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141 Boyd Drive  
Richmond Hill, Georgia 31324

June 2, 2005

2005 Defense Base Closure and Realignment Commission  
2521 S. Clark St. Ste 600  
Arlington, VA 22202

Re: Defense Finance and Accounting Service Locations

Honorable members,

I am writing in reference to the proposed closure of Defense Finance and Accounting Service (DFAS) Locations for example Rome, New York.

As a customer of one of the locations (Rome, New York) and a former DFAS employee, I disagree with the conclusions. I do agree there are too many DFAS locations and several need to close for efficiency purposes. However, the concept of 3 mega center at Indianapolis, Indiana, Columbus, Ohio, and Denver, Colorado under the concept of bigger is better is not true. This means a great loss of customer service which is not measured in the Department of Defense (DOD) concept of "Military Value".

First, I note the terrorist threat for three mega centers is rated low (on 2 centers) to moderate on the other (Indianapolis). I think the concentration of these centers makes it a greater threat which is one drawback to this plan. What better way to attack the U.S. military than its financial operations (soft targets) which are now to be concentrated.

Second, on the DOD analysis customer service is not measured. The best locations for customer service are located away from large metropolitan areas. This has always been true even prior to the current consolidation from over 300 finance and accounting offices (1991-1998) to the current 26 sites finance and accounting offices. The poorest performing locations were always located near big cities – too much turnover. The principle Army location will be DFAS Indianapolis (DFAS-IN). DFAS-IN does not have a good reputation for customer service (neither does DFAS Columbus). Typically, when you call DFAS-IN you get someone's answering machine and hopefully you will not have to keep calling. In contrast, when you call DFAS Rome, New York someone answers the phone or promptly returns your call. DFAS-IN is the worst at following its own accounting policies even through they promulgate them.

Third, I think having no DFAS site located in any southern state when so many military bases are located in southern states is not justified and ignores the historical southern contribution to this nation's defense. Again, this plan ignores customer service.

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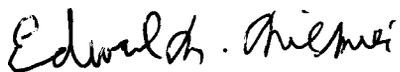
Fourth, per the ranking of "Military Value" used why are the sites ranked as 3<sup>rd</sup> (Denver Colorado), 7<sup>th</sup> (Columbus, Ohio) and 9<sup>th</sup> (Indianapolis, Indiana) selected. There appears reselection bias towards the recommendations, i.e., selected facts were chosen to fit the recommendations.

I think two viable alternatives exist.

First, regional Defense Finance and Accounting Centers instead of mega centers. The dispersal of Centers reduces the potential loss caused by terrorist attacks. Regional centers provide a better opportunity for customer service.

Second, the DFAS proposal does not address telework. Telework involves working from any location in the U.S even working from work. Steelwork involves using a computer to access information from data banks via a password and user identification. The databanks can be located anywhere. The mega center concept limits DFAS's job pool to inhabitants who live or those willing to move to these areas of Columbus, Ohio, Indianapolis, Indiana, and Denver, Colorado. However with steelwork labor pools are not limited to these areas. This allows the best personnel to be hired and avoids the loss of experience caused by the current DOD plan. There are intangible aspects of steelwork such as the eliminating of driving time, fuel consumption in these major cities and the office space needed is reduced.

Sincerely yours,



Edward M. Niemiec

**b. 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

5/11/2005

<del>DOBBINS ARB</del>
<del>NAS ATLANTA</del>
<del><b>GUAM</b></del>
<del>ANDERSON AFB</del>
<del>COMNAVMARIANAS</del>
<del><b>HAMPTON ROADS GC</b></del>
<del>FT. EUSTIS</del>
<del>-FT. STORY</del>
<del>FT. MONROE</del>
<del>LANGLEY AFB</del>
<del>NAVSHIPYD NORFOLK</del>
<del>NAVSTA NORFOLK</del>
<del>NAS OCEANA</del>
<del>NAVPHIBASE LITTLE CREEK</del>
<del>WPNSTA YORKTOWN</del>
<del>LAFAYETTE ANNEX</del>
<del>NAVMEDCEN PORTSMOUTH</del>
<del><b>LEWIS-MCCHORD GC</b></del>
<del>FT. LEWIS</del>
<del>MCCHORD AFB</del>
<del><b>MCGUIRE-DIX-LAKEHURST GC</b></del>
<del>FT. DIX</del>
<del>FT. MONMOUTH</del>

<del>MCGUIRE AFB</del>
<del>NAVAIRENGSTA LAKEHURST</del>
<del><b>MISSISSIPPI GULF COAST GC</b></del>
<del>KEESLER AFB</del>
<del>CBC GULFPORT</del>
<del>NAVSTA PASCAGOULA</del>
<del><b>OAHU GC</b></del>
<del>SCHOFIELD BARRACKS</del>
<del>FT. SHAFTER</del>
<del>TRIPLER AMC</del>
<del>HICKAM AFB</del>
<del>NAVSTA PEARL HARBOR</del>
<del>NAVMAG PEARL HARBOR</del>
<del>MCB HAWAII KANEOHE</del>
<del><b>RICHARDSON-ELMENDORF GC</b></del>
<del>FT. RICHARDSON</del>
<del>ELMENDORF AFB</del>
<del><b>SAN ANTONIO GC</b></del>
<del>FT. SAM HOUSTON</del>
<del>LACKLAND AFB</del>
<del>RANDOLPH AFB</del>
<del>BROOKS-CITY BASE</del>

3.3 DFAS Central and Field Operating Sites

ARLINGTON
CHARLESTON
CLEVELAND
COLUMBUS
DAYTON
DENVER
INDIANAPOLIS
KANSAS CITY
LAWTON

LEXINGTON
LIMESTONE
NORFOLK
OAKLAND
OMAHA
ORLANDO
PACIFIC (FORD ISLAND)
PATUXENT RIVER
PENSACOLA (N)

PENSACOLA (S)
ROCK ISLAND
ROME
SAN ANTONIO
SAN BERNARDINO
SAN DIEGO
SEASIDE
ST LOUIS

HRC INDIANAPOLIS	0.098	7
HRC ST LOUIS	0.097	8
MC MOBCOM	0.094	9
HRC ALEXANDRIA	0.068	10

Table 4. Military Personnel Centers Military Value Results.

- (5) Correctional Facilities. The corrections model scoring plan is at Appendix E of the final military value report in Section V of this document. The data used to run the model are in Appendix L of the same report. The results of the military value model are shown below in Table 5.

Alternative	Military Value Score	Rank
FORT LEAVENWORTH	0.587	1
CG MCAS MIRAMAR CA	0.563	2
WPNSTA CHARLESTON SC	0.433	3
Lackland AFB	0.432	4
FORT KNOX	0.402	5
SUBASE BANGOR WA	0.400	6
NAVBRIG NORFOLK VA	0.386	7
Edwards AFB	0.372	8
NAS PENSACOLA FL	0.356	9
CG MCB CAMP LEJEUNE NC	0.342	10
CG MCB CAMPEN	0.338	11
FORT SILL	0.337	12
FORT LEWIS	0.337	13
CG MCB QUANTICO VA	0.293	14
Kirtland AFB	0.289	15
NAVSTA PEARL HARBOR HI	0.230	16
NAS JACKSONVILLE FL	0.185	17

Table 5. Correctional Facilities Military Value Results.

- (6) DFAS. The DFAS scoring plan is in Appendix F to the final military value report presented in Section V of this document. Appendix M of the same report provides details on values of the data elements. The results of the military value model are shown in Table 6 below.

Alternative	Military Value Score	Rank
Rock Island	0.846	1
Pensacola Saufley Field	0.805	2
Denver	0.803	3
Norfolk Naval Station	0.787	4
Lawton	0.787	5

Pensacola Naval Air Station	0.720	6
Columbus	0.688	7
Omaha	0.673	8
Indianapolis	0.651	9
Dayton	0.625	10
St Louis	0.612	11
Cleveland	0.587	12
San Antonio	0.586	13
San Diego	0.569	14
Pacific Ford Island	0.569	15
Patuxent River	0.565	16
Limestone	0.548	17
Charleston	0.546	18
Rome	0.542	19
Orlando	0.540	20
Lexington	0.532	21
Kansas City	0.451	22
Seaside	0.433	23
San Bernardino	0.429	24
Arlington	0.313	25
Oakland	0.243	26

Table 6. DFAS Military Value Results.

(7) Installation Management. The installation management scoring plan is presented in Appendix G of the final military value report, which is shown in Section V of this report. Appendix N of the same report provides a copy of the data used to execute the military value model. The military value results are shown below in Table 7.

<b>Alternative</b>	<b>Military Value Score</b>	<b>Rank</b>
Walter Reed Medical Center	0.556	1
Ft. Bragg	0.530	2
NAVSTA Pearl Harbor	0.410	3
NAVSTA Norfolk	0.402	4
COMNAVDIST Washington D.C.	0.378	5
Bolling AFB	0.357	6
Lackland AFB	0.355	7
Ft. Lewis	0.350	8
Schofield Barracks	0.340	9
Ft. Eustis	0.304	10
MCB Quantico	0.291	11
Peterson AFB	0.290	12
Keesler AFB	0.285	13
MCB Hawaii Kaneohe	0.262	14

## 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
<b>TOTAL</b>	<b>15814</b>	<b>3,245,808</b>	<b>3,245,808</b>	<b>2,530,240</b>		<b>22%</b>	<b>715,568</b>
* 160 USF Std							
16,503 Per							

**DFAS Central and Field Sites**

<b>Storage, Warehouse and Specialized Equipment</b>	<b>Gov't Owned Storage/ Warehouse (GSF)</b>	<b>Leased Storage/ Warehouse (USF)</b>	<b>Safe, Vaults, Financial Systems (USF)</b>
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
<b>TOTAL</b>	<b>498,300</b>	<b>208,501</b>	<b>31,315</b>
Installations/activities which have no entries do not have any storage, warehouse or specialized equipment to report.			

NAVBIG NORFOLK VA	0.386	7
Edwards AFB	0.372	8
NAS PENSACOLA FL	0.356	9
CG MCB CAMP LEJEUNE NC	0.342	10
CG MCB CAMPEN	0.338	11
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Table 5. Correctional Facilities Military Value Results.

6. **DFAS.** The DFAS scoring plan is in Appendix F. Appendix M provides details on values of the data elements. The results of the military value model are shown in Table 6 below.

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Omaha	0.673	8
Indianapolis	0.651	9
Dayton	0.625	10
St Louis	0.612	11
Cleveland	0.587	12
San Antonio	0.586	13
San Diego	0.569	14
Pacific Ford Island	0.569	15
Patuxent River	0.565	16
Limestone	0.548	17
Charleston	0.546	18
Rome	0.542	19
Orlando	0.540	20
Lexington	0.532	21
Kansas City	0.451	22
Seaside	0.433	23
San Bernardino	0.429	24
Arlington	0.313	25

DFAS

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

**2. Assumptions.**

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

**3. Military Value Scoring Plan.**

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

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

Criterion/Attribute/Metric/Question	Rationale	Weight						
<b>Attribute 3</b> Network Services	Attribute 3 is ranked third in priority order, because current Communications/Information Technology (COMM/IT) is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.	5%						
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<table border="1" data-bbox="1464 343 2405 401"> <thead> <tr> <th data-bbox="1464 343 1776 373">Range</th> <th data-bbox="1776 343 2088 373">Scoring Plan</th> <th data-bbox="2088 343 2405 373">Function</th> </tr> </thead> <tbody> <tr> <td data-bbox="1464 373 1776 401">0 – 1</td> <td data-bbox="1776 373 2088 401">1= Yes 0 = No</td> <td data-bbox="2088 373 2405 401">Binary</td> </tr> </tbody> </table> <p data-bbox="1464 401 2405 492">Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.</p>	Range	Scoring Plan	Function	0 – 1	1= Yes 0 = No	Binary	5%
Range	Scoring Plan	Function						
0 – 1	1= Yes 0 = No	Binary						
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).								
<b>Criterion 2</b> The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.	This criterion is weighed third after Criteria 1 and 4. The focus of this weight is the condition of facilities and a locations' ability to support DoD IT enterprise architecture.	17%						
<b>Attribute 1</b> Facility Condition	Attribute 1 is given the highest rating to recognize the importance of a facility's condition.	14%						
<b>Metric 1</b> Facility Condition Assessment Rating (Red, Amber, Green). A Green rating is preferable; Green=1; Amber=.6; Red=0.	<table border="1" data-bbox="1464 735 2405 789"> <thead> <tr> <th data-bbox="1464 735 1776 764">Range</th> <th data-bbox="1776 735 2088 764">Scoring Plan</th> <th data-bbox="2088 735 2405 764">Function</th> </tr> </thead> <tbody> <tr> <td data-bbox="1464 764 1776 789">Green, Amber, Red</td> <td data-bbox="1776 764 2088 789">Green=1, Amber=.6, Red=0</td> <td data-bbox="2088 764 2405 789">Non-linear</td> </tr> </tbody> </table> <p data-bbox="1464 789 2405 845">See above. (Note: DFAS uses three levels – Red, Yellow, and Green – which are tied to estimated cost ranges.)</p>	Range	Scoring Plan	Function	Green, Amber, Red	Green=1, Amber=.6, Red=0	Non-linear	14%
Range	Scoring Plan	Function						
Green, Amber, Red	Green=1, Amber=.6, Red=0	Non-linear						
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location as of FY03, identify the Facility Condition Assessment Rating based on DFAS FAC Codes – Red, Amber, and Green (See Amplification). (DOD#: 1945).								
<b>Attribute 2</b> Network Services	Attribute 2 is ranked slightly lower in priority order, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and future application benefits.	3%						
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<table border="1" data-bbox="1464 1027 2405 1085"> <thead> <tr> <th data-bbox="1464 1027 1776 1057">Range</th> <th data-bbox="1776 1027 2088 1057">Scoring Plan</th> <th data-bbox="2088 1027 2405 1057">Function</th> </tr> </thead> <tbody> <tr> <td data-bbox="1464 1057 1776 1085">0 – 1</td> <td data-bbox="1776 1057 2088 1085">1= Yes 0 = No</td> <td data-bbox="2088 1057 2405 1085">Binary</td> </tr> </tbody> </table> <p data-bbox="1464 1085 2405 1176">Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.</p>	Range	Scoring Plan	Function	0 – 1	1= Yes 0 = No	Binary	3%
Range	Scoring Plan	Function						
0 – 1	1= Yes 0 = No	Binary						
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).								
<b>Criterion 3</b> The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	Criterion 3 is given the least weight, because inherently DFAS has the basic capability to support DoD mobilization and contingency requirements. Thus the greatest weight has been placed on criteria 1, 4 and 2 respectively. Criterion 3 is weighted slightly less than 2 because it is anticipated that an adequate/skilled workforce pool and new/improved automated systems and other IT tools under the auspices of the Business Modernization Management Program (BMMP) will positively affect the future state of DFAS in regard to their support of mobilization, contingency and future force requirements	12%						

Criterion/Attribute/Metric/Question	Rationale			Weight
<b>Attribute 1</b> Workforce	Attribute 1 is ranked highest in weight because an adequate/skilled workforce pool is necessary to ensure DFAS's overall success in meeting DoD requirements.			7%
<b>Metric 1</b> Local Population Workforce Pool. A larger available workforce pool is preferable; Range = If not listed on Dept. of Labor MSA/PMSA workforce listing – site receives a zero, after that sites will be ranked based on min to max.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	7%
	min –max	Lowest value or non-listing = 0.0 – Highest value = 1.0	Linear increasing	
This metric is intended to identify the surrounding areas ability to provide a workforce with basic skills necessary to accomplish DFAS mission. It is ranked slightly higher than Network Services because Network Services is duplicated under Criteria 1 and 2.				
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location, identify the total workforce pool as indicated in Dept of Labor Workforce Listing (See amplification). (Authoritative Source).				
<b>Attribute 2</b> Network Services	Attribute 2 is ranked slightly lower in weight than Attribute 1, Workforce, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.			5%
<b>Metric 1</b> DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	5%
	0 – 1	1= Yes 0 = No	Binary	
Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct backbone access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.				
<b>Question 1</b> For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).				
<b>Criterion 4</b> The cost of operations and the manpower implications.	This criterion was given the second highest weight because one of the elements for DFAS's continued success is their ability to provide support to DoD at reasonable rates			31%
<b>Attribute 1</b> Operating Costs	The weighting scheme for this attribute is designed with emphasis on operating costs.			31%
<b>Metric 1</b> Operating Cost per square foot. A lower cost per square foot is better.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	20%
	min –max	Highest value = 0.0 – Lowest value call = 1.0	Linear decreasing	
Metric 1 is ranked higher than Metric 2 because it is felt that the most important cost driver, of the two, is the operating cost per square foot.				
<b>Question 1</b> For DFAS Central and Field Sites Only. For each location as of FY03, identify the operating cost per square foot for each DFAS Central and Field Site and identify source of information (See Amplification). (DOD#: 1946).				
<b>Metric 2</b> Locality Pay. A lower percentage is better.	<b>Range</b>	<b>Scoring Plan</b>	<b>Function</b>	11%
	1.0 – 0.0	Highest value = 0.0 – Lowest value call = 1.0	Linear decreasing	
Metric 2 is ranked lower than Metric 1 because it is felt that the most important cost driver of the two is the operating cost per square foot – followed by the local cost of living as provided by targeted locations.				
<b>Question 1</b> For DFAS Central and Field Sites Only. What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).				

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