

DOD AREA COST FACTORS (ACF) PAX
Newsletter No 3.2.1, Dated 21 May 2021
TABLE 4-1, UFC 3-701-01

1. The attached Area Cost Factors (ACF) supersedes the ACF values published by the PAX Newsletter No 3.2.1, dated 13 March 2020, and Table 4-1, Area Cost Factors of the 2020 DoD Facilities Pricing Guide, UFC 3-701-01, Change-8, dated February 3, 2021. The updated ACF shall be used, along with Primary Facilities Unit Costs from the latest issue of the Army PAX Newsletter No 3.2.2, in preparation and review of FY **2023** Military Construction, Army (MCA) and Army Family Housing (AFH) projects' DD Forms 1391 and ENG Form 3086 (budget cost estimates). These factors are **NOT** intended for use to develop and/or modify individual facilities **Sustainment Costs, detailed Quantity-Take-offs, Unit Price Book (UPB) line items, Commercial cost data, or User Generated unit costs**. These other cost estimating systems and databases have their own methodology and factors for adjusting costs to different locations. This Newsletter is published and maintained on the web at:

<http://www.usace.army.mil/CostEngineering/ProgrammingAdministrationandExecutionSystemNe.aspx>

2. The ACF calculation methodology/algorithms were re-evaluated and revised in 2013 by the Tri-Service Cost Engineering Steering Committee to better reflect current market conditions. The revisions to the algorithms which generate the ACF index have caused some fluctuations in area cost factor values, however the relative relationship of construction costs for a location to the National Cost average of ACF=1 has remained unchanged.

3. In general, the Tri-Service Cost Engineering ACF software program evaluates the local costs for a United States (US) market basket of 8 labor crafts, 18 construction materials, and 4 equipment items. These materials, labor, equipment (MLE) are representative of types of products, services, and methods used to construct most military facilities in the US. Each of the MLE costs are normalized and weighted to represent its contribution to the total cost of a typical facility. The normalized MLE is then modified by seven (7) Matrix factors that cover local conditions affecting construction costs. These Matrix factors include weather, seismic, climatic (exterior envelope zone, wind load), labor availability, contractor overhead and profit, logistics and mobilization, and local labor productivity versus the US standard. The resultant ACF for each location is normalized again by dividing by the 96 Base-City average to provide a final ACF that reflects the relationship of construction costs between that location and the Base-City average as 1. MILCON ACFs are calculated using a MLE ratio of 63/35/2.

4. There is no easy correlation between the current ACF and the previous ACF for a specific location. No common benchmark exists because both the Base City average and the relationships between cities may change from year to year. It is possible, however, to compare differences between several locations in this database with differences between the same locations in previous databases.

5. Both CONUS and OCONUS ACF values are based on a 2020 construction market survey. The CONUS survey covered 333 locations that included 96 Base Cities (two cities per State in the Continental US shown in **bold font**) average construction costs. The OCONUS survey included 78 locations, and was based on a market basket of goods for typical US labor, material, equipment and construction methods. ACF for some locations have been developed/updated utilizing the latest data input from the Services and field offices (Districts).

6. The overall ACF value of the State should be used when the project location has no specific ACF listed in the attached Table. The ACF for the closest location should be used only when market conditions (e.g. material prices, labor rates, labor availability, bidding climate) are similar.

7. CONUS and OCONUS construction market surveys are performed annually. The ACF is not intended to or capable of responding to rapid changes in the construction market for a specific location due to various reasons such as changes in the demand or supply of construction materials or labor, accelerated construction schedule, natural disaster, etc. An increased demand for labor beyond what the local market can supply, may require the enticement of premium pay, overtime hours, temporary living expenses, and travel expenses. Users may request revisions to published ACFs when such unexpected changes occur. Each request must be initiated by the USACE District senior cost engineer, whose area of responsibility includes the location in question, and shall provide updated market basket input in the AFC software with adequate back-up documentation to HQUSACE for validation.

8. Point of contact for this Newsletter at the US Army Corps of Engineers is: Ms. Tracy Leaser (HQUSACE), (202) 761 7750, e-mail Tracy.T.Leeser@usace.army.mil .

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Alabama		0.86
Anniston Army Depot	Army	0.85
Fort Rucker	Army	0.89
Maxwell Air Force Base	Air Force	0.89
Mobile	Army	0.84
Mobile Area	Navy	0.86
Montgomery	Army	0.87
Redstone Arsenal	Army	0.83
Alaska		2.03
Anchorage	Army	1.96
Clear Air Force Base	Air Force	2.52
Eareckson Air Force Base	Air Force	4.45
Eielson Air Force Base	Air Force	2.16
Fairbanks	Army	2.09
Fort Greely	Army	2.32
Fort Wainwright	Army	2.19
Joint Base, Elmendorf	Air Force	2.00
Arizona		0.93
Davis Monthan Air Force Base	Air Force	0.95
Fort Huachuca	Army	1.08
Luke Air Force Base	Air Force	0.93
Phoenix	Army	0.91
Tucson	Army	0.94
Yuma MCAS	Navy	1.07
Yuma Proving Ground	Army	1.07
Arkansas		0.85
Little Rock	Army	0.83
Little Rock Air Force Base	Air Force	0.85
Pine Bluff	Army	0.86
Pine Bluff Arsenal	Army	0.88

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
California		1.13
29 Palms Marine Corps Base	Navy	1.20
Barstow	Navy	1.20
Beale Air Force Base	Air Force	1.21
Bridgeport, CA	Navy	1.21
Camp Pendleton Marine Corps Base	Navy	1.08
China Lakes Naval Weapons Center	Navy	1.16
Concord	Army	1.22
Edwards Air Force Base	Air Force	1.24
El Centro Naval Air Field	Navy	1.11
Fort Hunter Liggett	Army	1.22
Fort Irwin	Army	1.24
Lemoore	Army	1.07
Los Angeles Area	Navy	1.02
March Air Reserve Station	Air Force	1.08
Monterey Area	Navy	1.12
Oakland	Navy	1.20
Port Hueneme Area	Navy	1.08
Sacramento Area	Army	1.13
San Clemente Island	Navy	1.70
San Diego	Army	1.05
San Nicolas Island	Navy	1.70
Seal Beach	Navy	1.02
Sierra Army Depot	Army	1.30
Stockton Area	Army	1.12
Travis Air Force Base	Air Force	1.22
Vandenberg Air Force Base	Air Force	1.12
Colorado		1.02
Air Force Academy	Air Force	1.06
Buckley Air Force Base	Air Force	1.01
Cheyenne Mountain	Air Force	1.14
Colorado Springs	Army	1.04
Denver	Army	0.99
Fort Carson	Army	1.06
Peterson Air Force Base	Air Force	1.06
Pikes Peak	Army	1.39
Pueblo Army Depot	Army	1.08
Schriever Air Force Base	Air Force	1.06
Connecticut		1.17
Bridgeport	Army	1.16

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
New London	Army	1.17
New London Area	Navy	1.20
Stratford Eng Plant	Army	1.18
Delaware		1.06
Dover	Army	1.09
Dover Air Force Base	Air Force	1.11
Wilmington	Army	1.03
Florida		0.83
Eglin Air Force Base	Air Force	0.88
Homestead Air Reserve Station	Air Force	0.82
Hurlburt Field	Army	0.88
Jacksonville Area	Navy	0.80
Key West Naval Air Station	Navy	0.91
MacDill Air Force Base	Air Force	0.82
Mayport	Army	0.80
Miami	Army	0.82
Panama City	Army	0.85
Panama City Area	Navy	0.87
Patrick Air Force Base	Air Force	0.78
Pensacola Area	Navy	0.81
Tyndall Air Force Base	Air Force	0.87
Whiting Field	Army	0.81
Georgia		0.87
Albany	Navy	0.89
Athens	Army	0.85
Atlanta	Army	0.83
Fort Stewart	Army	0.85
Fort Benning	Army	0.94
Fort Gordon	Army	0.91
Kings Bay	Navy	0.99
Marine Corps Logistics Base	Navy	0.90
Moody Air Force Base	Air Force	0.86
Robins Air Force Base	Air Force	0.88
Savannah	Army	0.84
Hawaii		2.51
Barbers Point Naval Station	Navy	2.44
Barking Sands	Navy	2.80
Fort Derussy	Army	2.37
Fort Shafter	Army	2.37
Honolulu	Army	2.37
Joint Base, Pearl Harbor	Navy	2.37
Kaneohe Bay	Navy	2.65

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Pohakuloa	Navy	2.88
Schofield Barracks	Army	2.37
Tripler Army Medical Center	Army	2.37
Wheeler Army Air Field	Army	2.37
Idaho		1.06
Boise	Army	0.99
Mountain Home	Army	1.12
Mountain Home Air Force Base	Air Force	1.17
Illinois		1.03
Belleville	Army	1.08
Great Lakes (NTC)	Navy	1.18
Rock Island	Army	0.98
Rock Island Arsenal	Army	1.00
Scott Air Force Base	Air Force	1.10
Indiana		0.96
Crane NWSC	Navy	1.06
Grissom Air Reserve Base	Air Force	0.99
Indianapolis	Army	0.94
Logansport	Army	0.97
Iowa		1.01
Burlington	Army	1.07
Des Moines	Army	0.95
Iowa Army Ammo Plant	Army	1.14
Kansas		1.01
Fort Leavenworth	Army	1.07
Fort Riley	Army	1.17
Manhattan	Army	1.05
McConnell Air Force Base	Air Force	0.98
Wichita	Army	0.96
Kentucky		0.87
Fort Campbell	Army	0.99
Fort Knox	Army	1.01
Lexington	Army	0.87
Lexington/Blue Grass AD	Army	0.95
Louisville	Army	0.87
Louisiana		0.86
Barksdale Air Force Base	Air Force	0.84
Fort Polk	Army	0.95
Louisiana Army Ammo Plant	Army	0.84
NAS, JRB, New Orleans	Navy	0.91
New Orleans	Army	0.89
New Orleans Army Base	Navy	0.91

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Shreveport	Army	0.82
Maine		1.02
Bangor	Army	1.05
Kittery/Portsmouth	Navy	1.13
Portland	Army	0.99
Maryland		1.01
Aberdeen Proving Ground	Army	0.94
Annapolis	Navy	0.99
Baltimore	Army	0.97
Bethesda	Navy	1.02
Chesapeake Beach	Navy	0.99
Fort Detrick	Army	0.94
Fort George G Meade	Army	1.00
Indian Head	Navy	1.00
Joint Base Andrews AFB & Naval Air Facility	Air Force	1.00
Lexington Park	Navy	1.04
Patuxent River Area	Navy	1.09
Thurmont	Army	1.02
Massachusetts		1.17
Boston	Army	1.20
Fort Devens	Army	1.19
Hanscomb Air Force Base	Air Force	1.22
Natick Soldiers System Center	Army	1.22
Springfield	Army	1.13
Michigan		1.04
Detriot	Army	1.03
Detroit Arsenal	Army	1.05
Marquette	Army	1.04
Minnesota		1.09
Duluth	Army	1.11
Minneapolis	Army	1.06
Mississippi		0.90
Biloxi	Army	0.91
Columbus	Army	0.89
Columbus Air Force Base	Air Force	0.91
Gulfport Area	Navy	0.87
Keesler Air Force Base	Air Force	0.87
Meridian Naval Air Station	Navy	0.97

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Missouri		0.99
Fort Leonard Wood	Army	1.09
Kansas City	Army	0.95
Lake City Army Ammo Plant	Army	0.99
Sedalia	Army	1.02
Whiteman Air Force Base	Air Force	1.14
Montana		1.10
Billings	Army	1.10
Great Falls	Army	1.10
Malmstrom Air Force Base	Air Force	1.12
Nebraska		0.93
Grand Island	Army	0.94
Offutt Air Force Base	Air Force	0.94
Omaha	Army	0.92
Nevada		1.18
Creech Air Force Base	Air Force	1.24
Fallon	Navy	1.22
Hawthorne	Army	1.26
Hawthorne Army Ammo Plant	Army	1.29
Las Vegas	Army	1.14
Nellis Air Force Base	Air Force	1.19
New Hampshire		1.08
Concord	Army	1.07
Portsmouth	Army	1.08
New Jersey		1.17
Earle Naval Weapons Station	Navy	1.24
Joint Base, McGuire Dix Lakehurst	Air Force	1.19
Newark	Army	1.16
Picatinny Arsenal	Army	1.19
Trenton	Army	1.17
New Mexico		0.93
Alamogordo	Army	0.96
Albuquerque	Army	0.90
Cannon Air Force Base	Air Force	1.01
Holloman Air Force Base	Air Force	1.02
Kirtland Air Force Base	Air Force	0.92
White Sands Missile Range	Army	1.02
New York		1.06
Albany New York	Army	1.03
Buffalo	Navy	1.09

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Fort Drum	Army	1.17
New York City	Army	1.36
Niagara	Navy	1.11
Rome Laboratory	Air Force	1.16
Scotia	Army	1.05
Staten Island	Navy	1.36
US Military Academy	Army	1.19
Watervliet Arsenal	Army	1.05
North Carolina		0.89
Fayetteville	Army	0.87
Wilmington	Army	0.90
Camp LeJeune Area	Navy	1.01
Cherry Point	Navy	1.03
Fort Bragg	Army	0.93
New River Marine Corps Air Station	Navy	1.01
Seymour Johnson AFB	Air Force	0.87
Sunny Point	Navy	0.92
North Dakota		1.09
Grand Forks	Army	1.03
Grand Forks Air Force Base	Air Force	1.05
Minot	Army	1.15
Minot Air Force Base	Air Force	1.17
Ohio		0.93
Dayton	Army	0.90
Ravena Army Ammo Plant	Army	0.96
Wright-Patterson AFB	Air Force	0.92
Youngstown	Army	0.95
Oklahoma		0.88
Altus Air Force Base	Air Force	0.95
Fort Sill	Army	0.92
Lawton	Army	0.89
Oklahoma City	Army	0.86
Tinker Air Force Base	Air Force	0.88
Vance Air Force Base	Air Force	0.96
Oregon		1.12
Pendleton	Army	1.16
Portland	Army	1.08

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Pennsylvania		1.07
Carlisle Barracks	Army	1.01
Harrisburg	Army	0.99
Indiantown Gap MR	Army	1.01
Letterkenny Army Depot	Army	1.01
Mechanicsburg Area	Navy	1.01
New Cumberland Army Depot	Army	1.01
Philadelphia	Army	1.14
Tobyhanna Army Depot	Army	1.17
Rhode Island		1.16
Newport	Navy	1.20
Providence	Army	1.11
South Carolina		0.92
Beaufort Area	Navy	1.03
Charleston	Army	0.97
Columbia	Army	0.87
Fort Jackson	Army	0.87
Joint Base, Charleston	Air Force	0.99
Shaw Air Force Base	Air Force	0.96
South Dakota		0.96
Ellsworth Air Force Base	Air Force	0.97
Rapid City	Army	0.95
Sioux Falls	Army	0.96
Tennessee		0.84
Arnold Air Force Base	Air Force	0.92
Chattanooga	Army	0.82
Memphis	Army	0.85
Millington Naval Support Activity	Navy	0.87
Volunteer Ordnance Works	Army	0.84
Texas		0.87
Camp Bullis	Army	0.89
Corpus Christi Area	Navy	0.84
Dyess Air Force Base	Air Force	0.88
El Paso	Army	0.86
Fort Bilss	Army	0.92
Fort Hood	Army	0.90
Fort Worth	Navy	0.83
Goodfellow Air Force Base	Air Force	0.91

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Joint Base, San Antonio	Air Force	0.89
Kingsville Area	Navy	0.90
Laughlin Air Force Base	Air Force	0.99
Red River Army Depot	Army	0.85
San Angelo	Army	0.89
San Antonio	Army	0.87
Sheppard Air Force Base	Air Force	0.92
Utah		1.03
Dugway Proving Ground	Army	1.11
Hill Air Force Base	Air Force	1.05
Ogden	Army	1.03
Salt Lake City	Army	1.03
Tooele Army Depot	Army	1.11
Vermont		1.04
Burlington	Army	1.01
Montpelier	Army	1.07
Virginia		0.92
Camp Peary	Army	1.00
Chesapeake	Navy	1.00
Dahlgren	Army	1.10
Fort A. P. Hill	Army	1.10
Fort Belvoir	Army	1.08
Fort Lee	Army	0.88
Fort Pickett	Army	0.88
Joint Base Fort Myer - Henderson Hall	Army	1.08
Joint Base, Langley-Eustis	Air Force	1.00
Joint Base, Little Creek - Fort Story	Navy	1.00
Norfolk	Army	0.98
Oceana Naval Air Station	Navy	1.00
Petersburg	Army	0.86
Quantico	Army	1.08
Radford Army Ammo Plant	Army	0.97
Wallops Island	Navy	1.13
Yorktown	Navy	1.00
Washington		1.09
Bangor	Navy	1.21
Bremerton	Navy	1.21
Fairchild Air Force Base	Air Force	1.07
Indian Island	Navy	1.21
Joint Base, Lewis-McChord	Army	1.21

DOD Area Cost Factors - CONUS

PAX Newsletter, Dated 5-21-2021 - National Average 1.00

CONUS Installations By STATE	Service	ACF Official
Keyport	Navy	1.20
Silverdale	Navy	1.21
Spokane	Army	1.05
Tacoma	Army	1.12
Whidbey Island	Navy	1.26
Yakima Firing Range	Army	1.09
Washington DC		1.04
Fort McNair	Navy	1.04
Joint Base, Anacostia-Bolling-Naval Reseach La	Army	1.04
West Virginia		1.02
Bluefield	Army	1.04
Charleston	Army	1.00
Sugar Grove	Navy	1.30
Wisconsin		1.09
Fort McCoy	Army	1.15
Madison	Army	1.08
Milwaukee	Army	1.09
Wyoming		1.05
Casper	Army	1.04
Cheyenne	Army	1.05
F E Warren Air Force Base	Air Force	1.07

DOD Area Cost Factors - OCONUS
PAX Newsletter, Dated 5-21-2021 - US Average 1.00

Country	Location & Local Currency per US Dollar	Service	ACF Official
Afghanistan	Afghani - 76.73		1.90
	Kabul	Army	1.90
Albania	Albanian Leke - 104.35		0.99
	Tirana	Army	0.99
American Samoa	US Dollar - 1.00		1.97
	Pago Pago	Army	1.97
Australia	Australian Dollar 1.39		1.28
	Darwin	Navy	1.28
Azores	Euro - 0.87		1.37
	Lajes	Air Force	1.37
Bahamas	US Dollar - 1.00		1.63
	San Andros	Navy	1.63
Bahrain	Bahraini Dinar 0.38		1.25
	Askar	Navy	1.25
Belgium	Euro - 0.87		0.99
	Brussels	Air Force	0.97
	Mons/Chieveres	Army	1.01
Bulgaria	Bulgarian Lev - 1.67		0.99
	Sofia	Army	0.99
Cambodia	Cambodian Riel - 4098.36		1.08
	Phnom Penh	Navy	1.08
Columbia	Columbian Peso - 3825.55		0.96
	Bogota	Army	0.96
Crete	Euro - 0.87		1.26
	Souda Bay	Navy	1.26
Croatia	Croatian Kuna - 7.56		0.70
	Zagreb	Army	0.70
Cuba	US Dollar - 1.00		1.96
	Guantanamo Bay	Navy	1.96
Diego Garcia	US Dollar - 1.00		2.85
	Diego Garcia	Navy	2.85
Egypt	Egyptian Pound - 15.75		1.21
	Cairo	Navy	1.21

DOD Area Cost Factors - OCONUS
PAX Newsletter, Dated 5-21-2021 - National Average 1.00

Country	Location & Local Currency per US Dollar	Service	ACF Official
El Salvador	US Dollar - 1.00		1.25
	El Salvador	Navy	1.25
Estonia	Euro - 0.87		1.17
	Tallinn	Army	1.17
Georgia Republic	Georgian Lari - 3.23		1.16
	Tbilisi	Army	1.16
Germany	Euro - 0.87		1.05
	Kaiserslautern	Army	0.99
	Stuttgart	Army	1.11
	Wiesbaden	Army	1.05
Greece	Euro - 0.87		0.95
	Athens	Navy	0.95
Greenland	Danish Kroner - 6.48		2.80
	Thule	Air Force	2.80
Guam	US Dollar - 1.00		2.71
	Guam	Navy	2.71
Honduras	Honduran Lempira - 24.35		1.45
	Tegucigalpa	Army	1.45
Horn of Africa	Djiboutian Franc - 177.71		1.79
	Djibouti	Navy	1.79
Iceland	Iceland Krona - 138.53		1.72
	Reykjavik	Navy	1.72
Iraq	Iraqi Dinar - 1186.00		1.82
	Baghdad	Army	1.82
Israel	Israelin New Shekels - 3.42		1.08
	Tel Aviv	Army	1.08
Italy	Euro - 0.87		0.90
	Aviano	Army	0.98
	Naples	Navy	0.86
	Sigonella	Navy	0.85
	Vicenza	Army	0.91
Japan	Japanese Yen - 106.45		2.18
	Atsugi	Navy	2.21
	Iwakuni	Navy	2.27
	Misawa	Air Force	2.34
	Okinawa	Air Force	2.14
	Tokyo	Army	2.09
	Yokosuka	Navy	2.05

DOD Area Cost Factors - OCONUS
PAX Newsletter, Dated 5-21-2021 - National Average 1.00

Country	Location & Local Currency per US Dollar	Service	ACF Official
Kenya	Kenyan Shilling - 126.99		1.10
	Mombassa	Navy	1.10
Kuwait	Kuwaiti Dinar - 0.31		1.01
	Kuwait City	Army	1.01
Kwajalein	US Dollar - 1.00		3.72
	Kwajalein	Army	3.72
Latvia	Euro - 0.87		0.87
	Riga	Army	0.87
Lithuania	Euro - 0.87		0.81
	Vilnius	Army	0.81
Netherlands	Euro - 0.87		1.10
	Oss	Army	1.10
Northern Marianas	US Dollar - 1.00		3.00
	Saipan	Navy	3.00
Oman	Omani Rial - 0.38		1.02
	Ruwi	Army	1.02
Peru	Peruvian Noevo Sol - 3.61		0.95
	Lima	Navy	0.95
Philippines	Philippine Peso - 48.37		1.26
	Zamboanga	Navy	1.26
Poland	Polish Zloty - 3.81		1.00
	Warsaw	Army	1.00
Puerto Rico	US Dollar - 1.00		1.14
	Ponce/Fort Allen	Army	1.17
	San Juan Metro/Fort Buchanan	Army	1.10
Qatar	Qatari Rial - 3.64		1.36
	Doha	Army	1.36
Romania	Romanian New Leu - 4.87		0.85
	Bucharest	Army	0.85
Saudi Arabia	Saudi Riyal - 3.75		1.08
	Riyadh	Army	1.08
Singapore	Singapore Dollar - 1.38		1.05
	Singapore	Navy	1.05
South Korea	South Korean Won - 1190.93		1.12
	DMZ Area	Army	1.32
	Kunsan	Army	1.13
	Osan	Air Force	1.15
	Pusan	Army	1.05
	Pyong Taek	Army	1.07
	Seoul	Army	1.05
	Taegu	Army	1.08
	Tong Du Chon	Army	1.07
Spain	Euro - 0.87		1.37
	Moron	Army	1.37
	Rota	Navy	1.37

DOD Area Cost Factors - OCONUS
PAX Newsletter, Dated 5-21-2021 - National Average 1.00

Country	Location & Local Currency per US Dollar	Service	ACF Official
Thailand	Thai Baht - 31.57		0.78
	Bangkok	Army	0.78
Turkey	Turkish Lira - 7.22		0.92
	Ankara	Air Force	0.94
	Incirlik	Air Force	0.89
United Arab Emirates	UAE Dirham - 3.677		1.07
	Dubai	Navy	1.07
United Kingdom	British Pound - 0.78		1.26
	Fairford/Croughton	Air Force	1.35
	Lakenheath	Army	1.34
	Menwith Hill	Air Force	1.10