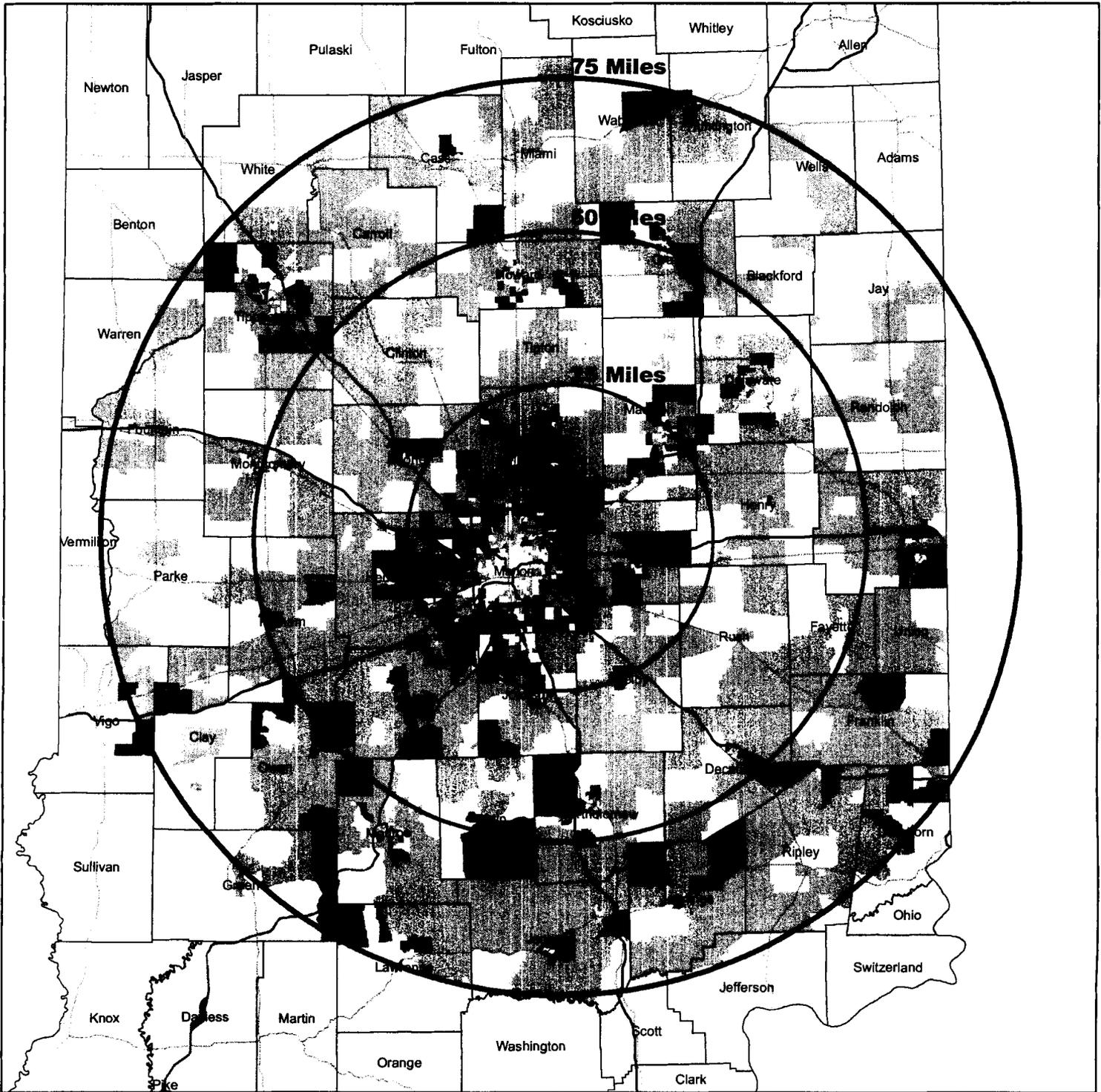
Cleveland Average Cost per SF*:

Total Rentable SF: 469,312 sf
 Total Annual Cost: \$10,630,427
 Annual Estimated Cost per SF \$22.65 sf

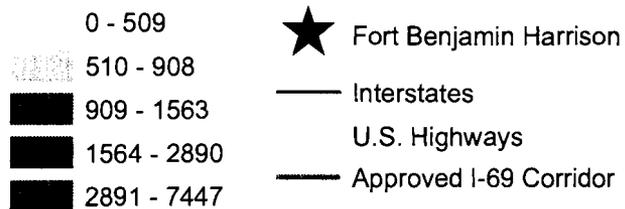
*Based on May 2005 Rental/Security Billings annualized (May x 12)

DCN 11601

Total Labor Force around Fort Benjamin Harrison, 2000



Total Labor Force



Within a 25-Mile Radius: 764,944

Within a 50-Mile Radius: 1,174,356

Within a 75-Mile Radius: 1,639,432

Source: Indiana Business Research Center, using Census 2000 data

SALARY TABLE 2005-IND
INCORPORATING THE 2.50% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 12.01%
FOR THE LOCALITY PAY AREA OF INDIANAPOLIS-ANDERSON-COLUMBUS, IN
(See <http://www.opm.gov/oca/05tables/locdef.asp> for definitions of locality pay areas.)
(TOTAL INCREASE: 3.33%)

EFFECTIVE JANUARY 2005

Annual Rates by Grade and Step

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GS-1	\$ 17,940	\$ 18,538	\$ 19,135	\$ 19,728	\$ 20,325	\$ 20,676	\$ 21,264	\$ 21,859	\$ 21,883	\$ 22,442
2	20,170	20,649	21,317	21,883	22,128	22,778	23,429	24,080	24,731	25,381
3	22,007	22,740	23,474	24,208	24,941	25,675	26,409	27,142	27,876	28,610
4	24,705	25,528	26,351	27,175	27,998	28,821	29,645	30,468	31,291	32,114
5	27,641	28,563	29,484	30,406	31,328	32,250	33,172	34,094	35,015	35,937
6	30,811	31,838	32,865	33,892	34,919	35,946	36,973	38,001	39,028	40,055
7	34,238	35,379	36,521	37,662	38,804	39,945	41,086	42,228	43,369	44,511
8	37,918	39,181	40,445	41,708	42,972	44,235	45,498	46,762	48,025	49,289
9	41,881	43,276	44,672	46,067	47,463	48,859	50,254	51,650	53,046	54,441
10	46,120	47,658	49,196	50,734	52,272	53,810	55,348	56,885	58,423	59,961
11	50,672	52,361	54,050	55,740	57,429	59,118	60,807	62,496	64,185	65,874
12	60,733	62,757	64,781	66,805	68,829	70,853	72,877	74,901	76,925	78,949
13	72,222	74,629	77,036	79,443	81,850	84,257	86,664	89,071	91,479	93,886
14	85,344	88,189	91,034	93,879	96,724	99,569	102,414	105,259	108,104	110,949
15	100,389	103,736	107,083	110,430	113,776	117,123	120,470	123,817	127,164	130,511

NOTE: Locality rates of pay are basic pay only for certain purposes--see "Salary Tables for 2005" cover sheet.

SALARY TABLE 2005-KC
INCORPORATING THE 2.50% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 12.36%
FOR THE LOCALITY PAY AREA OF KANSAS CITY-OVERLAND PARK-KANSAS CITY, MO-KS
(See <http://www.opm.gov/oca/05tables/locdef.asp> for definitions of locality pay areas.)
(TOTAL INCREASE: 3.25%)

EFFECTIVE JANUARY 2005

Annual Rates by Grade and Step

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GS-1	\$ 17,996	\$ 18,596	\$ 19,194	\$ 19,790	\$ 20,389	\$ 20,741	\$ 21,330	\$ 21,927	\$ 21,952	\$ 22,512
2	20,233	20,714	21,383	21,952	22,197	22,850	23,502	24,155	24,808	25,461
3	22,075	22,811	23,547	24,283	25,019	25,755	26,491	27,227	27,963	28,699
4	24,782	25,608	26,434	27,260	28,086	28,911	29,737	30,563	31,389	32,215
5	27,727	28,652	29,577	30,501	31,426	32,351	33,275	34,200	35,125	36,050
6	30,907	31,937	32,968	33,998	35,028	36,059	37,089	38,119	39,150	40,180
7	34,345	35,490	36,635	37,780	38,925	40,070	41,215	42,360	43,505	44,650
8	38,036	39,304	40,571	41,838	43,106	44,373	45,641	46,908	48,175	49,443
9	42,011	43,411	44,811	46,211	47,611	49,011	50,411	51,811	53,211	54,611
10	46,264	47,807	49,350	50,892	52,435	53,978	55,520	57,063	58,606	60,149
11	50,831	52,525	54,219	55,914	57,608	59,302	60,997	62,691	64,386	66,080
12	60,923	62,953	64,983	67,014	69,044	71,074	73,105	75,135	77,165	79,196
13	72,447	74,862	77,277	79,691	82,106	84,521	86,935	89,350	91,764	94,179
14	85,610	88,464	91,318	94,172	97,026	99,880	102,734	105,588	108,442	111,296
15	100,703	104,060	107,417	110,775	114,132	117,489	120,847	124,204	127,561	130,919

NOTE: Locality rates of pay are basic pay only for certain purposes--see "Salary Tables for 2005" cover sheet.

SALARY TABLE 2005-DEN
INCORPORATING THE 2.50% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 18.06%
FOR THE LOCALITY PAY AREA OF DENVER-AURORA-BOULDER, CO
 (See <http://www.opm.gov/oca/05tables/locdef.asp> for definitions of locality pay areas.)
 (TOTAL INCREASE: 3.73%)

EFFECTIVE JANUARY 2005

Annual Rates by Grade and Step

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GS-1	\$ 18,908	\$ 19,539	\$ 20,168	\$ 20,794	\$ 21,423	\$ 21,793	\$ 22,413	\$ 23,039	\$ 23,065	\$ 23,655
2	21,259	21,764	22,468	23,065	23,323	24,009	24,695	25,381	26,066	26,752
3	23,195	23,969	24,742	25,515	26,288	27,062	27,835	28,608	29,382	30,155
4	26,039	26,907	27,775	28,643	29,510	30,378	31,246	32,114	32,981	33,849
5	29,134	30,105	31,077	32,049	33,020	33,992	34,963	35,935	36,907	37,878
6	32,475	33,557	34,640	35,723	36,805	37,888	38,970	40,053	41,136	42,218
7	36,087	37,290	38,493	39,696	40,900	42,103	43,306	44,509	45,712	46,915
8	39,966	41,297	42,629	43,961	45,293	46,624	47,956	49,288	50,619	51,951
9	44,143	45,614	47,085	48,556	50,027	51,498	52,969	54,440	55,911	57,382
10	48,611	50,232	51,853	53,474	55,095	56,716	58,337	59,958	61,579	63,200
11	53,409	55,190	56,970	58,750	60,531	62,311	64,091	65,872	67,652	69,432
12	64,013	66,147	68,280	70,413	72,547	74,680	76,813	78,947	81,080	83,213
13	76,123	78,660	81,197	83,734	86,271	88,808	91,345	93,882	96,420	98,957
14	89,953	92,952	95,951	98,950	101,948	104,947	107,946	110,945	113,943	116,942
15	105,811	109,339	112,867	116,394	119,922	123,449	126,977	130,505	134,032	137,560

NOTE: Locality rates of pay are basic pay only for certain purposes--see "Salary Tables for 2005" cover sheet.

SALARY TABLE 2005-COL
INCORPORATING THE 2.50% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 13.98%
FOR THE LOCALITY PAY AREA OF COLUMBUS-MARION-CHILLICOTHE, OH
(See <http://www.opm.gov/oca/05tables/locdef.asp> for definitions of locality pay areas.)
(TOTAL INCREASE: 3.26%)

EFFECTIVE JANUARY 2005

Annual Rates by Grade and Step

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GS-1	\$ 18,255	\$ 18,864	\$ 19,471	\$ 20,075	\$ 20,683	\$ 21,040	\$ 21,638	\$ 22,243	\$ 22,268	\$ 22,837
2	20,524	21,012	21,692	22,268	22,517	23,179	23,841	24,503	25,166	25,828
3	22,394	23,140	23,887	24,633	25,380	26,126	26,873	27,620	28,366	29,113
4	25,139	25,977	26,815	27,653	28,490	29,328	30,166	31,004	31,841	32,679
5	28,127	29,065	30,003	30,941	31,879	32,817	33,755	34,693	35,631	36,569
6	31,352	32,398	33,443	34,488	35,533	36,578	37,624	38,669	39,714	40,759
7	34,840	36,002	37,163	38,325	39,486	40,648	41,809	42,970	44,132	45,293
8	38,585	39,870	41,156	42,442	43,727	45,013	46,299	47,584	48,870	50,156
9	42,617	44,037	45,458	46,878	48,298	49,718	51,138	52,558	53,979	55,399
10	46,931	48,496	50,061	51,626	53,191	54,756	56,321	57,886	59,451	61,016
11	51,563	53,282	55,001	56,720	58,439	60,158	61,876	63,595	65,314	67,033
12	61,801	63,861	65,920	67,980	70,040	72,099	74,159	76,218	78,278	80,338
13	73,492	75,941	78,391	80,840	83,290	85,739	88,189	90,638	93,087	95,537
14	86,845	89,740	92,635	95,530	98,425	101,320	104,215	107,110	110,006	112,901
15	102,155	105,560	108,966	112,372	115,777	119,183	122,589	125,995	129,400	132,806

NOTE: Locality rates of pay are basic pay only for certain purposes--see "Salary Tables for 2005" cover sheet.

**SALARY TABLE 2005-CLE
 INCORPORATING THE 2.50% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 14.24%
 FOR THE LOCALITY PAY AREA OF CLEVELAND-AKRON-ELYRIA, OH
 (See <http://www.opm.gov/oca/05tables/locdef.asp> for definitions of locality pay areas.)
 (TOTAL INCREASE: 3.50%)**

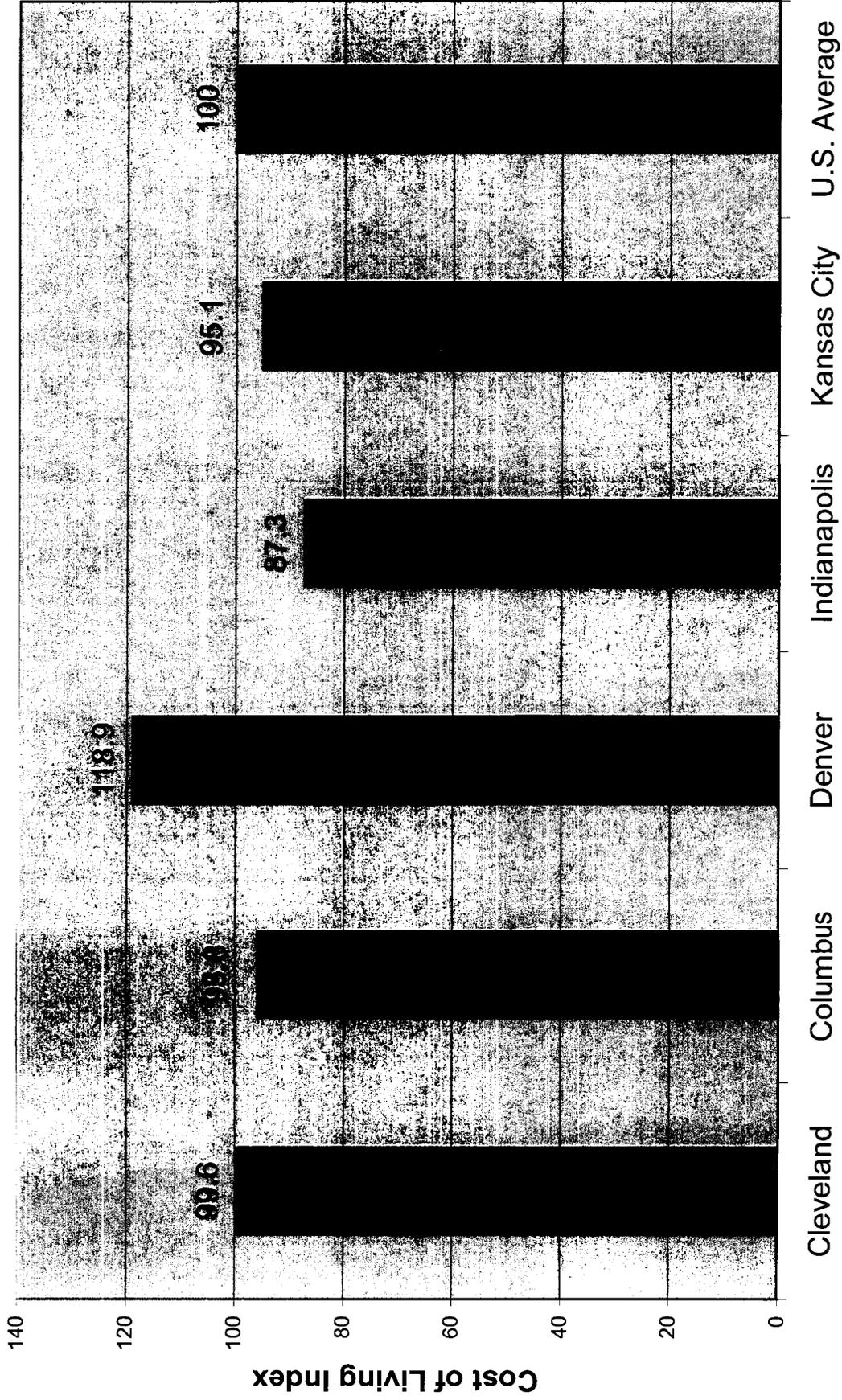
EFFECTIVE JANUARY 2005

Annual Rates by Grade and Step

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GS-1	\$ 18,297	\$ 18,907	\$ 19,516	\$ 20,121	\$ 20,730	\$ 21,088	\$ 21,687	\$ 22,294	\$ 22,319	\$ 22,889
2	20,571	21,060	21,741	22,319	22,568	23,232	23,896	24,559	25,223	25,887
3	22,445	23,193	23,941	24,690	25,438	26,186	26,934	27,683	28,431	29,179
4	25,197	26,036	26,876	27,716	28,555	29,395	30,235	31,074	31,914	32,754
5	28,191	29,131	30,071	31,012	31,952	32,892	33,832	34,772	35,713	36,653
6	31,424	32,472	33,519	34,567	35,614	36,662	37,709	38,757	39,805	40,852
7	34,920	36,084	37,248	38,412	39,576	40,740	41,904	43,068	44,233	45,397
8	38,673	39,961	41,250	42,538	43,827	45,116	46,404	47,693	48,982	50,270
9	42,714	44,138	45,561	46,985	48,408	49,831	51,255	52,678	54,102	55,525
10	47,038	48,607	50,175	51,744	53,312	54,881	56,449	58,018	59,586	61,155
11	51,681	53,404	55,127	56,849	58,572	60,295	62,017	63,740	65,463	67,186
12	61,942	64,006	66,071	68,135	70,199	72,264	74,328	76,392	78,457	80,521
13	73,660	76,115	78,570	81,025	83,480	85,935	88,390	90,845	93,300	95,755
14	87,043	89,945	92,846	95,748	98,650	101,551	104,453	107,355	110,256	113,158
15	102,388	105,801	109,215	112,628	116,042	119,455	122,869	126,282	129,696	133,109

NOTE: Locality rates of pay are basic pay only for certain purposes--see "Salary Tables for 2005" cover sheet.

Overall Cost of Living Index



Total cost of living as an index against national average, first quarter 2003. 100 as average. Source: Bureau of Labor Statistics 2003.

DCN 11601

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-481

DAPR-ZB

25 July 2005

MEMORANDUM FOR BRAC COMMISSION STAFF

Subject: OSD BRAC Clearinghouse Tasker 0604C - DFAS-Cleveland Lease Cost \$15.73

1. Reference E-Mail from Marilyn Wasleski, BRAC Commission Staffer, 19 July 2005.
2. Issues/Questions and Responses:

I have received information (see attached document) that shows the GSA costs at the DFAS site in Cleveland is much lower than what is in the BRAC data provided. I would like to know why your data shows the operating costs at \$29.21 sq. ft. while GSA is stating that that is not the correct costs for the DFAS site in that building at the time of data collection. GSA is stated that the cost is \$15.73 sq. ft. Where did the \$29.21 figure come from? It appears to me that someone may have provided an incorrect data point. I heard a similar point on the costs in Kansas City; however, I have not yet received an update figure at that site. Would you please verify from your end that the site provided a cost figure that was comparable to the data provided by the other sites? Maybe the wrong figure was provided because of a misunderstanding.

Response:

Operating costs are based on the annual facilities costs. Twice a year, March and September, detailed costs are identified by the financial management specialist servicing each site. These costs include base operations, rents/leases, utilities, security, and maintenance/ repairs thus reflect the total facilities-related costs necessary to operate a site.

DFAS Denver and DFAS Columbus are located on DoD-owned property; therefore, no rent is charged. DFAS reimburses the military host for support through an Interservice Support Agreement (ISA). These sites also acquire services through DFAS-managed contracts/ agreements. The ISA costs are added to the DFAS acquired services to determine the total annual facilities-related costs. Total cost divided by the assigned square footage provides the fully burdened cost per square foot at the sites.

DFAS Cleveland, DFAS Indianapolis, and DFAS Kansas City are located in General Services Administration (GSA) federally-owned properties. DFAS leases space in the buildings. The GSA cost (rent) is comprised of a shell rate (represents a fair market value for the site), GSA operating costs which includes maintenance and repair, plus other charges for joint-use space, parking, antenna, etc. The rate quoted by GSA is only a portion of the monthly rent billed to DFAS. DFAS also incurs operating cost at these

DAPR-ZB

Subject: OSD BRAC Clearinghouse Tasker 0604C - DFAS-Cleveland Lease Cost \$15.73

portion of the monthly rent billed to DFAS. DFAS also incurs operating cost at these facilities, which are not included in the GSA rent. Additional operating costs at the GSA sites include: communications, overtime utilities, security, and tenant-specific maintenance/repairs. GSA rent does not include Department of Homeland Security (DHS) charges. DHS security rates are charged under a separate billing but are considered a component of the facilities related costs. The DHS rates and DFAS specific operating costs are added to the GSA rent/operating costs to determine the total annual facilities-related costs. Total cost divided by the rentable square footage provides the fully burdened cost per square foot at the sites. Additional information is provided in Enclosure 1.

The following table provides the cost per square foot data by site for the month of June 2005:

DFAS Sites	GSA Shell Rate (Base)	GSA Operating Cost	Other GSA Costs	Adjustments/ (Rebates)	Amortized Tenant Improvements	Total GSA Cost
Cleveland	\$14.30	\$5.02	\$2.77	\$0.00	\$0.00	\$22.09
Columbus	NA	NA	NA	NA	NA	NA
Denver	NA	NA	NA	NA	NA	NA
Indianapolis	\$7.48	\$4.17	\$0.77	(\$5.22)	\$0.00	\$7.20
Kansas City	\$3.84	\$5.68	\$1.32	\$0.00	\$2.99	\$13.83

DFAS Sites	Total GSA Cost	DHS Cost	DFAS Operating Cost/ISA (Mar 2005)	Total Sq. Ft. Cost
Cleveland	\$22.09	\$2.07	\$6.90	\$31.06
Columbus	NA	NA	\$9.64	\$9.64
Denver	NA	NA	\$13.87	\$13.87
Indianapolis	\$7.20	\$1.62	\$0.53	\$9.35
Kansas City	\$13.83	\$1.05	\$3.78	\$18.66

3. Coordination: N/A

Enclosure
As stated



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



Defense Finance and Accounting Service
Lease Details

7/25/2005

DCN 11601

Site	Client Billing Record	June-98			June-99			June-00			June-01		
		Rentable SF	Monthly Cost	Annual Cost/SF	Rentable SF	Monthly Cost	Annual Cost/SF	Rentable SF	Monthly Cost	Annual Cost/SF	Rentable SF	Monthly Cost	Annual Cost/SF
DFAS Cleveland	OH0016340	480,049	\$724,255.00	\$18.89	455,740	\$780,625.00	\$20.03	455,740	\$588,205.00	\$15.75	455,740	\$616,790.00	\$16.24
	OH0016643	88,000	\$172,499.00	\$30.00									
	OH0052862				38,325	\$28,431.00	\$8.90	38,325	\$32,274.00	\$10.11	38,325	\$51,298.00	\$16.06
	OH0075870												
	OH0016518	40,772	\$23,334.00	\$6.87	40,772	\$24,079.00	\$7.09	40,772	\$14,416.00	\$4.24	40,772	\$14,382.00	\$4.23
DFAS Indianapolis	IN0070380												
	IN0058265							107,193	\$114,607.00	\$12.83	164,788	\$176,186.00	\$12.83
	IN0061551												
	IN0015324							4,232	\$3,794.00	\$10.78	4,232	\$3,891.00	\$11.03
	IN0015342	1,255,501	\$1,060,691.00	\$10.14	1,223,658	\$1,074,921.00	\$10.54	945,720	\$798,879.00	\$10.14	945,720	\$695,071.00	\$8.82
IN0015189	168	\$94.00	\$6.71	124	\$97.00	\$9.39							
DFAS Kansas City	MO0017732	186,722	\$184,485.00	\$11.84	157,757	\$168,741.00	\$12.84	155,433	\$168,866.00	\$13.04	153,426	\$170,110.00	\$13.30
	MO0017706	100,580	\$113,030.00	\$13.49	89,119	\$124,871.00	\$15.12	97,059	\$103,921.00	\$12.85	95,568	\$103,912.00	\$13.05
	MO0061412												
	MO0017711	22,807	\$24,039.00	\$12.65									
	MO0017733	383	\$442.00	\$13.85	382	\$474.00	\$14.89						
	MO0017734	8,323	\$9,367.00	\$13.51	5,314	\$8,394.00	\$14.44	5,301	\$6,287.00	\$14.23	5,297	\$8,381.00	\$14.46
	MO0017735	72,184	\$87,448.00	\$14.54	79,923	\$103,616.00	\$15.58	79,720	\$59,585.00	\$8.97	79,685	\$81,037.00	\$9.19
	MO0057973							1,017	\$795.00	\$9.38	1,017	\$431.00	\$5.09
	MO0067844												
	MO0071116												
	MO0073510												
	MO0061412												
	MO0054252				7,798	\$1,288.00	\$1.98	8,864	\$3,891.00	\$6.80			
MO0059826										5,034	\$1,560.00	\$3.72	

Source: GSA Rent on the Web

DCN 5642

June-02

Client Billing Record

Site	Record	Rentable SF	Monthly Cost	Annual Cost/SF
DFAS Cleveland	OH0016340	438,302	\$616,313.00	\$16.87
	OH0016643			
	OH0052862	38,325	\$53,371.00	\$16.71
	OH0075870			
	OH0016518	40,772	\$16,573.00	\$4.88

DFAS Indianapolis

	IN0070380			
	IN0038265	164,789	\$178,028.00	\$12.86
	IN0061551	3,434	\$4,381.00	\$15.34
	IN0015324	4,225	\$4,017.00	\$11.41
	IN0015342	844,009	\$725,838.00	\$8.23
	IN0015189			

DFAS Kansas City

	MO0017732	136,538	\$152,563.00	\$13.41
	MO0017706	91,263	\$85,641.00	\$12.58
	MO0061412	5,159	\$5,338.00	\$12.42
	MO0017711			
	MO0017733			
	MO0017734	4,988	\$5,918.00	\$14.21
	MO0017735	88,520	\$82,147.00	\$8.62
	MO0057973	1,035	\$387.00	\$4.80
	MO0067844			
	MO0071116			
	MO0073510			
	MO0061412	5,159	\$5,338.00	\$12.42
	MO0054252			
	MO0059826			

June-03

Site	Record	Rentable SF	Monthly Cost	Annual Cost/SF
DFAS Cleveland	OH0016340	438,302	\$648,208.00	\$17.75
	OH0016643			
	OH0052862	38,325	\$55,977.00	\$17.53
	OH0075870			
	OH0016518	40,772	\$16,770.00	\$4.94

	IN0070380			
	IN0038265	164,789	\$978,536.00	\$10.95
	IN0061551	3,434	\$135,285.00	\$9.86
	IN0015324	4,225	\$4,087.00	\$14.33
	IN0015342			
	IN0015189			

	MO0017732	130,783	\$151,608.00	\$13.91
	MO0017706	91,626	\$98,503.00	\$12.90
	MO0061412	5,163	\$5,493.00	\$12.77
	MO0017711			
	MO0017733			
	MO0017734	4,922	\$5,972.00	\$14.58
	MO0017735	85,117	\$83,021.00	\$8.88
	MO0057973	1,018	\$401.00	\$4.73
	MO0067844	495	\$488.00	\$11.30
	MO0071116			
	MO0073510			
	MO0061412	5,163	\$5,493.00	\$12.77
	MO0054252			
	MO0059826			

June-04

Site	Record	Rentable SF	Monthly Cost	Annual Cost/SF
DFAS Cleveland	OH0016340	387,843	\$342,851.00	\$10.62
	OH0016643			
	OH0052862	36,028	\$59,881.00	\$19.87
	OH0075870	4,888	\$8,753.19	\$21.58
	OH0016518	40,772	\$16,874.00	\$5.00

	IN0070380			
	IN0038265	1,071,651	\$780,335.00	\$8.74
	IN0061551			
	IN0015324			
	IN0015342			
	IN0015189			

	MO0017732	95,755	\$128,013.00	\$16.17
	MO0017706	81,827	\$87,381.00	\$12.75
	MO0061412	5,163	\$5,427.00	\$12.61
	MO0017711			
	MO0017733			
	MO0017734	77,074	\$59,918.00	\$8.33
	MO0017735	1,018	\$433.00	\$5.10
	MO0057973	485	\$485.00	\$11.78
	MO0067844	3,927	\$3,819.00	\$11.67
	MO0071116	8,044	\$8,254.00	\$9.33
	MO0073510	5,163	\$5,427.00	\$12.61
	MO0061412			
	MO0054252			
	MO0059826			

June-05

Site	Record	Rentable SF	Monthly Cost	Annual Cost/SF
DFAS Cleveland	OH0016340	387,843	\$713,844.33	\$22.09
	OH0016643			
	OH0052862	36,028	\$64,882.67	\$21.66
	OH0075870	4,888	\$8,753.19	\$21.58
	OH0016518	40,772	\$15,854.30	\$4.70

	IN0070380			
	IN0038265	1,071,651	\$842,788.75	\$7.20
	IN0061551			
	IN0015324			
	IN0015342			
	IN0015189			

	MO0017732	95,488	\$110,155.09	\$13.85
	MO0017706	92,638	\$90,889.09	\$11.71
	MO0061412	5,163	\$4,877.74	\$11.57
	MO0017711			
	MO0017733			
	MO0017734	77,074	\$64,807.09	\$10.09
	MO0017735	1,018	\$440.44	\$5.19
	MO0057973	485	\$444.42	\$10.77
	MO0067844	3,927	\$3,459.03	\$10.89
	MO0071116	8,044	\$8,702.52	\$10.00
	MO0073510	5,163	\$4,877.74	\$11.57
	MO0061412			
	MO0054252			
	MO0059826			

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State of Indiana

Submission to the
2005 Defense Base Closure
and Realignment Commission

Commissioner Site Visit to
Defense Finance and Accounting Service Indianapolis

August 3, 2005

*Major General Emmett J. Bean Center
Indianapolis, Indiana*

State of Indiana
Submission to the
Defense Base Realignment and Closure Commission
Site Visit to DFAS Indianapolis

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DCN 11601

Statement of Lt. Governor Becky Skillman

BRAC Site Visit
DFAS Indianapolis
August 3, 2005

As I said in my last appearance before you, the people of Indiana and their elected officials have been consistently supportive of the BRAC process in spite of the relatively heavy losses inflicted on our state by prior BRAC rounds. Governor Daniels supported this process during his service as Director of the Office of Management and Budget and has continued that support as Governor. He is particularly supportive of the DFAS consolidation process that originated during his tenure as Director of The Office of Management and Budget.

Throughout this process, we have taken a straightforward, professional and fact-based approach, and we will continue to do so.

No matter what statistical measure or index you employ, our story is a happy one. We invite comparison to other areas on quality of schools, roads, infrastructure, availability of both high quality and affordable housing and cultural opportunities. Regardless of how you keep score, we welcome the analysis.

We are also submitting for your consideration a more detailed paper regarding the clear reasons which support the recommendation of consolidating DFAS at the MG Bennett J. Bean Federal Center in Indianapolis

Since DFAS was created in 1991, it has been actively engaged in the process of consolidating the number of centers around the country. During that period of time, they have reduced the number of installation level facilities across the country from over 300 to the current level of 26. The need for this consolidation has been acknowledged in studies done by DoD itself and outside agencies such as GAO.

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the final step in the process, by consolidating into three offices at Indianapolis, Columbus and Denver.

This consolidation will accomplish the major facilities reduction and business line realignment that DoD has determined is the best way to reshape the agency for its future mission. In arriving at this final configuration, DoD utilized an optimization model to ensure that military value is maximized while utilizing excess capacity to minimize construction costs.

We are not here today to quibble about details. We realize that the numbers set out in the DoD recommendations represent the optimum amount of potential job gain for Indianapolis. We understand that adjustments may well be needed in order to make sure the process ends up achieving maximum efficiency. We have absolute confidence that the professionals making those judgments know far better than we do what they should be. We are here to pledge our support for the successful continuation of the DoD initiative of DFAS consolidation, and the

long-term cost savings and efficiencies which will inevitably result from it. We pledge our maximum effort and resources to that effort and want to make sure we have identified everything we can do to bring this process to fruition.

Today, you will hear from representatives of state and local government who will assure you that we have the clear will and the recognized capabilities to address any problems or issues that may develop in connection with the consolidation. You will also hear from some of our educational institutions who will discuss educational capabilities and other issues relevant to the available pool of workers. I am here on behalf of the Governor and the State legislature to reaffirm our unwavering commitment to do what is necessary to take this consolidation process the rest of the way home. We are fully committed to making this work, and will do whatever is required to ensure that DFAS is able to realize the full benefits of completing this consolidation process.

Now I would like to provide you with more information about the impressive facility we are meeting in today.

DFAS Indianapolis is located in the Major General Emmett J. Bean Federal Center in Lawrence, Indiana, just outside Indianapolis. This facility is, in our view, an ideal location around which to center the effort to consolidate and transform DFAS operations.

The Bean Federal Center is the second largest building in the Pentagon inventory, and houses the largest DFAS facility in the nation. Perhaps more importantly, it has the greatest ability of any DFAS facility to accommodate additional business, corporate and administrative DFAS functions.

DFAS Indianapolis ranked ninth in overall ranking of military value. However, this is primarily due to the fact that it is not located on a DoD installation with a controlled perimeter. The same fact of location adversely affected its terrorist threat assessment ratings. Nonetheless, the facility does meet the DoD Antiterrorism/Force Protection (AT/FP) standards, and without the location criteria, DFAS Indianapolis would have ranked among the top three DFAS facilities nationwide.

Ironically, DFAS Indianapolis was located on a DoD facility (Fort Benjamin Harrison) until 1991, when the fort was closed as part of that BRAC. The Bean Center, however, was not included in that closing - a clear recognition of its existing and potential value.

The consideration of the other factors in the Military Value scoring plan provides further evidence of the Bean Center's worth.

- Facility condition: The Bean Center recently underwent a \$123.7 million renovation which was completed in November of 2003. As you can see, it is a state of the art facility, in mint condition. As a GSA location site, all future renovation and maintenance costs will be included under the GAO lease.
- Hiring time: DFAS Indianapolis ranks 5th in hiring time, currently requiring an average of just over 13 days to fill vacancies.
- Local workforce pool: Indianapolis ranks 10th among all DFAS facilities in the size of its workforce pool, well above the average size.

- Locality pay: DFAS Indianapolis ranks 13th among all DFAS operations in locality pay rate. However, DFAS Indianapolis' locality pay rate of 11.11 is well below the 13.79 average among all DFAS facilities. In addition, DFAS Indianapolis has the lowest locality pay rate among major urban areas, a key consideration given the importance of payroll in overall DFAS costs. DFAS Indianapolis ranks 18th among DFAS facilities in operating costs per square foot. However, this rating is somewhat skewed given the extremely low operating costs of the nine DFAS facilities located on a DOD installation. Furthermore, this calculation fails to take into account additional costs such as renovations and repairs, which are built into the lease costs for DFAS Indianapolis but are not included in those facilities on a DOD installation.
- One-of-a-kind corporate process applications: DFAS Indianapolis' skilled local workforce currently handles eight unique corporate process applications. Furthermore, the BRAC report notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.
- Defense Information Systems Network Point of Presence: DFAS Indianapolis has access to DISN backbone nodes on site

Earlier in my remarks, I said that we were not here to micromanage the process or fly-speck the decisions which will have to be made in order to complete this promising picture.

We would, however, encourage those making these decisions to make sure system benefits are not lost in the process of making cost and space analyses on particular installations. There is abundant evidence to suggest that entities which want to become more efficient look to consolidation as a means to accomplish that. This is clearly what the Department of Defense has done in this recommendation.

In conclusion, let me restate our strong support for the BRAC process and our ready acknowledgement of the enormously complex task and constricted time frame that confront you.

Our oral and written presentations are designed to re-enforce the sound decision to consolidate DFAS capabilities in our facility; and to demonstrate our willingness and ability to accommodate and welcome employees who choose to relocate here. Our state and local governments are pledged to extend the resources and commitment necessary to make this happen, and we look forward to working with The Office of Economic Assistance at DoD toward that end.

Thank you once again for your willingness to undertake this enormous task which requires you to analyze staggering amounts of data, travel thousands of miles, and is probably not calculated to win you new friends. On behalf of our men and women in uniform, who will be the beneficiaries of your labors, I close by extending to you once again the gratitude of the State of Indiana.

Lt. Governor Becky Skillman

On January 10, 2005, Becky Skillman was sworn in as the first elected female Lieutenant Governor for the state of Indiana.

Lt. Governor Skillman began her career as a public servant in 1977 when she was elected as the Lawrence County Recorder. Eight years later, the voters of Lawrence County chose Becky Skillman to serve as County Clerk.

In 1992, Hoosiers in five southern Indiana counties elected Becky Skillman to represent them in the Indiana Senate. Rising quickly through the ranks, she held the second highest position as Majority Caucus Chair, becoming the first woman in Senate Republican leadership.

Now, serving as the fiftieth Lieutenant Governor of Indiana, Becky Skillman is a full partner with Governor Mitch Daniels on all matters of state government. She shepherded the Administration's legislative agenda through the Indiana General Assembly and served as President of the Senate.

Lt. Governor Skillman oversees the Office of Tourism Development, Energy Group, Indiana Housing and Community Development Authority, chairs the Indiana Counter Terrorism and Security Council and serves as the of Secretary of Agriculture and Rural Development under the State's, new and first ever, Indiana State Department of Agriculture and separate Office of Rural Affairs.

Growing up in rural Indiana, Becky Skillman has a passion for dealing with the needs of rural communities and has taken pride in having served as President of the Association of Indiana Counties. During her 12 years in the Senate, she led the charge to include the state's small towns and rural communities in its economic development plans. She authored plans for development in distressed counties and revitalization of downtown areas.

The Lt. Governor relies on the principles of faith, family, and hard work to guide her. She and her husband, Steve, have a son Aaron.

DCN 11601

Congress of the United States

Washington, DC 20515

**BRAC Commission Site Visit
Major General Emmett Bean Federal Center
City of Lawrence, Indiana
Wednesday, August 3, 2005****Joint Statement of:
The Honorable Dan Burton [R-IN-05]
The Honorable Julia Carson [D-IN-07]**

As Members of the Indiana Congressional delegation, we welcome the distinguished Base Realignment and Closure (BRAC) Commissioners Lloyd W. Newton and Samuel K. Skinner, and thank them for convening this important and timely site visit.

As evidenced by today's presence of Governor Daniels' staff, Lt. Governor Skillman, Mayor Peterson of the City of Indianapolis, Mayor Cantwell of the City of Lawrence, and senior staff from the Congressional delegation – both House and Senate – and the local community, there is strong, unwavering, and bipartisan support for the innovative consolidation initiative proposed by the Department of Defense (DoD). From the onset, we want to – once again – express our sincere appreciation for the vote of confidence bestowed upon the Defense Finance and Accounting Service (DFAS) – located at the Major General Emmett Bean Federal Center (the Center) – in the DoD's initial round of BRAC recommendations. As you may already know, the Major General Emmett Bean Federal Center – the United States' second largest military facility behind the Pentagon – has a long-standing history of service and dedication to the defense of our nation.

You may recall that we described in our testimony of June 20, 2005, before this Commission, that the state-of-the-art Center and the surrounding communities of Lawrence and Indianapolis have demonstrated the ability to facilitate large-scale DoD operations, while also providing cost-efficient and family-friendly communities which embrace the dedicated, hard-working men and women who represent the human capital of our military and national defense infrastructure. In fact, we are extremely proud of our broad and diverse workforce that utilizes all the talents and skills of our community. Moreover, the diversity – 32% minority and 59% women – is reflective of this community's ability to help attract, recruit, and retain qualified individuals to perform the broad range of jobs necessary to successfully fulfill the DFAS mission.

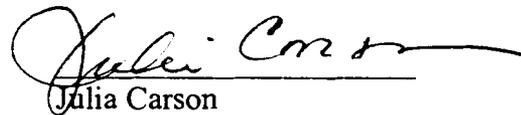
Furthermore, we respectfully commend your attention to the other capital invested at the Center. In fact, the Center was recently renovated at a cost of \$123.7 million, and now provides a safe, efficient, and cost-effective environment that maximizes DFAS operations and supports the mission of our men and women throughout the Department of Defense. Among the Center's myriad of attributes, it is one of the most secure facilities in the DoD's inventory, it provides a state-of-the-art workplace, and it preserves the historic integrity of the surrounding area. We hope you would agree that the DoD BRAC proposal seeks to maximize on this investment and the Center's many attributes.

Moreover, the Fort Harrison Reuse Authority (FHRA) - in partnership with the DoD, United States Army, Defense Commissary Agency, and the Army Air Force Exchange Service - are already working to construct a new, state-of-the-art, Commissary and Post Exchange at historic Fort Benjamin Harrison. In fact, we personally helped to secure approximately \$2 million in federal funding during the FY 2005 appropriations cycle to help cover building and construction costs. The new Commissary and Post Exchange will continue to provide essential services to local military personnel, retirees, their families, and - with your support - future employees. More importantly, we are willing and able to work together - once again and in the spirit of bipartisanship - to secure additional support for all of the great projects that the FHRA is accomplishing at former-Fort Benjamin Harrison.

Messrs. Commissioners, we join with our Senate colleagues to express the determination of this delegation to make the proposed consolidation a success in Indianapolis. We are assured that our State and local officials will provide you with all the details on how the DFAS Indianapolis site will optimize the consolidation initiative; and will also address any specific questions you may have regarding the Indianapolis DFAS site. Moreover, you can rest assured that we are firmly locked, arm-in-arm, with the Governor, Mayors, City Councils, State Legislature, and local community leaders to provide your Commission with whatever assistance you may require to insure the success of DFAS consolidation. We hope that you have a productive visit and look forward to working with you and the rest of the BRAC Commission in near the future.



Dan Burton
Member of Congress



Julia Carson
Member of Congress

Representative Julia Carson

Former Congressman Andy Jacobs eloquently introduces the story of his successor, Julia Carson: "The only thing some people learn from oppression is hatred and revenge. Others learn compassion and empathy. From the physical pain of material poverty and the mindlessly cruel persecution of nitwit racism, Julia Carson made her choice, a choice of hard work, compassion and a pleasing sense of humor."

The result of Julia Carson's choice has been an extraordinary career of public service. Before she made history in 1996 by becoming the first woman and first African-American Indianapolis has ever sent to Congress, Julia Carson served 18 years in the Indiana General Assembly and 6 years as Center Township Trustee.

In those offices, she distinguished herself as the rare elected official who demonstrates both compassion and common sense. As a State Representative and Senator, Julia Carson sponsored legislation to encourage in-home health care and ease the collection of child support, while also serving as a no-nonsense fiscal watchdog member of the Senate Finance Committee. While a member of Indiana's citizen legislature, she also found time to work as a human resources executive at Cummins Engine and to operate her own small business.

In 1990, Julia Carson successfully ran for election to the post of Center Township Trustee of Marion County. She did so against the advice of many who feared the political quagmire of a poor relief office that was \$20 million in debt. Julia Carson's fiscal acumen and management skill lead to her being named for the second time as the Indianapolis Star's Woman of the Year. Her budget-balancing feat earned bi-partisan admiration, including that of Republican County Auditor John Von Arx, who said, "Julia Carson wrestled that monster to the ground."

In 1996, Julia Carson was elected to the United States Congress. As a member of the Financial Services Committee and the Committee on Transportation Infrastructure, Congresswoman Carson has helped sponsored legislation directed toward the most pressing needs of our community.

As she listens to her constituents' concerns, Congresswoman Carson is able to draw on her own extraordinary life history for insight. As a woman who has spent a lifetime scaling the barriers imposed by poverty as well as by racism and sexism, Congresswoman Carson speaks with unique credibility on these issues and to the young people of Indianapolis who she challenges to follow her lead over these barriers. Julia Carson pledges to continue to help build a safe, caring and responsible community.

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**TESTIMONY OF THE HONORABLE BART PETERSON
MAYOR OF INDIANAPOLIS, INDIANA
DFAS Indianapolis Site Visit
August 3, 2005**

Commissioner Skinner and General Newton, members of the BRAC Commission staff, and other guests here today, I am honored to welcome you to Indianapolis. I am pleased that you are able to visit this extraordinary DFAS facility to learn more about what it offers.

I had the pleasure of meeting with Chairman Principi and Marilyn Wasleski two weeks ago in Washington, DC. I am impressed at how seriously the Commission takes its responsibility to conduct a thorough review and analysis of the Pentagon's base closure and realignment recommendations. This is an extremely difficult but important job, and I commend you for your willingness to undertake this process.

I would like to tell you why Indianapolis is such a great place to live, work and raise a family, particularly for employees of DFAS. Indianapolis is now the 12th largest city in the country and has made remarkable strides in recent decades. Indianapolis offers a vibrant and growing local economy, recently captured in a headline in The Wall Street Journal about Indianapolis that read: "Economic Engines are Really Revving." We're known as the Crossroads of America because Indianapolis is served by more interstate highway segments than any other city and is the most centrally located city to the top 100 U.S. markets. We're home to a broad array of major corporate headquarters including pharmaceutical giant Eli Lilly and Co; Simon Property Group, the largest publicly traded retail real estate company in North America, and Wellpoint (formerly Anthem), the nation's largest health insurance company.

DFAS currently plays a critical role in our local economy and is a major employer in our county's northeast side. The proposed expansion of DFAS-Indy would be a major addition to our economy and one that we believe would be well accommodated by our community. DFAS has access to a highly educated, skilled labor pool thanks to 24 accredited colleges and universities in central Indiana, including world class research universities like Indiana University, Purdue University and IUPUI. More than 7,000 business degrees were awarded in 2002, including MBA's, with nearly 40,000 business students enrolled. You will hear from the university officials later, but I believe their being here personally demonstrates their desire to partner with DFAS to produce and train the kind of employees of whom DFAS will be proud.

In addition, this workforce has compelling reasons to come to and to stay in Indianapolis, as we have a world class quality of life environment. We are home to the Indianapolis Motor Speedway, which hosts the "Indianapolis 500," NASCAR's Allstate 400 at the Brickyard, and the nation's only Formula One race. We are home to the Indianapolis Colts, Indiana Pacers, Indiana Fever and Indianapolis Indians. We are considered the amateur sports capital of the United States, and home to the NCAA, USA Gymnastics, USA Track & Field, and other national amateur sports organizations. We routinely host the NCAA Final Four and other major sporting events. We have an abundance of vibrant and diverse neighborhoods and an affordable cost of living. Employees of DFAS-Indy get a lot of bang for their salary buck. The cost of living is surprisingly low for a major city. In fact, the Indianapolis region was recently named the most affordable city over one million people by the National Association of Homebuilders.

And we have a strong arts and cultural scene – including over 17 museums, among which are the Indianapolis Museum of Art, the nation's 7th-largest general art museum, and the

Indianapolis Children's Museum, the largest children's museum in the world. We have diverse cultural districts and wonderful public art. All of these factors will help DFAS-Indy recruit highly skilled employees into government service.

As Mayor of Indianapolis, I am proud to be home to the military's largest finance and accounting operations center, that, among other things, processes the pay for our soldiers in the United States Army. It is one way that Hoosiers contribute to the safety and security of our country. As our men and women put their lives at risk to keep us safe at home, it's comforting to know that almost 3,000 Hoosiers help ensure that our military families are provided for by the accurate and timely disbursement of their paychecks. Indianapolis stands out for its patriotism and support for our nation's military and veterans. The heart of the city is marked by the 284 foot Sailors' and Soldiers' Monument, and we are home to other significant war memorials including the Indiana World War Memorial and the nation's only Medal of Honor memorial. And the national headquarters of the American Legion is in Indianapolis.

This Center that houses DFAS – you will see on your tour a bit later – is one of the finest facilities in the federal government's inventory – and is the 3d largest. It is more than capable of meeting the military's demands to consolidate finance and accounting operations from around the country. It has the capacity to accommodate thousands of new employees for a price that is competitive or cheaper than any other DFAS community. It recently underwent a \$123 million renovation completed in 2003. In addition to the building's excellent attributes, I think it is also important to note that DFAS consolidation will help produce over \$1.3 billion in cost savings. We encourage you to support the recommendation of the Department of Defense to consolidate DFAS operations at the finance center in Indianapolis. I pledge to you, and the government and

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community leaders here today will do the same, that we will do everything we can to make a transition extremely smooth and productive for DFAS.

Thank you again for visiting Indianapolis and hearing from us how strongly we feel about DFAS in our city. We are honored to showcase our city and this facility for you.



City of
Indianapolis
Bart Peterson, Mayor



Bart Peterson

47th Mayor of Indianapolis

Bart Peterson was elected the 47th mayor of the City of Indianapolis, the State of Indiana's capital and the nation's 12th largest city, on November 2, 1999, and again on November 4, 2003. He first took office on January 1, 2000.

During his 1999 and 2003 campaigns for mayor, he presented *The Peterson Plan*, a bold and detailed vision for leading Indianapolis in the new millennium. Since taking office, he has focused on fulfilling the goals articulated in his blueprint: strengthening the economy and creating jobs, fighting crime aggressively, improving neighborhood quality of life, lifting up public education, making Indianapolis a cultural destination and celebrating the community's diversity.

Before running for office, Mayor Peterson had a distinguished career in the private sector, as well as in public service.

With his family, he built The Precedent Companies, a conglomerate of 11 development and financial services companies that created hundreds of good paying jobs in central Indiana. He served as president of The Precedent Companies from 1995 to 1999.

From 1989 to 1995, he was a member of Indiana Governor Evan Bayh's leadership team, first as his aide for environmental affairs, and later, as chief of staff.

Mayor Peterson is a lifelong resident of Indianapolis. He graduated from North Central High School, Purdue University and the University of Michigan Law School. He is a board member of the Indiana Nature Conservancy and the Regenstrief Foundation and has been actively involved in other community organizations.

He and his wife, **Amy Minick Peterson**, are the parents of a 16-year old daughter, **Meg**. Mrs. Peterson is president of Minick Peterson, a firm dedicated to strategy, marketing and communications consulting. She also serves on the boards of several community organizations.

For more information: Steve Campbell or Jo Lynn Garing, [317] 327-NEWS

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DCN 11601



**REMARKS BY DEBORAH L. CANTWELL, MAYOR OF THE CITY OF
LAWRENCE, TO THE BASE REALIGNMENT AND CLOSURE COMMISSION
August 3, 2005**

Good morning. I am Mayor Deborah Cantwell, and on behalf of the citizens of Lawrence, we welcome you for this site visit. And I am pleased to stand side by side with Lt. Gov Skillman and Mayor Peterson in our efforts to convince you that Lawrence, Indianapolis and Indiana would welcome the proposed additional finance center jobs.

For approximately 42,000 people, the City of Lawrence is home. This lively, active community offers many of the amenities of a traditional small town while located in the midst of the robust nine-county metropolitan area of Central Indiana. It is conveniently located with easy access to the interstate and downtown Indianapolis.

We are a city made up of both historic and modern residential neighborhoods. We have a popular, award-winning school system, and offer a superb quality of life through more than 2,000 acres of parkland, recreational opportunities for all ages, and a vibrant mix of light industrial, commercial and retail uses.

Our school system, the Metropolitan School District (MSD) Lawrence, oversees a progressive system of two high schools, three middle schools and 10 elementary schools. MSD Lawrence traditionally achieves high performance results from its students and its teachers are regularly honored for their skills and dedication. The Lawrence Central Marching Band is #1 in the nation, and the orchestra is #2 in the State of Indiana. Lawrence North High School's Marching Band is #6 in the State and their orchestra is #4. Lawrence is home to several private schools as well which also offer high quality educational opportunities to interested families. And we proudly boast an Ivy Tech State College campus that is continuing to grow and thrive in our community.

Since the closing of Ft. Benjamin Harrison, the City of Lawrence and the Ft. Harrison Reuse Authority have been keenly aware of the need to balance land use to ensure a high quality of life while providing for diverse residential choices, interesting jobs, challenging educational options, attractive places to shop and exciting entertainment choices.

When new people arrive in our area, they will find the City of Lawrence is continuing to prove to be a thriving, progressive, forward thinking city. Within the next couple of years, we plan to break ground for a new city center, which is a rare opportunity to create a new downtown that will have a branch of the Marion County library as the centerpiece. Plans for the new PX-Commissary are continuing to move forward and when it is finished, it will better serve the needs of the active military and their families, as well as the retired military families, that use this facility on a regular basis. We are continuing to improve the Pendleton Pike corridor and to change the face of "Old Lawrence." We have started a new community policing program and recently announced the opening of a new Police Citizens Academy for our City.

When Ft. Ben closed, the 1700 acres of the military base were turned into Ft. Harrison State Park, which is the only urban State park in Indiana. It offers a golf course (designed by Pete Dye), hiking and biking trails, horseback riding, picnic areas and other amenities. Additionally, the City of Lawrence maintains 9 city parks that offer an extensive program of organized activities on 21 soccer fields, 3 football fields, 3 baseball and softball complexes, and neighborhood green spaces with play equipment. Lawrence prides itself as the "Home of Youth Soccer" with nearly 3,000 players participating in spring and fall leagues. We are also within minutes of the 18,000-acre Geist Reservoir, which provides boating, sailing and a variety of water sports during the summer.

Like many Midwestern cities, the population of the City of Lawrence has become diversified and people from many cultures and ethnic groups have moved here to work and raise their families. They are represented throughout the city through thriving family owned businesses and European, Asian and Hispanic restaurants. Additionally, the MSD Lawrence operates an elementary school, which focuses on international cultures.

People who live in Lawrence enjoy several festivals throughout the year. One of our biggest festivals, the July 4th celebration, lasts for 4 days and includes a carnival, live entertainment, an exhibition softball game and a huge fireworks show that is always a crowd pleaser.

The City of Lawrence is poised and ready to assist DFAS-Indianapolis welcome new federal employees. One of the commitments the City is offering is to assist DFAS and GSA in assessing the parking needs of the facility.

BIOGRAPHY OF MAYOR DEBORAH CANTWELL

Mayor Cantwell was raised in Lawrence Township and graduated with honors from Lawrence North High School. She is currently single and her hobbies include watercolor painting, photography, writing, sewing and weight lifting. After she graduated from Lawrence North High School, she continued her education at the School of the Art Institute of Chicago where she earned a Bachelor's degree of Fine Arts. Due to her growing interest in the Labor Movement and the Spanish Language, she returned to school and is completing a dual Bachelor's degrees in Labor Studies and Spanish at IUPUI.. In 2002 Deborah Cantwell was named one of the top one hundred students at IUPUI. While campaigning and now running the city of Lawrence she has maintained a 4.0 average in school and she was recently placed on the Deans list for Labor Studies as well.

Her parents; Guy & Linda Cantwell, still live in Lawrence and she has one younger brother, Guy Bryan Cantwell. Her full time companion is an adorable Sheltie named Haley.

In 1989, Mayor Cantwell was hired as one of the first women on the Lawrence Township Fire Department as a career firefighter. It was during her tenure at the Fire Department that she became involved with the Fire fighters union and later became a Station Representative and then a Trustee at Large on the General Executive Board for the Metropolitan Firefighters Union Local 416. During this time Mayor Cantwell served on various committees as a labor representative including National Fire Protection Association Technical Committee on Fire Fighter Health and Medicine.

In 2002, Mayor Cantwell threw her hat into the ring for the office of Lawrence Township Assessor and received forty-five percent of the vote. In early 2003, she was appointed to the Lawrence Township Board. She was forced into retirement from the Firefighting career with an exacerbated osteoarthritis of the knee. Though she dearly loved serving her community in this capacity, she firmly believes that God never closes one door that He doesn't have a bigger and better assignment. Seeing and realizing how serious the City of Lawrence was needing a change, she finally decided to start a grass roots campaign and run for Mayor of Lawrence. She is the epitome of fighting for the under dog and firmly believes in equality for all citizens of Lawrence regardless of their race, religion or creed, or gender.

She vowed to run her office as she lives her life, with honesty and integrity!

DCN 11601

Base Realignment and Closure Commission

Defense Finance and Accounting Service

Field Visit

August 3, 2005

Indianapolis, Indiana

Testimony

Of

U.S. Senator Richard G. Lugar

And

U.S. Senator Evan Bayh

Presented

By

Lane A. Ralph

**Deputy State Director
U.S. Senator Richard G. Lugar**

I am Lane Ralph, Deputy State Director for U.S. Senator Richard G. Lugar. On behalf of both Senators, I want to welcome you to Indianapolis.

I have been asked by Senator Lugar and by Governor Daniels to make some general comments to the BRAC Commissioners and to the BRAC staff. Additionally, I would like to have placed in the official record the prepared statements of Senator Lugar and Senator Evan Bayh.

Both Senators have been supporters of the most recent BRAC process. This strong advocacy has been demonstrated through their work on the Foreign Relations Committee and the Armed Services Committee. Both Senators have worked with the Pentagon and with Commission to use accurate information available to make the best and most informed decisions about the defense needs of nation for the 21st Century.

Senators Lugar and Bayh support the City of Indianapolis and State of Indiana and their combined efforts to continue to serve the needs of the Defense Finance and Accounting Service as a major employer and respected member of the federal defense organizations throughout Indiana.

The Senators believe that the economic efficiencies that can be gained from consolidation of the various Defense Department finance service operations have long-term benefits to the federal government, and in particular, to the Department of Defense and to our military personnel.

Senators Lugar and Bayh hope that the BRAC Commission will obtain additional answers and insights into the areas where questions may remain about the future services delivery by the committed staff of the Defense Finance and Accounting Service in Indiana. On behalf of Senators Lugar and Bayh, I welcome you to central Indiana, and appreciate all you are doing in your important work.



Base Realignment and Closure Commission

Defense Finance and Accounting Service

Field Visit

MG Emmett J. Bean Federal Center

August 3, 2005

Indianapolis, Indiana

Testimony

Of

U.S. Senator Richard G. Lugar

Commissioners Newton and Skinner, on behalf of the State of Indiana, thank you for taking the time to visit the Defense Finance and Accounting Service (DFAS) Center.

The citizens of Indiana appreciate the willingness of the Base Realignment and Closure Commission to review facilities firsthand, and give thoughtful audience to our views regarding the positive benefits of moving forward with Secretary Rumsfeld's 2005 Base Realignment and Closure (BRAC) recommendations involving the DFAS in Indiana and elsewhere.

The Commission faces a significant challenge in reviewing within a short timeframe the Secretary's proposed recommendations for reducing excess capacity. Among these recommendations, the consolidation of DFAS business, corporate and administrative functions to the MG Emmett J. Bean Federal Center will assist in streamlining an efficient DFAS organization. As I stated last month in my meeting with Chairman Principi, along with Senator Bayh, we are interested in this situation. I expressed my hope that the BRAC Commission use accurate information to ensure against choices that might jeopardize the security of our nation or lead to increased costs rather than savings.

During my tenure in the Senate, I have actively and consistently supported the base closure process as an important to meeting our changing national defense needs and protecting the interests of the taxpayer. As Chairman of the Senate Foreign Relations Committee, I continue my work on these important national security issues, and the role of Indiana as an ongoing contributor to this process.

Throughout previous base closure rounds that impacted a number of Hoosier communities, I have consistently advocated employing accurate information that defense officials can use to make informed decisions. It is my hope that the members of the Commission here today will see firsthand the many benefits of expanding operations at DFAS in Indiana. From my examination of the issues before us, and from my experience in central Indiana as a local official, I have great confidence in the abilities of our leaders and our workforce to meet the requirements of the Department of Defense.

I thank Lt. Governor Becky Skillman, Mayor Maria Cantwell, Mayor Bart Peterson and all of our elected officials and leaders for their active participation and input into this process. I appreciate your coming to Indiana, and I appreciate this opportunity to share with you some of my thoughts.

SENATOR EVAN BAYH'S STATEMENT
BRAC COMMISSION SITE VISIT TO DFAS—INDIANAPOLIS
AUGUST 3, 2005

I want to thank the Base Realignment and Closure (BRAC) Commission for taking the time to visit the Defense Finance and Accounting Services (DFAS)—Indianapolis and for giving me the opportunity to join with the rest of the Indiana Congressional delegation, the Governor of our state, local elected officials, higher education leaders, and members of the impacted communities, to discuss the Commission's recent decision to add DFAS—Indianapolis to the list of installations to be considered for realignment or closure.

As I said following the release of the Pentagon's BRAC Recommendations in May, I strongly support the proposed plan to move almost 3,500 jobs to DFAS—Indianapolis. I am troubled over the prospect of fewer jobs moving to DFAS—Indianapolis, but I understand the Commission's decision to add the installation to the list as part of a broader effort to determine the optimal number of DFAS sites. I commend the Commission's efforts to be thorough and get this important matter right.

As you may be aware, the situation involving DFAS—Indianapolis came up during the meeting Senator Lugar and I had with Chairman Principi on July 12, 2005, regarding Indiana installations and the 2005 BRAC round. Senator Lugar and I both made the case for the realignment of jobs to DFAS—Indianapolis, pointing out the many attributes and recent renovation. I was encouraged by Chairman Principi's comments during that meeting that the Commission was not seeking to unravel the Pentagon's BRAC Recommendations.

Indiana is very proud of the work performed at DFAS—Indianapolis. The excellent work done there continues a long Indiana tradition of Hoosiers supporting our Armed Forces. DFAS—Indianapolis is a first class facility, having recently undergone a \$123 million renovation. Perhaps more importantly, DFAS—Indianapolis, which is the largest DFAS facility nationwide, is capable of accommodating additional work without extensive military construction. On behalf of the more than 3,000 Hoosiers who work at DFAS—Indianapolis, I encourage you to take all of the factors raised today into consideration during your evaluation of the DFAS consolidation plan.

I want to thank you for your service to our nation and wish you the best throughout this process. If I can be of assistance, please do not hesitate to contact me.

Lane A. Ralph - Background Information

A native Hoosier born and raised in Gary, Indiana. Attended 12 years of school at Lake Ridge School Corporation graduating from **Calumet High School** in May 1970.

1974 received **Bachelor of Science Degree** in Political Science with a Minor in Library Science from **Indiana State University**. 1980 received **Master of Public Administration** degree from **Indiana State University**. His MPA paper was on the siting of hazardous waste facilities.

During college Lane was **twice** elected **Vice President of the Student Government Association** and served as a representative to the University Board of Trustees. He was instrumental in getting the Indiana General Assembly to establish the student trustees position for all the state universities that passed the Indiana General Assembly in 1974.

1975 to 1978 Lane worked for **Indiana Vocational Technical College** and served as an operations manager for a training program for unemployed workers.

In 1978, Lane joined the staff of **Senator Richard G. Lugar** as Special Projects Assistant responsible for environmental and energy issues, coordination with state and local government officials, sewer and water system programs, soil and water conservation programs, grants, loans and transportation issues.

1981 to 1997 - Lane served as Assistant State Director for both of Indiana's U.S. Senators. This included **Dan Quayle** from 1981 to 1988 and **Dan Coats** when he became U.S. Senator for Indiana in 1989. Lane served as **Dan Coats** State Director in 1999 during his last year of Senate service.

Lane is currently serving as **Deputy State Director** of **Senator Dick Lugar's** Indiana staff with a number of varied responsibilities involving federal grant assistance, local government assistance and programs, transportation and environmental concerns.

Lane and his wife Ruth live in Greencastle and are the parents of two daughters (both graduates of Greencastle High School); Elina, a Ph. D graduate from the University of Chicago who is a clinical psychologist and lives in Boston; and Emily, a graduate in political science from Earlham College who is a third year student at Drake University Law School in Des Moines, Iowa.

DCN 11601

GREGORY P. BITZ, CPA

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OVERVIEW

After a successful career as a member of the Senior Executive Service managing the administrative, personnel, and financial aspects of various large, complex organizations in the United States and Europe, I am interested in applying my talents and experience to meeting the challenges of a new organization.

COMPETENCIES

Management - Directed an organization of 10,000 personnel located in over 60 offices responsible for all aspects of accounting and finance in support of the US Army. Served as the Director of Finance, Department of Defense (DOD) responsible for the support given to the 5 million customers receiving Military Pay, Retired Pay, Civilian Pay and Commercial Payments from the DOD. Served as the Program Manager executing the capitalization of the 350 finance and accounting offices in the 4 Military Services and 20 DOD agencies into the largest Accounting entity in the world.

Financial - Planned, supported, executed and was accountable for budgets reaching in excess of \$600 million. Operated within budget, increased productivity and attained a 15% reduction in staffing over the last 3 years.

Strategic Planning - Chair the Executive Steering Group overseeing the Defense Finance and Accounting Service Transformation to include competitive sourcing, realignments and other workload changes. Directed and participated in strategic initiatives for the last 20 years.

WORK HISTORY

2000 - Present Senior Accountant for Marine Corps Accounting. Serve as the single focal point as the Client Executive for all Defense Finance and Accounting Service products and support related to accounting and finance operations in support of the US Marine Corps. As such, administers to accounting operations and analysis; preparation of financial reports, disbursement of payroll, commercial payments, travel payments and supporting operations.

1998 - 2000 Director of Finance, DOD. Served as the principal DOD executive agent for Finance matters. Exercised control and oversight over all financial policy, systems and operations. Responsible for planning, formulating, developing and promulgating financial policy, standards, procedures and operations, and overseeing development, deployment and maintenance of functional systems requirements.

1994 - 1998 Director, Defense Finance and Accounting Service - Indianapolis Center. Led the network of 10,000 military and civilians who operated the systems and processes related to accounting and finance

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operations in support of the US Army. Administered an extensive accounting and finance effort in support of over 20 Defense Agencies and the other Military Services

1992 - 1994 Director, Defense Finance and Accounting Center - Kansas City.

Directed the operations in support of Marine Corps finance and accounting. Planned and implemented a myriad of actions to meet DOD goals to include significant reductions in cost of operations.

1991 - 1992 Program Manager- Defense Management Review Decision 910, Consolidation of Finance and Accounting.

Assembled and directed 200 members, representing almost every Defense Component, while providing guidance and direction to the various field level teams. Accomplished the capitalization and initiated the consolidation of over 300 field level offices.

1989 - 1991 Director, Finance and Accounting Plans, Deputy Assistant Secretary of the Army (Financial Management).

Developed fielding and monitoring plans for all changes in concert with installing of new technology and expansion of finance and accounting services. Integral leader in the development documenting and installing of the Standard Installation Accounting Organization throughout the US Army.

1976 - 1989 Middle Management positions of increasing responsibilities.

Duties included personnel, operations, planning and budget in major Army organizations in the US and Germany.

1971 - 1976 US Army Audit Agency.

Advanced from auditor intern to Auditor-in-Charge accomplishing a myriad of audits within the US Army and American Red Cross.

Accomplishments

- Reduced cost to the DOD by hundreds of millions of dollars both through efficiencies and cost reductions
- Directed staffs up to 10,000 Military and civilians with operating budgets in excess of \$600 million
- Led, as Program Manager, the team who capitalized over 350 finance and accounting offices into one entity reducing manpower levels by over 6000 and locations by 300
- Developed first Army Accountants Handbook
- Defense Distinguished Civilian Service Medal; Army Civilian Meritorious Service Medal
- Received Association of Government Accountants Elmer Staats award as outstanding Federal Executive, National Leadership Award

EDUCATION AND CERTIFICATIONS

Certified Public Accountant; Certified Government Financial Manager;
Certified Defense Financial Manager

Syracuse University, New York - Master of Business Administration:
Management

University of Notre Dame, Indiana - Bachelor of Business Administration:
Accounting

A wide range of Federal, DOD and private sector courses and training related to leadership, management and accounting.

DCN 11601

BRAC
Indianapolis
Wednesday, August 3, 2005
Remarks by
Martin C. Jischke
President, Purdue University

Thank you for this opportunity to speak about higher education in Indiana and our ability to meet the needs of the Defense Finance and Accounting Service operations in Indianapolis.

Along with others here today, I strongly agree with the recommendations outlined in the Secretary of Defense's Base Closure and Realignment report, especially as they relate to consolidation of Defense Finance and Accounting Service operations in Indianapolis.

As you will hear today, Hoosiers are patriotic people who have always been strong supporters of our nation's military. This is also a state that has enormous cooperation and partnership among various levels of government, business, industry and education. The fact that local, state, federal and higher education spokesmen have united today in this presentation speaks to the level of cooperation that exists in Indiana today.

Indiana has five outstanding four-year public universities with a total of 14 campuses, enrolling about 200,000 students. In addition there is an excellent, growing public community college system with campuses throughout our state serving more than 100,000 students. Indiana is also home to 30 private four-year colleges and universities with a total enrollment of more than 72,000.

Our state is unique in having two major public research universities that work closely and conduct joint research important to Indiana economic development. We even share campuses in several locations including Indiana University- Purdue University in Indianapolis which we call IUPUI.

IUPUI has developed into one of the nation's great urban universities. It ranks among the top 15 in the nation in the number of first professional degrees it confers. The campus offers more than 185 academic programs including business, finance and accounting, which are essential fields to Defense Finance and Accounting Service operations. More than 29,000 students attend IUPUI representing 49 states and 122 countries.

Purdue and Indiana universities are among the greatest higher education institutions in our nation and the world. In November 2004, *The Times* of London ranked Purdue 59th worldwide, 25th in North America, 22nd among U.S. universities and ninth among American public universities. The Purdue and IU schools of businesses and management are also among the best.

The IU Kelley School of Business, offers undergraduate and graduate education programs to about 4,600 full-time students on its Bloomington campus and another 1,200 students at IUPUI. The Krannert School of Management at West Lafayette enrolls about 2,500 students in undergraduate and graduate programs. Both are consistently ranked highly by corporate recruiters, business developers and national business publications such as *Business Week*, *Entrepreneur* and *U.S. News & World Report*.

Last November, the *Financial Times* ranked the Krannert School of Management's executive MBA degree program 11th worldwide. Purdue's Krannert School of Management's MBA program was ranked No. 1 by regional corporate recruiters in *The Wall Street Journal* fall of 2004 report.

Purdue and Indiana University also have top information technology programs producing graduates needed in all business operations today.

At Ball State University in Muncie, the Miller College of Business has 150 students majoring in accounting. It offers two majors and three minors in finance. Indiana State University in Terre Haute and the University of Southern Indiana in Evansville also have excellent programs in accounting and finance.

There are already a number of graduates from universities in Indiana working at the Defense Finance and Accounting Service operations in Indianapolis. In fact, the Defense Finance and Accounting Service operation here has hired 21 Purdue graduates alone since January 1, nineteen of them accounting majors. And our universities are more than ready with top graduates to step in and fulfill all future needs.

Purdue and Indiana universities have also developed an international reputation for working to meet the needs of our state, federal government and business and industry. We have a close partnership with the Naval Surface Warfare Center in Crane, Indiana.

We have aligned our academic and research programs to meet the employment and development needs of those doing business in our state. We are flexible and ready to partner in any way we can to help our state and national

government and any enterprise in Indiana. Indeed, we see this as one of our primary missions.

Indiana is a state with a top system of higher education focused on employment, research and economic development needs of our state. We look forward to an even stronger partnership with the Defense Finance and Accounting Service operations in Indianapolis and doing whatever we can to meet your needs.

Thank you.

July 18, 2005

The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

I am writing you concerning the recommendations of the United States Department of Defense to the Commission relating to the Defense Finance and Accounting Service (DFAS). The recommendations included the consolidation of a significant number of DFAS employee positions into DFAS-Indianapolis in the Major General Emmett J. Bean Center.

Purdue University, one of the 25 largest universities in the nation, is committed to partnering with the Pentagon should these recommendations be implemented. The substantial job growth in DFAS would have an enormous positive impact on Indiana's economy and Purdue will do whatever possible to support this transition. Purdue has been actively and aggressively involved in promoting economic development in Indiana, and has a significant presence in Indianapolis.

Purdue has excellent programs in business, accounting and finance, and produces many highly qualified graduates each year in these disciplines. The University also provides continuing education programs in several disciplines related to DFAS careers and can partner with DFAS-Indianapolis to offer such programs on-site, if desired. Purdue also houses one of the best Technical Assistance Programs in the nation, including active internship and minority placement programs.

We understand that the decision-making process for the Commission is extremely challenging and difficult, and greatly appreciate your and the other Commission members' service to our country in this regard. Purdue University stands ready to assist DFAS and the Pentagon in the coming years. We would be pleased to meet with DFAS officials at the appropriate time to discuss how we can assist the Pentagon in this transition. If you have any questions or if you would like to discuss this further, please do not hesitate to contact me.

Sincerely,

Victor L. Lechtenberg
Vice Provost for Engagement

VLL/md

INDIANA UNIVERSITY

July 18, 2005



OFFICE OF THE
VICE PRESIDENT FOR
LONG-RANGE PLANNING
AND
CHANCELLOR OF
IUPUI

The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

As Chancellor of Indiana University-Purdue University in Indianapolis (IUPUI), I am writing you in strong support of the recommendations of the United States Department of Defense to the Commission regarding consolidation of Defense Finance and Accounting Service (DFAS) employees to Indianapolis. IUPUI is a world-class research and teaching university that stands ready to assist DFAS through a consolidation of employee positions here.

IUPUI was formed in 1969 as a partnership between Indiana University and Purdue University in downtown Indianapolis. It has grown to over 29,000 students in 185 academic programs, including the Indiana University Kelley School of Business and Indiana University School of Public and Environmental Affairs. In addition to degree programs, we have a strong continuing studies program called the Community Learning Network. The CLN offers more than 900 continuing education classes to over 11,000 non-degree students every year, including a certificate program in accounting. We are well-positioned to provide continuing education and graduate professional degrees as well as baccalaureate education in support of the DFAS workforce.

The expansion of DFAS-Indianapolis provides an important partnership opportunity for IUPUI. It comes at a time we are aggressively increasing our partnerships with the business and governmental communities. We have created the Solution Center to facilitate student internships and provide a single point of contact to the campus. The DFAS expansion would increase opportunities for student internships and job placement.

In turn, IUPUI is an important resource with critical strength in business and information technology, as well as being one of the nation's leading producers of health and life science degrees (we are home to Indiana's only medical school and only dental school). If we can provide assistance to DFAS please contact us. I would be happy to arrange a meeting between any Commission members and/or DFAS at the appropriate time to discuss ways IUPUI can assist.

If you have any questions or if you would like to discuss this further, please contact me.

Sincerely,

A handwritten signature in cursive script that reads "Charles R. Bantz".

Charles R. Bantz
Vice President for Long-Range Planning
and Chancellor of IUPUI

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Martin C. Jischke

When Dr. Martin C. Jischke became Purdue's 10th president in August 2000, he established the goal of making a great university into a preeminent university.

He is well on the way to accomplishing that.

Dr. Jischke and the Purdue University Board of Trustees have embarked upon a strategic plan that is transforming Purdue into a more dynamic and powerful institution. Purdue is not only on its way toward educational preeminence but is also leading efforts to bring about an economic resurgence for the state of Indiana.

In November 2001, the Board of Trustees approved a five-year strategic plan designed to take the university to the next level of excellence. The plan called for data-driven decision making — a key focus being the collection of data for comparison with peer institutions — and bold new steps to improve diversity, expand interdisciplinary research, enhance learning with the addition of 300 new faculty positions, and engage government and business leaders to advance economic development. The creation of Discovery Park, a \$100-million multidisciplinary research and entrepreneurial cluster now being built on the south edge of campus, is the most visible change.

A \$1.3 billion fund-raising campaign, launched in September 2002 in support of the strategic plan, designates \$200 million for student scholarships and fellowships, \$200 million to attract and retain the best faculty, \$200 million for programs and centers, \$600 million for facilities and equipment and \$100 million for unrestricted funds. It is the largest campaign in the history of higher education in Indiana.

President Jischke also continues to build alumni support and create a number of educational partnerships within the state of Indiana. Working cooperatively with state government to achieve better education and economic development for Indiana citizens are among Dr. Jischke's highest priorities.

Dr. Jischke has held numerous national leadership roles in service to colleges and universities. He has served as President of the Global Consortium of Higher Education and Research for Agriculture. He is a member of the National Association of State Universities and Land-Grant Colleges (NASULGC) Board of Directors and serves as the Chair of NASULGC's Commission on Food, Environment and Renewable Resources Executive Committee. He is a member of the NCAA Board of Directors and the Campus Compact Board of Directors. He is Vice Chair for the Association of American Universities Executive Committee and a Council Member of the National Academies Government University Industry Roundtable.

Dr. Jischke served as chancellor of the University of Missouri-Rolla from 1986 to 1991, and his success in that role led him to the presidency of Iowa State University. Like Purdue, Iowa State is a land-grant institution with strong emphases on engineering, science, agriculture, extension and veterinary medicine. During Dr. Jischke's nine years of leadership, the university made huge strides in improving undergraduate education, expanding research programs, increasing student diversity and raising money for scholarships. Private fund raising at Iowa State set records each year under Dr. Jischke's leadership, topping \$100 million annually.

After receiving his doctoral degree in aeronautics and astronautics from the Massachusetts Institute of Technology in 1968, Dr. Jischke joined the faculty of the University of Oklahoma's School of Aerospace, Mechanical and Nuclear Engineering. During his 17 years at Oklahoma, he served in multiple capacities. He became director of the School of Aerospace, Mechanical and Nuclear Engineering in 1977. He was the principal advisor to 21 thesis students. He served as dean of the College of Engineering from 1981 to 1986. In 1985 he was named the university's interim president.

Trained as a fluid dynamicist, Dr. Jischke has expertise in heat transfer, fluid mechanics, aerodynamics and problems related to high-speed aircraft and spacecraft. He is co-editor of one book and the author or co-author of 31 archival journal publications and 21 major technical reports. Dr. Jischke has given more than 50 major technical presentations and lectures. He has held research fellowships with NASA and the Donald W. Douglas Laboratory and has received research grants from the National Science Foundation, U.S. Air Force, NASA, National Institutes of Health, National Severe Storms Laboratory and Nuclear Regulatory

Commission. During 1975-76, he served as a White House fellow and special assistant to the U.S. secretary of transportation.

Dr. Jischke is a fellow of the American Association for the Advancement of Science and the American Institute of Aeronautics and Astronautics. He is a recipient of the Centennial Medallion of the American Society for Engineering Education. The Illinois Institute of Technology and the National Agricultural University of Ukraine have awarded him honorary doctoral degrees. He also has received the Illinois Institute of Technology Professional Achievement Award and the Ukraine Medal of Merit from that nation's president for outstanding service by a foreign national. He was honored with the U.S. Department of Agriculture 2004 Justin Smith Morrill Award.

In addition to serving on numerous civic, state and corporate boards during his academic career, Dr. Jischke has been a science adviser and consultant to a range of state and federal agencies and government officials and corporations.

He was born in Chicago and graduated from Proviso High School in Maywood, a suburb on Chicago's west side. In 1963 he earned his bachelor's degree in physics with honors from the Illinois Institute of Technology. Martin and Patty Jischke were married in 1970. They have two children, Charles, an audio engineer living in Southern California, and Mary, an engineer living in Indianapolis.



DCN 11601



Dr. Carol D'Amico, Executive Vice President,
Ivy Tech Community College of Indiana

**REMARKS TO THE BASE REALIGNMENT AND
CLOSURE COMMISSION**

August 3, 2005
Lawrence, Indiana

Good morning. My name is Carol D'Amico. I serve as executive vice president of Ivy Tech Community College of Indiana and chancellor of the Central Indiana region. With an enrollment of more than 14,000 students in the Indianapolis metropolitan area, we are the largest of the 14 regions that comprise Indiana's community college system. Ivy Tech statewide enrolls more than 70,000 students. The college is the second largest institution of higher education in the state, just behind Purdue in headcount.

Quite simply, the mission of Ivy Tech Community College is to offer high-demand, high-quality degree programs, which prepare individuals for careers and continuing education in well-paying jobs. Students can choose from technical certificates and associate degrees in more than 30 programs, including accounting, computer information systems, office administration, business, human services, and the health and life sciences. Our tuition – at just over \$83 per credit hour – is the lowest in the state.

Transfer agreements in place with more than close to 50 regional and state universities and colleges – including Indiana and Purdue universities – allow our graduates to continue their education to the baccalaureate level and beyond.

I appreciate the opportunity to address you this morning about Ivy Tech's role in enhancing the quality of life for those who live and do business in Lawrence and the surrounding area. The college has offered classes in Lawrence since 1997, starting at Belzer Middle School, expanding to Lawrence North High School and eventually on to the Fort Harrison campus. In October of 2003, we purchased the former Gates-Lord Hall – known to veterans of Fort Harrison as "The School House" – and, with that investment, made a permanent commitment to the Lawrence community.

It's been a win-win partnership from the start. The enterprising Fort Harrison Reuse Authority made the college an offer it couldn't refuse. The 250,000 square foot building sits across from a state park and golf course, the beautiful Geist Reservoir is just minutes away, shops and restaurants are within walking distance, and when the new City Center for Lawrence is built, our Fairbanks Center, as it is now known, will anchor the northern end of the downtown mall.

BRAC Commission
Dr. Carol D'Amico, Ivy Tech Community College
August 3, 2005

Over the last two years, we've refurbished more than 110,000 square feet or 44 percent of the Fairbanks Center with the financial support of the Indiana General Assembly and more than \$6.5 million in contributions from local corporations and foundations. Next summer, we'll launch another phase of remodeling to add to the state-of-the-art labs and classrooms offered at Lawrence. Built in the 1950s to house various professional-level schools for the armed forces, the Fairbanks Center is now home to our health and life science programs, including nursing, biotechnology, surgical technology, respiratory technology, radiologic technology, medical assisting, health information technology, biomedical equipment, and mortuary science. In addition, we offer day, evening, and weekend classes in general studies, computer technology, and human services, and this fall will add our full degree program in business to the Lawrence campus. Starting this month, we're launching a market research study to determine what additional degree programs to bring to Lawrence. A real advantage of the community college system is our ability to offer new programs quickly and deliver graduates in two years.

Creating a campus in Lawrence has put access to college courses within a 20-minute drive of 25 percent of the metropolitan population. I would be remiss if I didn't note that from the corner of 56th Street and Post Road – where we are now – it takes less than five minutes to drive to the campus and 10 to walk! To make it even more convenient for students, we offer a growing menu of on-line courses. Plus, we can bring the college right to the office or production floor through our Corporate and Continuing Education Services division.

We expect enrollment at the Lawrence campus to double in the next five years from the 3,500 students who took classes this spring to more than 7,000.

At Ivy Tech Community College, we are committed to student success... whether it's completing the first two years toward a bachelor's degree; using one's associate degree or technical certificate to launch a first, second, or even third career; or taking courses that will help individuals advance in their current setting.

We also take seriously our obligation to serve as a community resource. A good example is our plan to refurbish the auditorium and adjacent space at the Fairbanks Center for community meetings, performances, and celebrations.

And we reach out to the community as partners in delivering education. Our students benefit from the applied expertise of our adjunct faculty, many of whom are drawn from the corporate sector. And through an extensive internship network, we send our students into the workplace to hone their skills under the tutelage of our local partners.

In closing, allow me to observe that this is an exciting time to put down roots in Lawrence. It is a growth-oriented, future-oriented community with a history rich in service to the military, to education, and to enterprise. We're pleased to be part of the community fabric and look forward to contributing to its success.

Thank you.

DCN 11601

DCN 5671

One West 26th Street
P.O. Box 1763
Indianapolis, Indiana 46206-1763
317-921-4882

July 26, 2005

The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

I understand the United States Department of Defense has recently made recommendations to the Commission relating to the Defense Finance and Accounting Service (DFAS). These recommendations include the consolidation of a significant number of DFAS employee positions into DFAS-Indianapolis and Major General Emmett J. Bean Center.

As Executive Vice President of Ivy Tech Community College of Indiana and the Chancellor of the Central Indiana Region, I wanted to inform you that our College stands ready to partner with the Pentagon should these recommendations be implemented. We offer a state-of-the-art campus within walking distance of the Major General Emmett J. Bean Center, offering programs in business, healthcare, and various other courses that transfer to public and private universities in the region.

As the state's community college we offer courses that reflect the occupational needs of the regions we serve. Ivy Tech will work closely with you to assess both your present and future job needs. We will do whatever possible to support this transition and actively promote programs and offerings to assist in the training of any employees in order to promote economic development in Indianapolis and Lawrence Township.

As the state's best educational value, Ivy Tech offers access to affordable higher education to over 60,000 residents of the state of Indiana making us the second largest college in the state of Indiana.

We understand that the decision-making process for the Commission is a challenging one. We greatly appreciate all of the members of the Commission for their service to our great country. Ivy Tech Community College of Indiana is ready to meet the demands that you may have during this transition. If you have any questions please do not hesitate to contact me.

Sincerely,



Carol D'Amico, Ed.D.
Executive Vice President and
Chancellor - Central Region



A Community College
of Indiana Partner

Ivy Tech is an accredited,
equal opportunity,
affirmative action state college.

Carol D'Amico
Executive Vice President
Ivy Tech Community College of Indiana

Dr. Carol D'Amico serves as the Executive Vice President of Ivy Tech Community College of Indiana and is responsible for the development of Ivy Tech's statewide strategy and programming in workforce development as a boost to the state's economy. She is working closely with all 14 Ivy Tech regions in program development, marketing the college and realigning its internal operations in line with new missions required by state government. D'Amico also leads Ivy Tech Community College's largest region, Central Indiana, as she serves as the Chancellor for the Indianapolis campus which serves nearly 15,000 students. She oversees over 800 staff and faculty and multiple facilities at the Central Indiana region.

She is a recognized expert on education and workforce development issues, co-author of the nationally recognized *Workforce 2020*, and frequent lecturer and keynoter with extensive experience in advising corporate and government leaders on strategies to strengthen America's economy through a qualified educated workforce.

Appointed by President Bush in 2001, Dr. D'Amico served as the Assistant Secretary for the Office of Vocational and Adult Education until 2003. She was the principal spokesperson and leading advisor to the President and Secretary of Education on all matters related to high school reform, community/technical colleges and adult literacy. Dr. D'Amico served as the Dean of Workforce, Economic, and Community Development at Ivy Tech Community College of Indiana from 1999 to 2001. She oversaw the College's programs for workforce development, continuing education, marketing, and economic development activities. At Hudson Institute, an internationally acclaimed public policy organization, Dr. D'Amico was both a Senior Fellow in Education and Co-Director of the Center for Workforce Development from 1990 to 1999, where she co-authored *Workforce 2020*, which describes the challenges and opportunities for American corporations and workers in the early twenty-first century. Prior to joining Hudson Institute, D'Amico was a policy and planning specialist for the Indiana Department of Education, focusing on strategies to improve public education. She also served as the senior program analyst for the Indiana General Assembly.

D'Amico holds an Ed.D. in higher education leadership and policy studies and a Masters degree in adult education and organizational development from Indiana University.

D'Amico serves as a Member of the National Advisory Committee on Institutional Quality and Integrity appointed by the U.S. Secretary of Education and a Member of the Board of Directors of the National Board for Education Sciences appointed by President Bush in 2004 and confirmed by the U.S. Senate. D'Amico is a member of the Indianapolis Chamber of Commerce, the Greater Indianapolis Progress Committee, Indiana Dollars for Scholars, and Sagamore Institute for Policy Research.

DCN 11601



INDIANA GENERAL ASSEMBLY



Statehouse
200 West Washington Street
Indianapolis, IN 46204

Senate
1-800-382-9467
House of Representatives
1-800-382-9842

August 1, 2005

As Senate President Pro Tempore and Speaker of the House of Representatives, we stand with the Governor, Lt. Governor, the congressional delegation of Indiana, and the Mayors of Indianapolis and Lawrence in full support of the current Base Realignment and Closure (BRAC) recommendations to consolidate the Defense Finance and Accounting Services (DFAS) operations from 26 current locations to three locations; one of these sites being the General Emmett J. Bean Federal building in Lawrence.

We recognize the important economic development implications and value to our national defense that consolidation of DFAS would bring. Indiana has a long history of good relationships with the United States military. As stakeholders in Indiana's future we see DFAS working with our state institutions of higher learning to keep Indiana graduates in Indiana after college by establishing new high wage jobs and bringing new opportunities to an experienced and skilled central Indiana workforce.

We stand ready to support the Department of Defense and BRAC recommendations in the best way possible.

Best regards,

ROBERT D. GARTON
President Pro Tempore
Indiana Senate

BRIAN C. BOSMA
Speaker
Indiana House of Representatives

DCN 11601

WHITE PAPER-BRAC 2005 DFAS Consolidation

As part of the 2005 BRAC process, the Headquarters and Support Activities Joint Cross-Service Group recommended the consolidation of Defense Finance and Accounting Service (DFAS) operations to DFAS Indianapolis and two other sites (Columbus and Denver). DFAS Indianapolis, located within the Major General Emmett J. Bean Federal Center in Lawrence, Indiana (outside Indianapolis), is ideally positioned to assist in the efforts to consolidate and transform DFAS operations.

DFAS transformation and consolidation

Since its creation in 1991, the Defense Finance and Accounting Service has been in a state of transformation, consolidating over 300 installation-level finance and accounting offices to the current 26. In fact, the original DFAS consolidation effort had intended to result in no more than five facilities, but ultimately was expanded to 26 for a variety of reasons.

However, the organization remains committed to overall transformation, and has recognized that its current footprint is still too big. The need for such transformation is acknowledged in evaluations both by the Department of Defense and by outside organizations, including the Government Accountability Office. In particular, the inefficiency and ineffectiveness resulting from the many current systems within DFAS and other Defense business operations have left the Department of Defense vulnerable to billions of dollars in waste, fraud and abuse annually.

The BRAC represents an important step in this transformation effort by completing the DFAS consolidation effort begun in 1991. The proposed BRAC consolidation would accomplish the major facilities reduction and business line mission realignment that DoD has determined is the best way to restructure the agency for the future. In its effort to determine the optimal consolidation outcome, DoD utilized an optimization model to ensure that its consolidation would maintain strong military value while utilizing excess capacity to minimize construction costs.

The final DoD recommendation for DFAS consolidation would provide an optimal facilities configuration and complete DFAS reorganization, allowing the agency to benefit from economies of scale and synergistic efficiencies while retaining strategic redundancy. Maintaining additional facilities beyond the necessary core operations, even those which seem to operate at low cost, inhibits this transformation process by promoting the local specialization of function that has exacerbated DFAS' current inefficiencies. While some of these facilities appear to have low operating costs, this calculation does not take into account the overall costs to the DFAS system resulting from the inefficiencies created by these additional facilities.

* All statistics are drawn from the *Final 2005 BRAC Report, Volume VII (Headquarters and Support Activities, Joint Cross Service Group)*.

Capacity analysis

The Bean Federal Center is the United States' second largest military facility behind the Pentagon, and houses the largest DFAS facility in the nation. DFAS Indianapolis has the largest amount of DFAS personnel (2,712), as well as the greatest amount of used space (433,920 usable square feet). It also has 60 percent of the nation's entire usable square footage for DFAS safes, vaults and financial systems.

Even more important, DFAS Indianapolis has the greatest ability of any DFAS facility to accommodate additional business, corporate and administrative DFAS functions. Despite its status as the largest current DFAS facility, DFAS Indianapolis also has the most overall capacity and excess capacity. According to data included in the DoD BRAC recommendation, of the Bean Center's total DFAS capacity of 682,885 usable square feet, the current DFAS usage is just 64 percent (433,920 usable square feet). As a result, DFAS Indianapolis has 248,965 usable square feet in excess capacity available for future growth. In fact, DFAS Indianapolis alone accounts for 35% of the entire nation's excess DFAS capacity.

Military Value

In addition to its capacity strengths, DFAS Indianapolis offers existing capabilities that rank among the highest in the nation. While DFAS Indianapolis ranked 9th in the DFAS Military Value scoring plan, the primary reason for this ranking was its location outside a Department of Defense owned installation with a controlled perimeter. Similarly, its location also affected its ranking by impacting its terrorist threat assessment ratings. Nonetheless, the facility does meet the DoD Antiterrorism/Force Protection (AT/FP) standards. As a result, without the location criteria, DFAS Indianapolis would have ranked among the top three DFAS facilities nationwide.

Ironically, the reason DFAS Indianapolis is no longer on a DoD owned installation is the closing of the surrounding installation (Fort Benjamin Harrison) as a result of the 1991 BRAC proceeding. Yet, while this previous BRAC process closed the rest of the installation, it preserved the Major General Emmett J. Bean Federal Center given its significant value.

As noted below, the other criteria utilized in the Military Value scoring plan provide additional evidence of DFAS Indianapolis' worth.

- *Facility condition:* DFAS Indianapolis received a green facility condition rating, reflecting its location on a GSA site with all renovation and maintenance costs included under the GSA lease. Furthermore, the DFAS Indianapolis facility at the Bean Center is in excellent condition, with a \$123.7 million renovation recently completed in November 2003. As a result of this renovation, the Bean Center is a state of the art facility, which no anticipated maintenance costs expected beyond

those required to accommodate the additional positions being added as part of the BRAC process.

- *Hiring time:* DFAS Indianapolis ranks 5th in hiring time, currently requiring an average of just over 13 days to fill vacancies. This quick hiring time will be critical given the number of incoming positions that will likely need to be filled with local workers. Of note, this hiring time is just four days longer than the DFAS facility with the top-ranked hiring time (which is located in a smaller community with fewer employment options) and is significantly above the 26 day average hiring time among all DFAS facilities.
- *Local workforce pool:* Indianapolis ranks 10th among all DFAS facilities in the size of its workforce pool, well above the average size.
- *Locality pay:* DFAS Indianapolis ranks 13th among all DFAS operations in locality pay rate. However, DFAS Indianapolis' locality pay rate of 11.11 is well below the 13.79 average among all DFAS facilities. In addition, DFAS Indianapolis has the lowest locality pay rate among major urban areas in locality pay rate, a key consideration given the importance of payroll in overall DFAS costs.
- *Operating costs:* DFAS Indianapolis ranks 18th among DFAS facilities in operating costs per square foot. However, this rating is somewhat skewed given the extremely low operating costs of the nine DFAS facilities located on a DOD installation. Furthermore, this calculation fails to take into account additional costs such as renovations and repairs, which are built into the lease costs for DFAS Indianapolis but are not included in those facilities on a DOD installation.
- *One-of-a-kind corporate process applications:* Given DFAS Indianapolis' skilled local workforce, it currently handles 8 unique corporate process applications. Furthermore, the BRAC report notes that DFAS Indianapolis has the potential to evolve into a separate Business Line Center of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.
- *Defense Information Systems Network Point of Presence:* DFAS Indianapolis has access to DISN-POP backbone nodes on site.

Community strengths

DFAS Indianapolis is located in the city of Lawrence, near Indianapolis. This area, often referred to as the "Crossroads of America," offers convenient interstate and air access to the entire Midwest. In addition, the community boasts a high quality of life, with excellent schools, ample affordable housing, and abundant cultural opportunities.

These qualities have helped the area attract a top caliber workforce. Of particular importance is the ability of the area to provide highly skilled workers, as noted in the Military Value scoring.

Conclusion

DFAS Indianapolis provides a unique opportunity to consolidate DFAS operations in support of the DFAS transformation initiative. The Major General Emmett J. Bean Federal Center offers unmatched capacity for growth, and the existing DFAS Indianapolis operation ranks among the highest DFAS facilities nationwide. This combination of capacity and capability make clear that DFAS Indianapolis represents the optimal choice for DFAS consolidation and transformation.

More importantly, we believe it is critical that the BRAC process allow the proposed DFAS consolidation to move to completion. The Department of Defense has long studied the best way to transform DFAS operations, and has determined that consolidation to three major facilities is a critical step toward achieving this transformation objective. Any effort to re-evaluate this consolidation recommendation should include a full accounting of the impact of such changes. In particular, this review must consider not just the operating costs of individual facilities, but the overall costs to the DFAS system and how any changes will affect the Department of Defense's efforts to transform DFAS operations.