

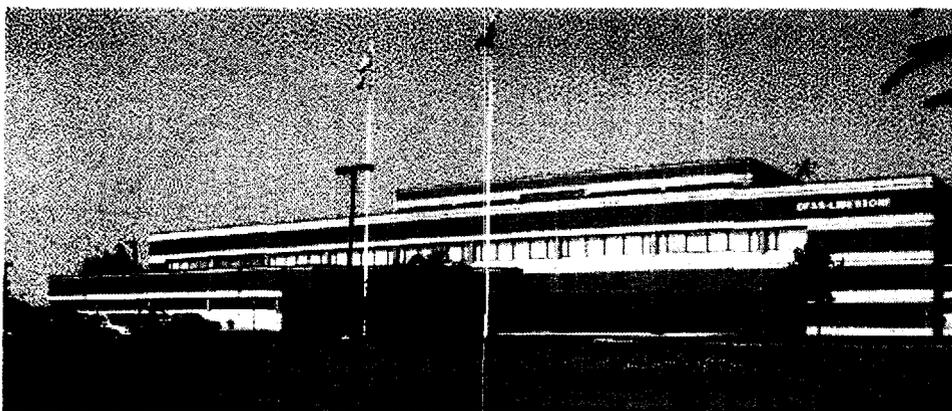
## The Defense Finance and Accounting Service Limestone Fact Sheet

After nearly 10 years of service, the Defense Finance and Accounting Service Limestone embraced a new challenge in October 2004 with the merger of the DFAS San Antonio Air Force Accounting and Vendor Pay



database into the database of DFAS Limestone. That database consolidation not only dramatically increased the number of Air Force and Air National Guard customers that Limestone serves, but it also offers the opportunity to partner with DFAS San Antonio in providing new and innovative services to their Air Force customers. Together, DFAS Limestone, with its roots in New England tradition and Yankee ingenuity, and DFAS San Antonio, set

in the heart of one of the Southwest's fastest growing metropolitan areas, have created a team of highly trained and motivated employees with state-of-the-art technology to provide premier base-level finance and accounting services to their customers. These services include: appropriated funds accounting and reporting; vendor pay; working capital funds accounting and reporting; travel accounting; and accounts receivable.



### Meeting Our Customers

With the database consolidation DFAS Limestone now serves all 15 bases of the Air Force's Air Combat Command, eight major bases and a large number of smaller geographically separated units of the

United States Air Forces in Europe, the two bases under Air Force Special Operations Command, the 13 bases belonging to Air Education and Training Command, and 34 Air National Guard units. These bases and ANG units stretch across 27 states, Europe, and Southwest Asia. Put another way, we serve customers in a geographical area spanning 11 time zones. We are particularly proud of the support we provide to our warfighters in Southwest Asia and Europe. These customers include:

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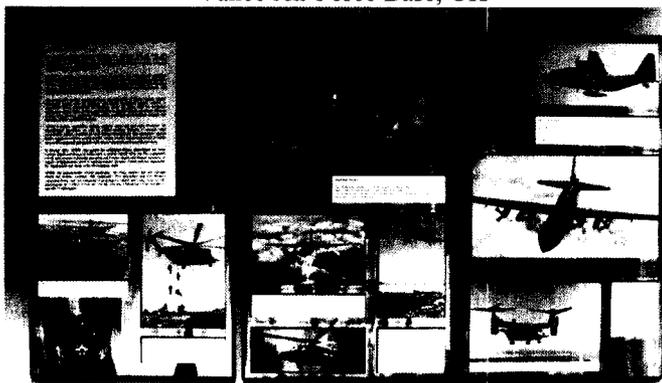
**Air Combat Command**

- Barksdale Air Force Base, LA
- Beale Air Force Base, CA
- Cannon Air Force Base, NM
- Davis-Monthan Air Force Base, AZ
- Dyess Air Force Base, TX
- Ellsworth Air Force Base, SD
- Holloman Air Force Base, NM
- Langley Air Force Base, VA
- Minot Air Force Base, ND
- Mountain Home Air Force Base, ID
- Nellis Air Force Base, NV
- Offutt Air Force Base, NE
- Seymour Johnson Air Force Base, NC
- Shaw Air Force Base, SC
- Whiteman Air Force Base, MO



**Air Education and Training Command**

- Altus Air Force Base, OK
- Columbus Air Force Base, MS
- Goodfellow Air Force Base, TX
- Keesler Air Force Base, MS
- Lackland Air Force Base, TX
- Laughlin Air Force Base, TX
- Little Rock Air Force Base, AR
- Luke Air Force Base, AZ
- Maxwell Air Force Base, AL
- Randolph Air Force Base, TX
- Sheppard Air Force Base, TX
- Tyndall Air Force Base, FL
- Vance Air Force Base, OK



**Air Force Special Operations Command**

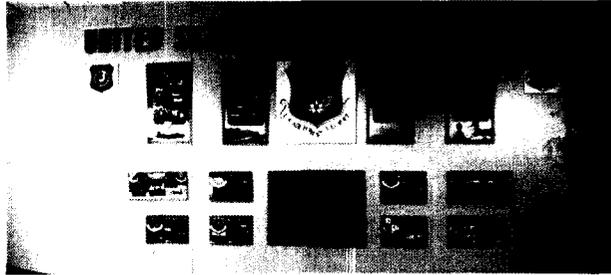
- Hurlburt Field, FL
- Moody Air Force Base, GA

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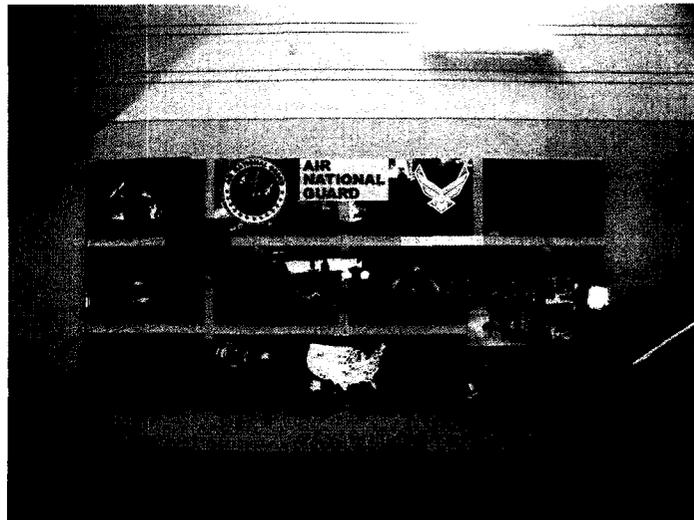
**U.S. Air Forces In Europe**

- Aviano Air Base, Italy
- Incirlik Air Base, Turkey
- Lajes Field, The Azores
- Naval Air Station Keflavik, Iceland
- RAF Lakenheath, United Kingdom
- RAF Mildenhall, United Kingdom
- Ramstein Air Base, Germany
- Spangdahlem Air Base, Germany



**Air National Guard Units**

- Birmingham, AL
- Boise, ID
- Burlington, VT
- Charlotte, NC
- Des Moines, IA
- Ellington, TX
- Fort Smith, AR
- Gulfport, MS
- Jackson, MS
- Jacksonville, FL
- Lincoln, NE
- Little Rock, AR
- Madison, WI
- Memphis, TN
- Meridian, MS
- Minneapolis/St. Paul, MN
- Montgomery, AL
- Nashville, TN
- New Orleans, LA
- Oklahoma City, OK
- Peoria, IL
- Phoenix, AZ
- Richmond, VA
- Robins, GA
- Schenectady, NY
- Sioux City, IA
- Sioux Falls, SD
- St. Joseph, MO
- Suffolk County, NY
- Syracuse, NY
- Terre Haute, IN
- Tucson, AZ
- Tulsa, OK
- Volk Field, WI



While DFAS Limestone is geographically far from its customers, a committed investment in automation and

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telecommunications technologies has made us real neighbors in every sense of the word.

Through voice and data lines and a video teleconference center, we have instantaneous communications with all our customers, providing excellent support not only to the bases we serve, but also to the vendors who provide goods and services to these bases.

### **Paying the Bills**

Our customers purchase a tremendous amount of goods and services to support their mission. When it comes time to pay the bills, they turn to us. Through our Vendor Pay Product Line, we ensure that our customers' vendors receive prompt and accurate payment. With the database merger, we have created a virtual Vendor Pay environment with our San Antonio partner. Regardless of where our accounting technicians reside, whether in Limestone or San Antonio, they have the necessary access to serve any of our customers. By creating this virtual environment, we increase our efficiency while at the same time continuing to ensure our customers seamless service.

Currently Vendor Pay handles about 386,000 vouchers annually. This number equates to over \$7.0 billion in payments to vendors serving our customers.

Via the Intra-governmental Payment and Collection System, which provides electronic transfers of funds between government activities, we handle nearly 37,000 vouchers annually worth over \$1 billion.

DFAS Limestone continues to work aggressively to move all the vendors it serves to the electronic funds transfer program. Currently we make over 89 percent of all our vendor payments by electronic funds transfer and 98 percent of our payments to individuals are made via EFT. The number of EFT payments made to vendors rises steadily with each month as our vendors learn about the benefits of EFT to doing business in the 21st century.

DFAS Limestone also participates in three programs that significantly reduce paperwork flow while at the same time improving customer service. Electronic Document Access or EDA replaces hard copy documents with electronic images accessible via the World Wide Web. EDA transmits contract award documents (basic contracts and modifications) to DFAS. This process greatly reduces reconciliation problems and associated penalty payments through improved matching of required documents to support payments.

The second paperless initiative is Electronic Document Management or EDM, which was implemented in December 2001. When coupled with EDA, EDM gives DFAS the complete file with which to marry up the contract and modifications, the invoice, and the receipt/acceptance documentation.

To further improve our vendor payment process, DFAS Limestone and its customers recently implemented a third program known as Wide Area Workflow (WAWF). This new electronic commerce initiative allows vendors to submit their invoices electronically and receiving activities to submit their receiving reports electronically, thus reducing paperwork even more and speeding up the payment process.

### **Balancing the Books**

Yet paying the bills is only part of the DFAS Limestone story. Our customers also rely on us to ensure that their accounting needs are met with the highest degree of accuracy and timeliness. In meeting our customers' accounting needs, DFAS Limestone and its partner, DFAS San Antonio have established a working relationship in which some services will be provided to all AETC customers exclusively through one field site while others will be provided by both sites. Much of the division of this workload arises from the economies and efficiencies of having a single database managed at DFAS Limestone. As with Vendor Pay, both partners work together to ensure quality service is provided to each customer. Full accounting support for ACC, AFSOC, USAFE, and the ANG continues to come from DFAS Limestone.

DFAS Limestone maintains funds control and prepares all financial reports for our customers. For fiscal year 2005, we are accounting for approximately \$14.5 billion in current fiscal year authority; that is, the funds our 72 Air Force and Air National Guard customers have to operate with. In total, we process accounting transactions and prepare reports for more than 45 different DoD appropriations.

Our Accounting Business Line's Accounting Operations Division has the overall responsibility for stock fund/medical processing and related trial balance reports, interfund bill processing, all by-others processing, and Intra-governmental Payment and Collection System processing, accounts receivable and reimbursement processing, Foreign Military Sales (FMS) accounting, and Travel Accounting. With implementation of the new Defense Travel

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System (DTS), DFAS Limestone is now the single site for all DTS expenditure accounting and Treasury reporting.

The Accounting Reports and Analysis Division has the overall responsibility for monitoring the general accounting and finance database. This includes funds control, civilian pay accounting, monitoring the processing of daily disbursement/collection transactions, for-others and by-others, interfund bills, as well as preparing, analyzing, and submitting all accounting reports.

### **Automating the Process**

DFAS Limestone and San Antonio are committed to using the best in technology, incorporating sound internal controls, in order to provide our customers with quality service. A consolidated Systems Management Office at DFAS Omaha monitors for our Limestone/San Antonio partnership 32 separate accounting and finance operational systems, which are used by our employees.

These applications are considered end-user systems, as opposed to operating system software, communications software, or system utilities. The operational systems are hosted as follows:

- UNISYS hosted (Ogden, UT)—five applications;
- UNISYS hosted (Oklahoma City, OK)—one application;
- AMDAHL hosted (Ogden, UT)—seven applications;
- Windows NT hosted (base sites)—three applications;
- Hewlett Packard hosted (Ogden, UT)—fifteen applications;
- Hewlett Packard hosted (Indianapolis, IN)—one application.

Our local systems personnel maintain the Novell Local Area Network, our personal computers, and telephone communications equipment that support our employees.



Employees at DFAS Limestone are also developing innovative new programs and enhancing older ones through automation tools. DFAS Limestone is recognized as the leader within the DFAS network in the field of database retrievals and LOUIS software, an application which allows the user to write detailed retrievals from large and complicated databases. The President's National Performance Review awarded its coveted Hammer Award to DFAS Limestone for our work with LOUIS. Our employees have created database retrievals which are now saving the DFAS network and the American taxpayer significant dollars, while at the same time providing our customers better service and improving the DoD financial management process. This work also continues with our development of Access databases, which are being used not only at Limestone, but at other field sites supporting the Air Force workload.

As technology advances and older applications such as CITS-Paperview (MAPPER) have been replaced by faster, real-time, user-friendly applications, such as the Commanders Resource Integration System or CRIS, DFAS Limestone and San Antonio continue to search for ways to reduce or eliminate manual and repetitious labor by highlighting automation capabilities. Through our use of LOUIS, OLRV, CRIS and Viewfinder, we have provided our employees valuable tools to empower themselves, stressing their ownership of the work they perform, and enabling them to meet and exceed customer needs.

### **Sustaining the Infrastructure**

To make the partnership between DFAS Limestone and San Antonio a success, it's important not only to have

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strong services in Vendor Pay, Accounting, and Systems, but also to have vital and flexible internal services and employees at each site. As this fact sheet on DFAS Limestone indicates, the field site has made a real commitment to these internal services and employees.

Before any vendor can be paid, before any accounting report can be prepared, there must be the infrastructure in place to give our employees the best services and work environment in order to allow them to offer the best to our customers.

Our Corporate Resources Field Operations is responsible for the day-to-day running of the services and support necessary to meet our employees' needs. While the facility in which DFAS Limestone is leased by the Air Force for DFAS use at no cost, the Field Operations staff of Corporate Resources perform the routine preventive maintenance and repair to the building infrastructure. And because the building is owned by the Air Force, there are no lease or rental fees associated with it. Overall, operating costs of \$5.50 per square foot are the sixth lowest in the agency.

Field Operations staff provide mail service, safety, security, supplies, facilities maintenance, printing, publications services, and records management.

While voice and data lines provide instant communications with our external customers, these technologies are still supplemented by a vigorous mail program. In support of its customers, the Limestone Field Operations processes over 4,000 pieces of mail each month.



### **Developing our Employees**

Continuing the focus on employees, DFAS Limestone employs 353 DoD civilian personnel, making it one of the largest accounting firms within the state of Maine. There are also eight DFAS Limestone employees at a satellite office in Germany and 46 employees in our accounting operation in San Antonio.

DFAS Limestone recognizes that an effective, mission-oriented, customer service organization starts with opportunities for professional and personal growth for its employees. Without these opportunities, it becomes more difficult to offer quality products and services for our customers.

For DFAS Limestone employees, professional growth begins with a wide variety of classroom and on-the-job training available to all employees on a regular basis. These opportunities range from traditional classes in finance and accounting to courses in customer service, change management, team building, and equal employment opportunity principles.

DFAS Limestone can boast one of the most educated workforces within the agency. Thirty-six percent of our employees hold a bachelor's degree or higher; another 14 percent have an associate's degree, and more than 85 percent have at least some university education. Because of the importance of higher education to the DFAS Limestone workforce, employees are offered the chance to attend college courses through the Tuition Assistance Program, whether in the building or at one of three local colleges. There is also a strong Student Career Experience Program with the local colleges.

Our Learning Center is the focal point for nearly all our professional development. Through state-of-the-art classrooms, cutting edge information technology, Web-based training, and instructional aids from textbooks to videotape training to satellite instruction, our employees have a wide range of educational and training opportunities within easy reach.

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The result of DFAS Limestone's emphasis on a well-trained, well-educated workforce can be seen in the



numbers of professional accountants and accounting interns. Currently DFAS Limestone has 12 percent of its workforce classified as professional accountants or GS-510s.

To further professional development, DFAS Limestone is actively involved in the agency-wide Mentoring and Coaching Program and has been recognized for

having the strongest program in the agency. The goal of the program is to help employees increase their capacity through growth and learning. By sharing their wisdom, knowledge, and experience, mentors and coaches help other employees realize their full potential. This in turn develops a workforce that is equipped to handle the current skill requirements as well as the future challenges in our changing environment. The program's target audience is every employee regardless of geographical location, business line, job series, pay grade, or level of experience within the DFAS organization. Participation in the program is voluntary.

Also, our employees have the opportunity to join the Crown of Maine Chapter of the American Society of Military Comptrollers which is the professional organization for those involved in DoD financial management. DFAS Limestone has an active professional certification program which encourages and helps employees obtain their Certified Defense Financial Management certification or other nationally recognized certifications. In fact Limestone is able to offer the CDFM Certification Exams on-site, eliminating the need for employees to make a six hour round trip to Orono, Maine and the former nearest test site.

To meet health needs, both physical and mental, DFAS Limestone has partnered with the Federal Occupational Health Administration to operate a Wellness Center, staffed by a full time registered nurse, who provides a number of services, including health seminars, CPR training, and organizing such vital activities as blood drives.

DFAS Limestone has a small fitness center on-site. We have an intramural sports program, recreational equipment and an Employee Assistance Program tailored to meet the needs of both military/civilian employees and their family members.

And through various special emphasis programs and family-oriented activities, together with an active Booster Club, DFAS Limestone offers many opportunities for employees to bond in real and important ways outside the office setting. There are also strong employee recognition and award programs.

DFAS Limestone also benefits from a highly successful partnership with its American Federation of Government Employees Local 294.

### **Joining Hands with the Community**

DFAS Limestone also serves in the local community. In monetary terms, DFAS Limestone has an annual economic impact of more than \$20 million through personnel salaries and contracts for goods and services. But the impact reaches far beyond money.

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Employees participate in the local school systems, religious organizations, fraternal groups, business organizations, and charities.

DFAS Limestone also offers internships to local college students. And through its donation of used computer equipment to local public schools, DFAS Limestone is providing excellent opportunities for elementary and high school students to enter the information age of the 21st century.

DFAS Limestone has become an integral thread in the economic, social, and cultural fabric of Aroostook County and has made a commitment with local communities to ensure county residents real opportunities for professional and personal growth into the 21st century.

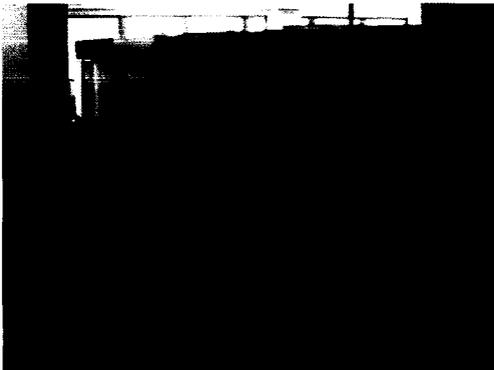
### **Reaching Us**

DFAS Limestone has two customer service numbers for easy access by vendors: 1-800-337-0371 or 1-800-390-5620. We can also be reached through the World Wide Web, with: <https://dfas4dod.dfas.mil/centers/>. Just look for the Limestone page there. Also currently Limestone is in the forefront of developing the agency's intranet, [eportal.dfas.mil](http://eportal.dfas.mil), as a communications, information, and work area gateway for our customers. Limestone has nearly 270 customers as members of its intranet community. Customers wishing to join the Limestone ePortal Community should email their requests to [dfas-li-eportal@dfas.mil](mailto:dfas-li-eportal@dfas.mil).

To contact the Performance Management and Audit Compliance Office, call (207) 328-1160 or DSN 220-1160. The fax number is (207) 328-1120.

The Defense Finance and Accounting Service Limestone is in a building constructed in April 1988 as a medical facility and dental clinic for the former Loring Air Force Base. The final construction cost was \$20 million (programmed cost was \$19.2 million).

In an area with as much as eight feet of snow on the ground at one time and 9,500 heating degree days annually, climate was the driving force behind the design of this facility. The building is compact and well defined with some architectural articulation.



This is evident on the southern facades in response to the need for maximum natural light provided by large window areas and roof monitors. The blank, half-buried northwest façade is in response to its harsh winter exposure. The northeast façade is only partially glazed for energy reasons.



The simple building form is clad in a refined, well engineered and well detailed precast concrete skin that symbolizes the fundamental nature of the building. The precast panels are designed with two surfaces, smooth and rough, created by exposed aggregate. The two surfaces contribute variety and warm colors and give the facility an inviting character.

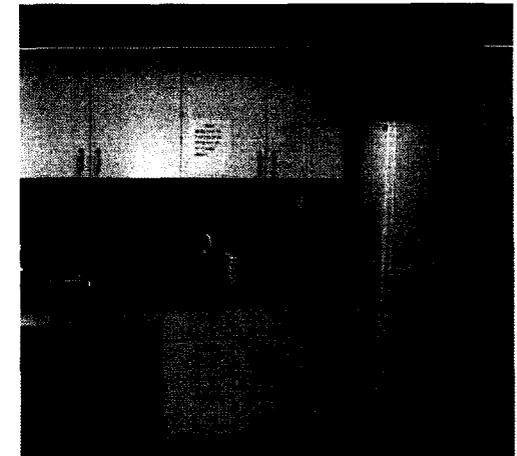
The main entrance and elevators are placed at the center of the building. This area is emphasized by the use of natural light at the heart of the building. The entire facility is accessible to the handicapped.

In May 1995, DFAS Limestone began operation in the former hospital,



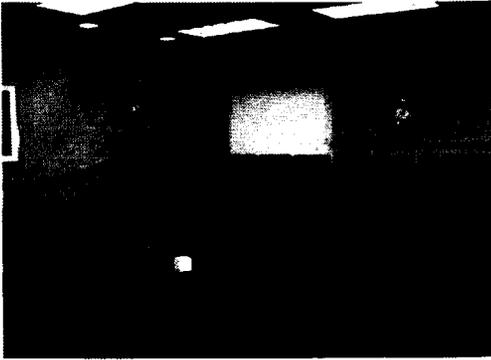
consisting of 141,000 square feet, situated on 14.81 acres. However, the former hospital was not conducive to optimum administrative operation and needed to be renovated. With the help of the Army Corp of Engineers, New York District, a military construction project was put forward in fiscal year 1996, estimated to cost approximately \$11 million.

As soon as the renovation design began, it was decided to bring in a team of engineers to conduct a value



engineering study to try to reuse a lot of the former hospital building assets. The value engineering study saved approximately \$4 million in renovation costs, reducing the estimated project cost to \$7 million.

In June 1998, the military construction project was awarded to



Cyr Construction of Caribou, Maine, for \$5.8 million, well under the government estimate. The completion of the renovation took two years.

Now that the project is complete, DFAS Limestone has the capacity to house approximately 480 employees by using a modular system furniture layout.

The physical plant that maintains the comfort, efficiency, and environmental control is second to none within the DFAS network, with



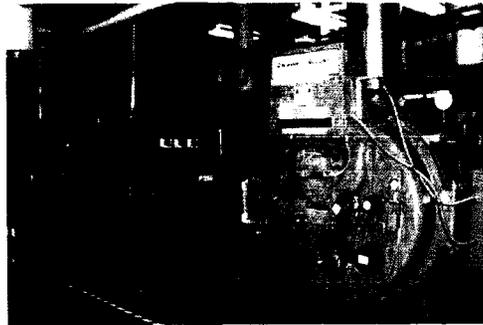
redundancy throughout.

This redundancy includes:

- Three Cleaver Brooks 80-horsepower, low pressure steam, oil-fired boilers
- Two electrical distribution

feeds and two switch gear substations

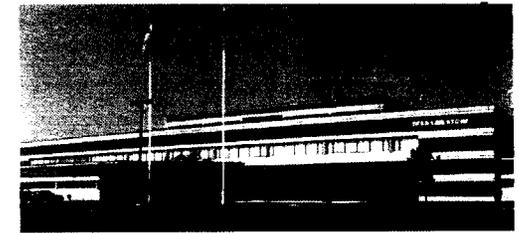
- Two 150-ton, six stage McQuay package chilled water air conditioner units
- Two PVI oil-fired, hot water heaters
- Two 400kw Caterpillar diesel generators for emergency power.



Fiscal year operating costs for DFAS Limestone include direct facility personnel costs, contracts, and supplies.

- Fiscal Year 2003: \$4.98 per square foot
- Fiscal Year 2004: \$4.49 per square foot.
- Fiscal Year 2005: \$5.50 per square foot

# The Facility



## Defense Finance and Accounting Service Limestone