



White Paper

DFAS Rome: Model Facility, Regional Economic Engine, National Asset



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Introduction: DFAS Rome a Key Location within a New DFAS Model

Currently the BRAC Commission is intensively scrutinizing a Department of Defense (DoD) recommendation to overhaul the Defense Finance and Accounting Service (DFAS) network. Under the DoD recommendation, the 24 DFAS locations presently sited around the country would be consolidated at three "Megacenter" sites in Columbus, Denver and Indianapolis. This was the lone model proposed by the DoD, and as the Commission has noted, it was the only option analyzed through a COBRA analysis.

The Commission is now examining DoD's proposed DFAS model to better understand whether or not the realignment of 24 locations at three Megacenters would in fact provide the best model to meet cost-saving, customer service, economic impact and military value goals. On July 19, 2005, the Commission took the proactive step of voting to reconsider the model presented by DoD and to explore alternative organizational structures that might better meet the objectives of the BRAC process. The community of Rome, New York has also been involved in this discussion. With almost 400 prized DFAS jobs at stake in a tight-knit community, supporters of Rome's thriving, low-cost, state-of-the-art DFAS facility have scoured the data at hand to try to better understand DoD's rationale for shuttering Rome's model DFAS facility.

With this white paper, the Rome community asserts that an alternative DFAS model that includes Rome should be considered by the BRAC Commission. This assertion is based not on emotional arguments, but on firm, objective data that has not been generated by our effort, but has been provided by DFAS and DoD.

With this data, the Rome community has conducted a rankings analysis of all DFAS sites. This analysis shows Rome is a leading, if not the leading, facility in the DFAS network based on the criteria deemed most important by the Commission. DFAS Rome's high ranking within the DFAS network should not be a surprise. Situated in free, Air Force-owned real estate, DFAS Rome has the ability to expand immediately into available, new plug-and-go space, a result of an FY 2001 \$10 million MILCON investment that modernized, upgraded, and expanded space within the facility. DFAS Rome also has some of the lowest operating costs of any DFAS facility on a per square foot basis, and also has the nation's lowest locality pay in a Central New York area with a pool of labor skilled in financial services readily available.

Beyond real estate and operating cost savings, equally compelling reasons exist to retain DFAS Rome. DFAS Rome's trained and award-winning work force has a unique role in Operation Iraqi Freedom and the Global War on Terror. DFAS Rome is also co-located with the Northeast Air Defense Sector (NEADS) and AFRL-Rome, ensuring that it remains a safe and secure location. Finally, the economic impact of closing DFAS Rome would be particularly harsh, given the previous closure of Griffiss Air Force Base in 1993 and the flight of the base's major private sector contractors soon after.

Forming an Alternative DFAS Model: Rankings Analysis of DFAS Facilities

At the July 19 hearing, the Commission voted to consider alternative models for DFAS to best meet the Commission's and DoD's goals for BRAC 2005. As a result, the Rome team has examined the data that has been provided by DoD in data categories considered pertinent to the process of considering alternative models. These data categories are centered on business factors such as operating costs, locality pay, and ability to accommodate growth.

Based on the quantitative data available, the Rome team has conducted an analysis of Rome's competitive standing among the 24 DFAS locations currently being examined. This analysis was undertaken using DoD-defined categories and DoD data. The Rome team has not selectively chosen specific criteria or data preferential to its arguments.

Rankings Analysis Methodology

For each of five data categories, the Rome team ranked the 24 DFAS facilities from 1 to 24. In this analysis based on DoD data, a number 1 ranking is the most desirable. The five data categories were:

1. Lowest Cost per Square Foot
2. Highest Number of Employees¹
3. Greatest Capacity to Expand by Square Foot²
4. Costliest Facility to Move³
5. Lowest Locality Pay

After each facility was ranked from 1-24 in each of these five data categories, the analysis calculated the *average* rank of each facility (for example, DFAS Orlando scored rankings in the five data categories of 9th, 19th, 12th, 16th and 11th for an average ranking of 11.8). Finally, the average ranking of each facility was compared to the average ranking of all other facilities. As a result, one can contemplate the overall ranking of each DFAS facility compared to other DFAS facilities (again using the DFAS Orlando example, its 11.8 average ranking placed it 16th among 24 facilities).

¹ BRAC staffers informed the Rome team that smaller facilities are at a great disadvantage

² This data was provided to DoD by individual facilities and may not have been subjected to a formal internal vetting process

³ From a cost savings perspective, a facility that is *more* costly to move is at an advantage

Results of Quantitative Rankings Analysis

The rankings analysis revealed that based on DoD data, Rome ranks 2nd among 24 facilities (see Table 1 on the following page). More specifically, among the 24 facilities⁴:

1. Rome ranks fourth in terms of lowest operating cost per square foot
2. Rome ranks eighth in greatest number of employees
3. Rome ranks second in greatest capacity to expand
4. Rome ranks thirteenth in greatest cost to move
5. Rome ranks tied for first in lowest locality pay

Among DFAS locations serving Army customers, DFAS Rome ranks 1st overall among seven locations (see Table 2 on the following page).

Consistent with Commission and DoD objectives, this analysis clearly rewards larger, cost-efficient facilities with room to grow. Quite simply, DFAS Rome meets these criteria. As per the attached Table 1, only DFAS Charleston scored higher than DFAS Rome among the 24 facilities. Significantly, the three Megacenter sites proposed by DoD also scored well, all in the top ten, providing justification for a revised Megacenter structure that includes facilities that best meet DoD criteria.

DFAS Rome's outstanding customer service record, compelling economic impact argument, and secure location aside, this straightforward rankings analysis offers strong evidence that from an efficiency perspective, DFAS Rome is among the DFAS network's most valuable locations.

⁴ See Appendix for full rankings lists, including rankings lists for each of the five data categories

Table 1: Quantitative Ranking of DFAS Locations

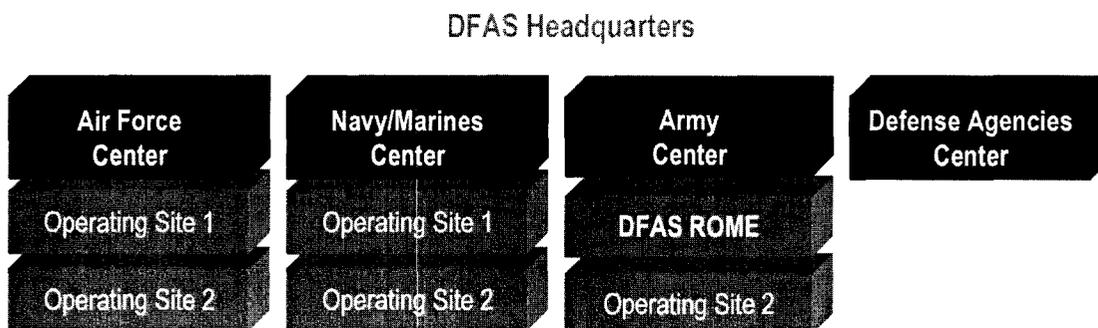
| Facility Rank Order (1-24) | DFAS Facility | Rank Among 24 DFAS Facilities | | | | | Avg Facility Ranking |
|----------------------------|---------------|-------------------------------|--------------------------|-----------------------------|-------------------|---------------------|----------------------|
| | | Lowest Cost Per SF | Highest No. of Employees | Greatest Capacity to Expand | Costliest to Move | Lowest Locality Pay | |
| 1 | Charleston | 3 | 9 | 4 | 7 | 1 | 4.8 |
| 2 | Rome | 4 | 8 | 2 | 13 | 1 | 5.6 |
| 3 | Pensacola | 7 | 6 | 13 | 4 | 1 | 6.2 |
| 4 | Columbus | 16 | 2 | 3 | 2 | 16 | 7.8 |
| 5 | Kansas City | 12 | 5 | 7 | 5 | 14 | 8.6 |
| 6 | Lawton | 1 | 14 | 9 | 19 | 1 | 8.8 |
| 7 | Denver | 18 | 3 | 5 | 1 | 20 | 9.4 |
| 8 | Limestone | 5 | 15 | 10 | 17 | 1 | 9.6 |
| 9 | Norfolk | 10 | 12 | 15 | 11 | 1 | 9.8 |
| 9 | Indianapolis | 15 | 1 | 1 | 20 | 12 | 9.8 |
| 11 | Rock Island | 11 | 13 | 11 | 15 | 1 | 10.2 |
| 12 | Cleveland | 19 | 4 | 14 | 3 | 16 | 11.2 |
| 12 | Omaha | 6 | 17 | 18 | 14 | 1 | 11.2 |
| 14 | Dayton | 2 | 18 | 6 | 18 | 15 | 11.8 |
| 15 | San Antonio | 20 | 11 | 24 | 10 | 1 | 13.2 |
| 16 | Orlando | 9 | 19 | 12 | 16 | 11 | 13.4 |
| 17 | St. Louis | 21 | 10 | 16 | 12 | 13 | 14.4 |
| 18 | Arlington | 24 | 7 | 19 | 6 | 18 | 14.8 |
| 19 | Hawaii | 8 | 20 | 17 | 8 | 24 | 15.4 |
| 20 | Lexington | 13 | 24 | 21 | 23 | 1 | 16.4 |
| 21 | San Bernadino | 17 | 21 | 8 | N/A | 21 | 16.8 |
| 22 | San Diego | 22 | 16 | 23 | 9 | 19 | 17.8 |
| 23 | Seaside | 14 | 22 | 20 | 22 | 22 | 20 |
| 24 | Oakland | 23 | 23 | 22 | 21 | 22 | 22.2 |

Table 2: Quantitative Ranking of DFAS Locations Serving Army Customers

| Facility Rank Order (1-24) | DFAS Facility | Rank Among DFAS Facilities Serving Army Customers | | | | | Avg Facility Ranking |
|----------------------------|---------------|---|--------------------------|-----------------------------|-------------------|---------------------|----------------------|
| | | Lowest Cost Per SF | Highest No. of Employees | Greatest Capacity to Expand | Costliest to Move | Lowest Locality Pay | |
| 1 | Rome | 4 | 8 | 2 | 13 | 1 | 5.6 |
| 2 | Lawton | 1 | 14 | 9 | 19 | 1 | 8.8 |
| 3 | Indianapolis | 15 | 1 | 1 | 20 | 12 | 9.8 |
| 4 | Rock Island | 11 | 13 | 11 | 15 | 1 | 10.2 |
| 5 | San Antonio | 20 | 11 | 24 | 10 | 1 | 13.2 |
| 6 | St. Louis | 21 | 10 | 16 | 12 | 13 | 14.4 |
| 7 | Lexington | 13 | 24 | 21 | 23 | 1 | 16.4 |

Based on these rankings, and other non-quantitative factors, the Rome team has discussed with BRAC staff the possibility of adopting a DFAS model that includes the facilities that best respond to the Commission's priorities. The Rome community feels that a 10-field site model--in addition to a Headquarters site--would better address key issues such as disruption of service: DoD's existing Megacenter proposal would require 7,000 individuals to relocate, and yet DFAS itself has concluded that only 5% of those individuals would move. The 10-site model, justified by the above rankings analysis, could incorporate those facilities that fulfill DoD's infrastructure and cost requirements, while reducing the disruption that would inevitably stem from a massive wartime relocation effort. BRAC staffers could then conduct a COBRA analysis of this 10-site model and compare the results to DoD's three-Megacenter proposal.

This proposed 10-site model is illustrated below:



DFAS Rome: A Leading Record in Customer Service

In a recent customer survey conducted by the Office of Personnel Management, DFAS Rome scored far above the DFAS average in a number of key categories. The results of the survey underscore DFAS Rome's exemplary record and reputation and are reflected in the below table:

Table 3: Survey of DFAS Locations

| Office of Personnel Management Survey of DFAS Locations | | |
|---|-----------|--------------|
| Survey Category | DFAS Rome | DFAS Average |
| Customer orientation | 83% | 68% |
| Training | 78% | 51% |
| Leadership | 84% | 40% |
| Communication | 70% | 43% |
| Teamwork | 74% | 52% |
| Performance measures | 69% | 40% |

DFAS Rome's well-trained workforce has resulted in numerous awards and commendations. These include:

- Vice President's Hammer Award for Government Reinvention
- DFAS-IN Director's Eagle Award for Outstanding Performance
- DFAS-IN Director's Eagle Award for Transfer of Europe Workload
- Plaque for Partnership -- National Guard Unit
- Plaque for Partnership -- Syracuse Army Comptroller Programs, and
- New York State Governor Award

DFAS Rome's reputation for excellence has spurred consistent workload increases at the request of DFAS customers. After absorbing scheduled workload increases through 1999, DFAS Rome has taken on new, unscheduled work from a number of important Army customers including the Defense Acquisition University, the Army Contracting Agency, and the Army Europe Joint Program Executive Office— Chemical and Biological Defense and most recently the entire Army European Theatre.

DFAS Rome: A Unique and Crucial Wartime Role

DFAS Rome is the primary Army DFAS site managing confiscated wartime holdings, and plays a key role in Operation Iraqi Freedom and the Global War on Terror. Specifically, DFAS Rome is a key player in the following process:

1. U.S. troops seize holdings from the old Iraqi regime, or from frozen U.S.-based accounts,
2. Through the U.S. Department of Treasury, these confiscated funds along with special congressionally-appropriated funds are processed, accounted for, and reported,
3. Finally, DFAS Rome accounts for the redirection of seized and appropriated funds to finance the rebuilding effort in Iraq.

DFAS Rome is the only Army DFAS site that processes these sensitive wartime accounts. If DFAS Rome were to be shuttered, a sizable disruption in service would result, and the training and intellectual capital that comprise finance and accounting services would need to be recreated from scratch.

The size and scope of DFAS Rome's role in these wartime efforts is significant. In 2004, DFAS Rome managed and processed over \$3 billion in seized assets from the previous Iraqi regime and in U.S. development appropriations to Iraq. These funds related to Operation Iraqi Freedom are sizable but represent just one component of DFAS Rome's \$29 billion, and growing, annual workload.

DFAS Rome: \$10 Million MILCON Upgrade Lays Platform for Growth

A \$10 million MILCON investment in 2001 ensured that DFAS Rome maintains world-class, low-cost facilities. The investment upgraded the quality and expanded the number of workstations at DFAS Rome.

This investment, coupled with the DFAS Rome's advantageous real estate deal within Griffiss Business and Technology Park, contributes to an extremely low-cost environment. From a real estate perspective, DFAS Rome has the following assets:

- 50-year, no-cost building permit (equivalent to a license or right of occupancy agreement on use of facility)
- Additional space and work stations currently available (up to 1,000 employees can immediately be accommodated without additional MILCON)
- Ample free parking exists for more than 1,000 employees

The ability to grow will not be an obstacle in the potential expansion of DFAS Rome. While the Rome Metropolitan Statistical Area offers a labor pool that might be smaller than larger cities that are home to DFAS sites, DFAS Rome currently draws employees from a 14-county area that encompasses a population of over 1.5 million and a labor pool of over 750,000 individuals. The Utica-Rome MSA is home to a population of 298,000 and a labor force of 135,000 workers.⁵

Further, the Utica-Rome MSA is a valued location of prominent insurance, financial services, and other back office employers such as: Bank of America, Bank of New York, the Hartford Financial Group, MetLife, ACS, Commercial Travelers, and Utica National to name just a few. According to a February 2004 study produced for Central New York's Metropolitan Development Association, these employers have gravitated to Central New York because of "the region's competitive cost of highly productive labor, the low cost of real estate and a secure area while still having accessibility to major population and financial centers in Boston, Hartford, New York City, and Philadelphia. Employers also cited 'excellent private and public colleges and universities...and several very strong two-year colleges serving the region'⁶."

The comparatively low cost of living in the region allows these financial services and back-office employees to live a quality of life that would not be possible elsewhere. For example, the median household income in Central New York is \$35,000. This compares to \$51,000 in Denver, \$46,000 in Indianapolis, and \$44,000 in Columbus. The average price of a home in Central New York is \$75,000. This compares to \$180,000 in Denver, \$121,000 in Columbus, and \$111,000 in Indianapolis.⁷

⁵ U.S. Bureau of Labor Statistics and the Real Estate Center at Texas A&M University

⁶ "Central New York Resource Profile for Attracting Financial Services Companies," by Moran, Stahl & Boyer, LLC, February 2004.

⁷ U.S. Census Bureau data for Metropolitan Statistical Areas

DFAS Rome: Particularly Harsh “Double Shock” on Recovering Community

“So by closing them (DFAS field offices sited at locations that had previously experienced a base closure) it’s kind of a double shock, double hit to these communities.”

Commissioner Anthony Principi
Consideration of Closure and Realignment
Conditions Hearing
July 19th, 2005

Given that the Rome community is still rebounding from the 1993 closure of Griffiss Air Force Base and the subsequent flight of the base’s private sector contractors, the \$21 million⁸ impact of DFAS Rome’s closure would be acutely felt. The 1993 closing of Griffiss Air Force Base resulted in the direct loss of 1,191 civilian and 3,338 military jobs, a total loss of 4,529 jobs. The shuttering of Griffiss was soon followed by the closure of another key defense employer, Lockheed Martin Aerospace (formerly General Electric and Martin Marietta) in 1995. As late as 1988, more than 4,000 people were employed at this Utica-Rome-based facility, providing many of the area’s highest-paying, and most sought -after jobs. Not surprisingly, the impact on the community was swift, acute, and wide-ranging. From 1990 to 2000, Oneida County experienced a drastic 6.1% loss in population⁹, a rate among the nation’s highest, and a steep drop in home prices (only in 2005 did the average sales price in Rome recover to 1992 levels)¹⁰. Local businesses found they no longer had customers. Community groups, charitable organizations, and the school systems reeled from the flight of leaders and resources.

Compounding matters, the nearby Seneca Army Depot closed soon after Griffiss. At the height of its operations, the Depot employed more than 2,000 civilians at its facility near Romulus, NY. In 1992, the Army eliminated Seneca’s special weapons missions, resulting in the loss of 550 civilian positions as well as 500 military posts. The 1995 round of BRAC closings further eliminated around 1,000 jobs; and by 1999 only 22 employees were left at the Depot before it was fully decommissioned in 2000.

Today, slowly, the Central New York area is beginning to rebound. The population has once again begun to grow, and the local economy, though fragile, is recovering. DFAS Rome continues to be an integral part of this recovery, providing well-paying jobs to a new population of skilled workers who are populating leadership positions in the community, buying homes, and sending their children to local schools. The departure of these valued people after a period of such profound shock to the

⁸ This figure was calculated using an IMPLAN econometric model

⁹ U.S. Census Bureau

¹⁰ Greater Utica-Rome Board of Realtors

economy and the community would constitute a second wave of turmoil to an area that has endured its fair share.

For a major metropolitan area, the loss of 380 jobs would hardly register. To the population of Central New York, the loss of DFAS Rome would be particularly painful. The chart below¹¹ reflects Upstate New York's ranking among 51 "States" when regarded as its own independent economy (in this instance, upstate and downstate New York count as two separate states in addition to the 49 states outside of New York.)

Average Annual Employment Growth
Nonagricultural Employment

| Year | Upstate NY (Percent) | Upstate Ranking (Out of Fifty-One States) | United States (Percent) |
|------|-------------------------|--|----------------------------|
| 1990 | 1.31 | 36 | 1.41 |
| 1991 | -2.21 | 41 | -1.06 |
| 1992 | -0.84 | 45 | 0.32 |
| 1993 | 0.35 | 47 | 1.95 |
| 1994 | 0.75 | 50 | 3.12 |
| 1995 | 0.67 | 50 | 2.65 |
| 1996 | 0.00 | 50 | 2.06 |
| 1997 | 1.17 | 50 | 2.58 |
| 1998 | 1.24 | 49 | 2.56 |

Not only would the closure of the DFAS Rome facility push over 380 skilled workers into direct unemployment, but a projected total loss of almost 600 jobs to the community is estimated as a result of its closure. The DFAS Rome facilities are host to a number of government and non-profit organizations, each of which pays a reimbursable dollar based on square footage occupied and services provided under individual support agreements with DFAS. The following organizations, housed on current DFAS property, would be put in jeopardy by the closure of DFAS Rome for loss of patrons and space:

- Army/Air Force Exchange Service (AAFES) Shoppette
- AAFES Barber Shop
- AAFES Satellite Grill
- AAFES Tailor Shop
- United States Satellite Post Office
- Scheduled Airline Traffic Office (SATO)
- NEADS Security Forces
- NEADS Canadian Family Support Center
- Defense Contract Audit Agency
- New York Rivers United (environmental organization)
- Rome Teachers Center

¹¹ Current Issues in Economics and Finance, May 1999, Volume 5 Number 6

DFAS Rome was sited where it is because of the dramatic losses that accompanied base closure. In this sense, DFAS Rome continues to be a success. To close the DFAS facility now, just as the area is showing signs of new life, would resume the steady drumbeat of Department of Defense closings that have brought great pain to a proud area over the past fifteen years.

DFAS Rome: Sited in Secure Location

DFAS Rome is co-located with NEADS and AFRL facilities that meet federal Force Protection Requirements. DFAS Rome has the benefit of handling mission-critical, sensitive data in a secure location with 24-hour policing from both NEADS and the City of Rome. Concrete barriers are also available from the Air Force to further bolster security if needed. In addition, DFAS Rome is in a Central New York region that is at low risk for terrorism. Lastly, at a time when large corporations are opting for multiple sites to reduce the threat of terrorism, natural disaster, or technology failures that accompanies a single Megasite, it is questionable whether it would make sense for DFAS to abandon a secure site like DFAS Rome in favor of three Megacenters that are vulnerable to such threats as terrorism, severe weather, and surge capacity.

DFAS Rome: DoD Analysis Overlooked Key Factors

BRAC 2005's Headquarters Support and Activities Subgroup analysis produced several ratings for DFAS Rome that appear questionable. Clarification of these points is critical to gain a full understanding of the true value and merit of DFAS Rome and its employees.

- DFAS Rome received a "red" rating for facility condition, yet, as stated previously, it has newly renovated space that can accommodate 1,000 work stations.
- DFAS Rome received a "no" rating for one-of-a-kind corporation process applications in spite of the one-of-a-kind Operation Iraqi Freedom workload described earlier in this document.
- Finally, DFAS Rome received a "no" rating on being located on a DoD location, yet DFAS Rome is federally retained property under ownership of the Air Force.

In any review of DFAS Rome by the BRAC Commission, the Rome community respectfully requests that these ratings be revisited.

Conclusion: Rome a Clear Choice for Inclusion within Reorganized DFAS

As the Rome community hopes is clear from this white paper, a thorough review of the BRAC 2005 proposal to align 24 DFAS locations at three Megacenters is flawed. More specifically, a DFAS Rome location that offers low-costs, a high-security environment, a recent \$10 million facilities upgrade, ample room for expansion, leading customer service, and a unique role in managing confiscated wartime accounts would appear to be a clear and compelling choice for inclusion in any new model for DFAS. In our view, the devastating economic impact that would accompany DFAS Rome's closure can and should be avoided. A review of quantitative and qualitative data related to costs, real estate, customer service, and unique business services offer firm evidence of DFAS Rome's tremendous value.

Appendix

Criteria and Numerical Rankings Based on DoD Data
Cost per Square Foot

| | Site | Cost per sq. ft. |
|----|---------------|------------------|
| 1 | Lawton | \$ 2.59 |
| 2 | Dayton | \$ 2.97 |
| 3 | Charleston | \$ 3.80 |
| 4 | Rome | \$ 3.81 |
| 5 | Limestone | \$ 4.39 |
| 6 | Omaha | \$ 5.22 |
| 7 | Pensacola | \$ 5.97 |
| 8 | Hawaii | \$ 5.99 |
| 9 | Orlando | \$ 6.37 |
| 10 | Norfolk | \$ 7.04 |
| 11 | Rock Island | \$ 7.95 |
| 12 | Kansas City | \$ 8.61 |
| 13 | Lexington | \$ 8.83 |
| 14 | Seaside | \$ 8.90 |
| 15 | Indianapolis | \$ 9.54 |
| 16 | Columbus | \$ 9.62 |
| 17 | San Bernadino | \$ 10.25 |
| 18 | Denver | \$ 13.95 |
| 19 | Cleveland | \$ 18.27 |
| 20 | San Antonio | \$ 18.70 |
| 21 | St. Louis | \$ 18.91 |
| 22 | San Diego | \$ 21.40 |
| 23 | Oakland | \$ 31.48 |
| 24 | Arlington | \$ 49.19 |

Criteria and Numerical Rankings Based on DoD Data
Number of Employees

| | Site | Number of employees |
|----|---------------|---------------------|
| 1 | Indianapolis | 2712 |
| 2 | Columbus | 2328 |
| 3 | Denver | 1746 |
| 4 | Cleveland | 1028 |
| 5 | Kansas City | 689 |
| 6 | Pensacola | 637 |
| 7 | Arlington | 408 |
| 8 | Rome | 389 |
| 9 | Charleston | 368 |
| 10 | St. Louis | 330 |
| 11 | San Antonio | 318 |
| 12 | Norfolk | 314 |
| 13 | Rock Island | 301 |
| 14 | Lawton | 274 |
| 15 | Limestone | 241 |
| 16 | San Diego | 240 |
| 17 | Omaha | 235 |
| 18 | Dayton | 230 |
| 19 | Orlando | 209 |
| 20 | Hawaii | 206 |
| 21 | San Bernadino | 120 |
| 22 | Seaside | 61 |
| 23 | Oakland | 50 |
| 24 | Lexington | 45 |

Criteria and Numerical Rankings Based on DoD Data
Capacity to Expand

| | Site | Capacity to expand |
|----|---------------|--------------------|
| 1 | Indianapolis | 420,600 square ft. |
| 2 | Rome | 250,400 square ft. |
| 3 | Columbus | 225,900 square ft. |
| 4 | Charleston | 159,100 square ft. |
| 5 | Denver | 127,900 square ft. |
| 6 | Dayton | 126,000 square ft. |
| 7 | Kansas City | 122,200 square ft. |
| 8 | San Bernadino | 110,500 square ft. |
| 9 | Lawton | 94,023 square ft. |
| 10 | Limestone | 77,000 square ft. |
| 11 | Rock Island | 67,000 square ft. |
| 12 | Orlando | 65,400 square ft. |
| 13 | Pensacola | 62,400 square ft. |
| 14 | Cleveland | 50,000 square ft. |
| 15 | Norfolk | 41,100 square ft. |
| 16 | St. Louis | 41,000 square ft. |
| 17 | Hawaii | 39,700 square ft. |
| 18 | Omaha | 34,600 square ft. |
| 19 | Arlington | 24,300 square ft. |
| 20 | Seaside | 18,000 square ft. |
| 21 | Lexington | 12,100 square ft. |
| 22 | Oakland | 10,200 square ft. |
| 23 | San Diego | 9,500 square ft. |
| 24 | San Antonio | 8,500 square ft. |

Criteria and Numerical Rankings Based on DoD Data
Cost to Move

| | Site | | Cost to move |
|----|---------------|----|--------------|
| 1 | Denver | \$ | 39,500,000 |
| 2 | Columbus | \$ | 34,000,000 |
| 3 | Cleveland | \$ | 29,000,000 |
| 4 | Pensacola | \$ | 19,600,000 |
| 5 | Kansas City | \$ | 17,300,000 |
| 6 | Arlington | \$ | 17,000,000 |
| 7 | Charleston | \$ | 11,500,000 |
| 8 | Hawaii | \$ | 11,000,000 |
| 9 | San Diego | \$ | 10,800,000 |
| 10 | San Antonio | \$ | 10,500,000 |
| 11 | Norfolk | \$ | 9,200,000 |
| 12 | St. Louis | \$ | 9,000,000 |
| 13 | Rome | \$ | 8,000,000 |
| 14 | Omaha | \$ | 7,700,000 |
| 15 | Rock Island | \$ | 7,100,000 |
| 16 | Orlando | \$ | 6,500,000 |
| 17 | Limestone | \$ | 6,400,000 |
| 18 | Dayton | \$ | 6,100,000 |
| 19 | Lawton | \$ | 5,900,000 |
| 20 | Indianapolis | \$ | 2,800,000 |
| 21 | Oakland | \$ | 2,600,000 |
| 22 | Seaside | \$ | 2,600,000 |
| 23 | Lexington | \$ | 1,000,000 |
| 24 | San Bernadino | | |

Criteria and Numerical Rankings Based on DoD Data
Locality Pay

| | Site | Locality Pay |
|----|---------------|--------------|
| 1 | San Antonio | 10.90% |
| 1 | Rome | 10.90% |
| 1 | Rock Island | 10.90% |
| 1 | Pensacola | 10.90% |
| 1 | Omaha | 10.90% |
| 1 | Norfolk | 10.90% |
| 1 | Limestone | 10.90% |
| 1 | Lexington | 10.90% |
| 1 | Lawton | 10.90% |
| 1 | Charleston | 10.90% |
| 11 | Orlando | 10.93% |
| 12 | Indianapolis | 11.11% |
| 13 | St. Louis | 11.27% |
| 14 | Kansas City | 11.54% |
| 15 | Dayton | 12.03% |
| 16 | Columbus | 13.14% |
| 16 | Cleveland | 13.14% |
| 18 | Arlington | 14.63% |
| 19 | San Diego | 16.16% |
| 20 | Denver | 16.66% |
| 21 | San Bernadino | 20.05% |
| 22 | Seaside | 24.21% |
| 22 | Oakland | 24.21% |
| 24 | Hawaii | 25.00% |

Criteria and Numerical Rankings Based on DoD Data
 Military Service

| Site | Military Service |
|---------------|------------------|
| Rome | Army |
| Lawton | Army |
| Cleveland | Navy |
| San Antonio | Army & AF |
| Rock Island | Army |
| Limestone | Air Force |
| St. Louis | Army |
| Oakland | Navy |
| Seaside | |
| San Diego | Navy |
| Hawaii | |
| Norfolk | Navy |
| Arlington | |
| Columbus | Def. Agencies |
| Indianapolis | Army |
| Pensacola | Civ Pay and Navy |
| Charleston | Navy |
| Dayton | Air Force |
| Omaha | Air Force |
| Denver | Air Force |
| Lexington | Army |
| Kansas City | Marine Corps |
| Orlando | Air Force |
| San Bernadino | Air Force |