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Recommendation Detail

137 H&SA - 19 **Consolidate Civilian Personnel Offices within each Military Department and the Defense Agencies** Y N **137**

DoD Description

Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast, 9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

Realign Wright-Patterson Air Force Base, OH, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Robins Air Force Base, GA, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Hill Air Force Base, UT, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Tinker Air Force Base, OK, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Bolling Air Force Base, DC, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Consolidate the relocated civilian personnel offices with the Civilian Personnel Office at Randolph Air Force Base, TX.

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56th Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

COBRA Data

1 Time Costs (\$M)	Rank/190	% Total	Payback (Years)	6 Year Net (\$M)	Rank/190	20-Year NPV (\$M)	Rank/190	% Total
\$97.50	56	0.40%	4	\$46.37	148	(\$196.70)	60	0.40%

Job Impact at Affected Bases

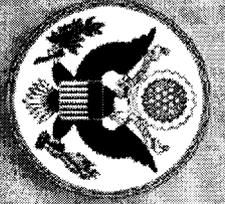
Action	Base Name	State	Net Mil.	Net Civ.	Net Cont.	Total Dir.	Total InDir.	Total Chng
Realign	Bolling Air Force Base	DC	0	-37	0	-37	-28	-65
Realign	Fort Richardson	AK	-2	-59	-1	-62	-54	-116
Realign	Hill Air Force Base	UT	0	-85	0	-85	-82	-167
Realign	Human Resources Support Center Northeast	PA	0	-174	-9	-183	-148	-331
Realign	Human Resources Support Center Southeast	MS	0	-138	-10	-148	-131	-279
Realign	Human Resources Support Center Southwest	CA	0	-164	0	-164	-175	-339
Realign	Leased Space - VA	VA	0	-323	-6	-329	-249	-578
Realign	Naval Station Pearl Harbor	HI	0	-68	0	-68	-68	-136
Realign	Robins Air Force Base	GA	-1	-94	0	-95	-59	-154
Realign	Rock Island Arsenal	IL	0	-251	0	-251	-219	-470
Realign	Tinker Air Force Base	OK	0	-111	0	-111	-140	-251
Realign	Wright Patterson Air Force Base	OH	0	-127	0	-127	-107	-234

Recommendation Detail

Gainer	Aberdeen Proving Ground	MD	0	106	0	106	101	207
Gainer	Defense Finance and Accounting Service, Indianapolis	IN	0	22	4	26	16	42
Gainer	Defense Supply Center Columbus	OH	0	237	0	237	194	431
Gainer	Fort Huachuca	AZ	0	44	1	45	32	77
Gainer	Fort Riley	KS	0	106	0	106	80	186
Gainer	Human Resources Support Center Northwest	WA	0	23	0	23	24	47
Gainer	Naval Base Coronado	CA	0	198	0	198	212	410
Gainer	Naval Support Activity Philadelphia	PA	0	291	0	291	237	528
Gainer	Randolph Air Force Base	TX	1	379	0	380	425	805
Net jobs for this Recommendation			-2	-225	-21	-248	-139	-387

Other OSD Recommendations

***See Appendix - Alphabetical Listing of Bases

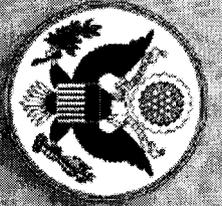


**Sec. 137: Consolidate Civilian Personnel
Offices (CPO)
DoD Recommendation (1 of 4)**

Army

A. Realign Fort Richardson, AK

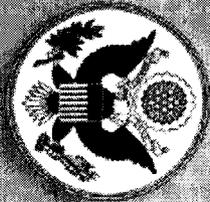
B. Realign Rock Island Arsenal, IL



Sec. 137: Consolidate Civilian Personnel Offices DoD Recommendation (2 of 4)

Navy

- A. Realign Human Resource Service Center-Northeast, leased installation in Philadelphia, PA
- B. Realign Human Resource Service Center-Southeast, leased installation at Stennis Space Center, MS
- C. Realign Human Resource Service Center-Southwest, leased installation in San Diego, CA
- D. Realign Human Resource Service Center-Pacific, Honolulu, HI

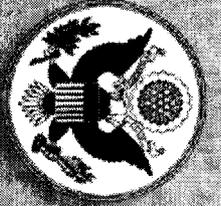


Sec. 137: Consolidate Civilian Personnel Offices

DOD Recommendation (3 of 4)

Air Force

- A. Realign Wright Patterson Air Force Base, OH
- B. Realign Robins Air Force Base, GA
- C. Realign Hill Air Force Base, UT
- D. Realign Tinker Air Force Base, OK
- E. Realign Bolling Air Force Base, DC



Sec. 137: Consolidate Civilian Personnel Offices

DOD Recommendation (4 of 4)

Defense Agencies

- A. Realign 2521 Jefferson Davis Hwy, leased installation, Arlington, VA
- B. Realign Department of Defense Education Activity 4040 North Fairfax Drive, leased installation in Arlington, VA
- C. Realign Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-410

*Ft Riley 54
Aberdeen 198*

DAPR-ZB

17 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0282 – Subject: Common Support Functions & Civ Pers Offices

1. Reference: Clearinghouse E-mail, Ashley Buzzell, BRAC Commission R&A Staff, June 10, 2005 1:14PM, subject as above.
2. Issue/Question: Minutes of 12 April 2005 refer to White Paper on "Feasibility of Consolidating Common Support Functions." Please provide a copy of the White Paper. In minutes of 12 April 2005, "Military Value Update," Civilian Personnel Offices, "the Chair noted the top two locations in military value were not chosen as receiving locations and asked the analysts to list talking points with the rationale for the decisions." a) please provide complete list of talking points referred to in the minutes; b) Rock Island Arsenal is not closing. CPO is not in leased space. Rock Island was ranked #1 with military value of 0.843. Rock Island capacity analysis shows shortfall of 6%; Aberdeen shortfall is 10%. Please discuss in detail the rationale for relocating Rock Island CPO to Ft Riley and Aberdeen.
3. Response: A copy of the White Paper is attached. No specific talking points were generated in response to the tasking in the minutes of 12 April 2005 for these issues, however the following information is provided. The relocation of the Civilian Personnel Operations Center (CPOC) at Rock Island Arsenal, IL, was initially based upon the Army's BRAC process that identified Rock Island Arsenal for recommended closure. This recommended action was in place from 28 September 2004, with all supporting analysis built around it. All alternate Civilian Personnel scenario analyses conducted by HSA JCSG included the closure of Rock Island Arsenal. The closure of Rock Island Arsenal was shown on the Infrastructure Executive Committee (IEC) closure list as late as 18 April 2005. The Army decided not to close Rock Island Arsenal in the final stages of the BRAC process. That, along with other changes directed by the IEC for the Civilian Personnel recommendation, did not allow sufficient time to re-analyze the recommendation. Relocating the Rock Island personnel to two locations, Ft Riley and Aberdeen Proving Ground, enabled servicing offices to be located near their customer base, utilized existing excess Civilian Personnel space at Ft Riley without the need for additional military construction (MilCon), and balanced office staffing levels. The Army supports the recommendation as submitted. The recommendation improves overall military value. For additional information refer to the BRAC web site at http://www.defenselink.mil/brac/pdf/VoIVII_HQsSupport-o.pdf, where data is available on excess capacity at Civilian Personnel Offices, in the Joint Cross Service Group Reports, Headquarters and Support Activities, Volume VII, page 205; and at http://www.defenselink.mil/brac/minutes/brac_iec.html (Attachments -ZIP1) IEC Minutes dated 18 April 2005, slide page 47, indicating Rock Island Arsenal pending closure.

DAPR-ZB
SUBJECT: OSD BRAC Clearinghouse Tasker 0282 – Subject: Common Support
Functions & Civ Pers Offices

4. Coordination: Mr. Michael Maguire, Army, 14 June 2005.

Enclosure


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

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-401

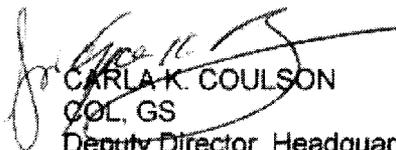
DAPR-ZB

13 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0276 – Subject: Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

1. Reference: Clearinghouse E-mail, Arthur Beauchamp, BRAC Commission R&A Staff, June 9, 2005 12:35PM, subject as above.
2. Issue/Question: Request clarification on the JCSG recommendation to relocate Civilian Personnel Offices at Hill AFB, Warner-Robins AFB, and Tinker Air Force Base to Randolph AFB. The recommendation realigns all personnel staff positions at these installations to Randolph AFB, yet a significant residual civilian support workload will still exist at these installations after the consolidation. This recommendation appears to be inconsistent with the Air Force's CPO Consolidation Plan and precedence. In the past, when CPOs moved to Randolph AFB, SOME personnel staff remained by the Air Force to service the residual work load that remained and the day-to-day needs of the civilian base population. This is a particular at these locations because of the large civilian work force at each of them.
3. Response: Reference the BRAC web site at <http://www.defenselink.mil/brac/>, Joint Cross-Service Group Reports, Headquarters and Support Activities, Volume VII, Part IV.c, page 52. COBRA information can also be found on the BRAC web site, Scenario Data Calls, Joint Cross Service Groups, Headquarters and Support Activities, 0031-0041 zip file and referring to Air Force COBRA input for HSA-0031. The personnel count reflected in the COBRA analysis performed by the Headquarters and Support Activities Joint Cross Service Group (HSAJCSG) was provided by the Air Force as certified data. HSAJCSG agrees that there should be some personnel remaining at Civilian Personnel Offices at the losing AFMC locations (Hill, Robins, Tinker, Wright-Patterson) and the 11th Wing (Bolling AFB) to continue providing base-level personnel functions as may be identified by the Air Force. HSAJCSG is currently coordinating this issue with the office of the Air Force Deputy Chief of Staff for Personnel. HSAJCSG supports a possible change to the wording of the recommendation to ensure clarity and consistency across the Air Force for its civilian personnel service delivery functions in support of the Department's recommendation, and will coordinate with the BRAC Commission staff liaison.
4. Coordination: Ms Sharon McMahon, Air Force, 13 Jun 2005.


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

The Story of Civilian Personnel

February 2, 2005

In 2003 there was a Business Initiatives Council (BIC) proposal that addressed overhead functions of the Defense Agencies. They asked, "Can efficiencies be achieved by consolidating selected overhead functions of Defense Agencies?" One of the areas that they looked at was the human resource or civilian personnel function. The OUSD-AT&L were in the process of receiving briefings from the 4th Estate agencies that provided civilian personnel transactional services to other 4th Estate agencies. They considered several alternatives, consolidate with three providers, down-select to two providers (preserves competition), choose one provider, or consider contracting out. While they were doing this research, BRAC started and we were tasked to look at the civilian personnel function throughout the Department of Defense. The BIC turned over their documents to us and stopped all efforts in this area.

The JCSG examined all 25 locations currently performing that function, across the services and 4th Estate. The JCSG considered this joint recommendation along with the following two scenarios: eliminating the Defense agencies CPOs and giving their mission to the MILDEPs & reducing the number of CPOs in each MILDEP; and keeping the Defense agencies and MILDEPs separate, but reducing the number of CPOs in each. One consideration of the criteria for the joint scenario was to maintain at least two locations on the West, Central and East Coast and have representation from all the Services and 4th Estate. Another effort was made to minimize the MILCON needed in this recommendation. It was the military judgment of the JCSG that 10 locations would be the correct amount of sites to remain, to perform joint CPO functions and that reducing the number further would not only increase MILCON, but would put a strain on a narrow set of skills in the local workforce. It was the judgment of the JCSG, that there was more to be gained by consolidating CPOs within DoD than to leave them independent. Randolph AFB was selected as one of the joint sites because the Air Force was already planning on consolidating all (Hill, Tinker, Bolling, Wright-Patterson, and Robins AFBs) of their transactional services at that site. Rock Island Arsenal was not selected because the Army requested that we not move any one there since they were reviewing it to be a possible closure. Naval Support Activity, Mechanicsburg and Naval Station, San Diego were not among the 25 locations, but were selected so lease locations could move on to a military installation. Other locations were selected based on military judgment, ensuring all MILDEPs were represented, removing sites in leased space, and filling sites with excess capacity.

The consolidation of civilian personnel transactional functions creates a Department of Defense civilian personnel system for staffing and classification

transactional services and improves personnel life-cycle management. It does not include personnel performing EEO, special projects and personnel advisory services. This recommendation supports the Administration's urging of federal agencies to consolidate transactional personnel services. During the implementation of this recommendation it is important to partner with the National Security Personnel System (NSPS). NSPS is going to provide an opportunity to improve the effectiveness of the Department through a simplified personnel management system that will improve the way it hires and assigns employees. This recommendation will be an effective tool for NSPS and provide the flexibility and responsiveness that supports the implementation of this system. Since NSPS will define a new human resource system featuring streamlined hiring, simplified job changes, and a less complex classification system, it covers all functions that would be supported by DoD Civilian Personnel Offices. NSPS would be supported from these DoD Civilian Personnel Offices, making it easier and faster for prospective applicants to apply for DoD vacancies and on-board employees would see simplified competitive procedures and streamlined application and referral processes.

Consolidate Civilian Personnel Offices

Issue: The Commission is examining modification of the recommendation by keeping the Rock Island Arsenal Civilian Personnel Operations Center (CPOC) open and by relocating the Civilian Personnel Center at HRSC-Northeast (Philadelphia) to HRSC-Southeast at Stennis Space Center, MS based on the following:

- The Rock Island Arsenal was #1 in military value for all Army CPOCs.
- Assumptions regarding leased space at Stennis were incorrect

Key Points:

- For Army – the DoD recommendation reduces CPO excess capacity and redefines the Army CPO service coverage into four geographical quadrants.
- The DoD recommendation to realign HRSC-SE to the Naval Support Activity in Philadelphia allows for a better utilization of DoD-owned space.
- Realigning HRSC-NE to HRSC-SE at Stennis is likely more expensive, and senior DoD leaders made a qualitative judgment in favor of Philadelphia.

DoD Position: The Army has excess capacity and needs to reduce from six to four Civilian Personnel Operations Centers. Rock Island Arsenal was originally considered for closure by the Army. As a result, there was no HSA analysis conducted for keeping Rock Island open in light of the Army's proposed closure. The Army Personnel leadership reviewed final recommendations in light of Rock Island Arsenal remaining open and still supports the Secretary's recommendation.

Navy Civilian Personnel offices average 42 percent excess space. It is clear a consolidation of sites from six to four is necessary. The overarching intent of the BRAC process is to provide more efficient utilization of DoD installations. Installations that are completely DoD-owned typically cost less to operate and generally speaking provide a better force protection posture.

This is an area of overhead where we need to optimize savings, as these slots will most likely not be re-allocated.

Impact to DoD: This recommendation has a net present value savings of \$196.7M. Modifying this recommendation will have an adverse effect on efficient Civilian Personnel operations.

**BRAC 2005 Headquarters & Support Activities
Joint Cross-Service Group (HSA JCSG)
Executive Session with Service Liaisons**

**Deliberative Meeting Minutes of December 21, 2004
Room 3E387, Pentagon, 4:00 – 8:00 p.m.**

1. The Assistant Deputy Chief of Staff, G-8, US Army, chaired the meeting. List of attendees is attached.
2. Meeting agenda is attached.
3. The HSA JCSG Chief of Staff reviewed December 16 minutes.
4. OSD BRAC Update.
 - a. The Selection Criteria 6 guidance memorandum was released today.
 - b. The Infrastructure Executive Council (IEC) meeting focused on the 20-Year Force Structure Plan (FSP) numbers. The FSP numbers do not match the President's budget because the FSP was developed prior to the President's budget.
 - c. The OSD BRAC Office is preparing a guidance memorandum that would require COBRA data be forwarded as back-up data with the candidate recommendations.
5. Timeline.
 - a. The HSA JCSG Deputy reviewed the timeline for the JCSG with the members. Legal reviews are an iterative process. HSA JCSG has had four candidate recommendation reviews with the OSD Assistant Legal Counsel. HSA has some work to do with Selection Criterion 8.
 - b. The Chairman will probably be expected to brief candidate recommendations at the ISG meeting on January 7, 2005. The Installation Management (IM) candidate recommendations should be ready by then. The Chairman will lead with the Financial Management Team's candidate recommendation because it is powerful and positive.
 - c. The integration process with the Military Departments (MILDEPS) will begin after January 20, 2005.

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- d. The Red Team, led by H. T. Johnson will begin meeting on or about February 1, 2005.
 - e. The HSA JCSG recommendations are based on the capacity and military value data from September 2004 and will be updated before February 1, 2005. The certified data in the OSD database continues to change. OSD needs to address this issue.
 - f. Candidate recommendations are locked on February 25, 2005. The HSA JCSG needs to remain intact until the BRAC 2005 Commission disbands.
6. The Joint Staff Member discussed a suggestion from the Commander Strategic Command (STRATCOM) that asks for consideration of five new scenarios. The memorandum is classified Secret and will be discussed at the next meeting. One of the non-classified suggestions is to combine STRATCOM and Defense Information Systems Agency (DISA) at Offutt AFB in Omaha, Nebraska. Even though the deadline for new scenarios has passed, the Deputy asked the Joint Staff to present the five suggestions to the members at the next meeting. The Joint Staff Member agreed to work with the originator of the suggestions to declassify.
7. Scenario Integration Update.
- HSA JCSG has 109 scenarios, 16 candidate recommendations, 86 scenarios waiting and 23 have been reviewed.
8. Civilian Personnel Office (CPO) Candidate Recommendation Deliberations.
- a. The Marine Corps Member stated he had looked at the Navy Regional CPOs and two-thirds of them are transactional offices. He stated breaking out the non-transactional would present a challenge. The OSD Member also requested the term "consolidate CPOs" be changed to a more specific term to avoid having to explain every time that HSA JCSG is only referring to transactional functions. The Marine Corps Member said the Navy Regional offices do more than recruiting and suggested the team take a closer look. The HSA JCSG Deputy stated the team informed the MILDEPS about the plan when the data calls went out so they are aware of the plan. The Marine Corps Member is concerned that these scenarios may break the CPO process.
 - b. HSA-0029, Realign DLA, New Cumberland; DISA, Arlington; DLA, Columbus; DoDEA, Alexandria; WHS, Arlington; DeCA, Arlington; Rock Island Arsenal; Fort Richardson; Wright-Patterson AFB; Robins AFB; Hill AFB; Tinker AFB; Bolling AFB; Pacific-Honolulu; Stennis; leased-facilities/installations by consolidating 25 CPOs into 10 DoD regional civilian personnel offices, locations

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(DFAS, Indianapolis; Redstone Arsenal; Aberdeen Proving Ground; Ft. Riley; Ft. Huachuca; Randolph AFB; Silverdale; Portsmouth; Naval Station, San Diego; Naval Support Activity, Mechanicsburg - Philadelphia) and transferring responsibility CPO to OSD.

- (1) This scenario would enable Rock Island Arsenal to close.
 - (2) Members requested the team lead create a map showing the consolidation of 25 CPOs to 10 CPOs.
 - (3) The team recommends leaving Redstone Arsenal, Ft. Huachuca and Aberdeen Proving Ground alone because they did not have excess admin space in the current location and these locations conflicted with the Army. The team considered consolidating at Aberdeen Proving Ground, but when developing this scenario the Army asked them not to consider Aberdeen as a receiving location.
 - (4) Deputy believes the Air Force will disagree with this scenario because there is not enough room at Randolph, but the Air Force Member disagrees because all of the Air Force would be at Randolph AFB.
 - (5) Members declared as a candidate recommendation but directed the team look at redistributing the non-Air Force personnel from Randolph AFB to Redstone Arsenal.
- c. HSA-0030, Realign leased-facilities and installations at DeCA Arlington, VA; WHS Arlington, VA; DFAS Indianapolis, IN; DLA Columbus, OH; DLA New Cumberland, PA; DISA Arlington, VA; DoDEA Alexandria, VA; Rock Island Arsenal; Fort Richardson; HRSC-Pacific; HRSC-Stennis; Bolling AFB; Robins AFB; Hill AFB; Wright-Patterson AFB; Tinker AFB; and consolidate with 9 Service CPOs at Redstone Arsenal; Aberdeen Proving Ground; Ft. Riley; Ft. Huachuca; Randolph AFB; Silverdale; Portsmouth; Naval Support Activity, Mechanicsburg – Philadelphia; and Naval Station, San Diego.
- (1) The Marine Corps Member asked why the team consolidated to nine CPOs in this scenario and 10 CPOs in HSA-0029. The team lead stated it was because in HSA-0029 they wanted the 4th Estate to have a CPO to ensure a smooth transition.
 - (2) This scenario has the longest payback time (six years) and the worst savings of the CPO scenarios.

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- (3) The Marine Corps Member asked why the steady state savings were so different between HSA-0029 and HSA-0030 when reductions and total number of people are so similar. It was based on the numbers reported in the data calls and the COBRA results. DFAS appears to make the difference.
- (4) Members chose not to declare this scenario as a candidate recommendation at this time.

d. HSA-0031:

- Realign 4th Estate leased facilities/installations at DeCA, Arlington, VA; WHS, Arlington, VA; DLA, Columbus, OH; DISA, Arlington, VA; DoDEA, Alexandria, VA; and consolidate CPOs at DFAS, Indianapolis, IN; and Columbus, OH; & DLA, New Cumberland, PA.
 - Realign Army installations at Ft. Richardson; and Rock Island Arsenal; and consolidate CPOs at Ft. Huachuca; Redstone Arsenal; Aberdeen Proving Ground; and Ft. Riley.
 - Realign Navy leased facilities/installations at Pacific, Honolulu & Stennis; and consolidate at Naval Support Activity, Mechanicsburg, Philadelphia; Silverdale; Portsmouth; and Naval Station, San Diego.
 - Realign Air Force installations at Bolling AFB, Robins AFB, Hill AFB, Wright Patterson, Tinker AFB, and consolidate at Randolph AFB.
- (1) This scenario collapses 12 sites and takes fuller advantage of the available space at those sites.
 - (2) Members reviewed the one-time cost breakout for this scenario. The team lead pointed out the wide difference in MILCON among HSA-0029, -0030 and -0031. HSA-0029 is \$34 million, HSA-0030 is \$72 million and HSA-0031 is \$26 million. The OSD Member suggested that HSA-0029 has inflated costs because of the initial Army guidance not to consider Aberdeen Proving Ground. He suggested the team consider Redstone Arsenal.
 - (3) Members asked the team lead to rework the costs/receiving locations for HSA-0029. Members directed the team lead present the scenario with the reworked numbers the first week of January 2005.

9. Installation Management (IM) Candidate Recommendation Deliberations.

- a. HSA-0010, Establish Joint Base Lewis-McChord under Army management and HSA-0121, Establish Joint Base McChord-Lewis under Air Force management.
- (1) At The December 16 HSA JCSG meeting, the Air Force Member suggested the HSA JCSG get the opinion of the TRANSCOM Commander before making a decision on which scenario to choose as a candidate recommendation. He said the Air Force Chief of Staff thinks the Air Force should manage the joint base. The Deputy stated the candidate recommendation will not get past the legal review without a compelling reason as to why the scenario with lower military value was selected. The Joint Staff Member said he had asked the TRANSCOM Commander, but had not received an answer yet. The members decided to table HSA-0010 and HSA-0121 until receiving the TRANSCOM Commander's comments.
 - (2) The Chairman discussed this issue with the Army. The Striker Brigade is at Ft. Lewis, and there are training ranges at Yakima and Ft. Lewis. Army is concerned that they will not have installation management coverage if the Air Force deploys. Army prefers Army BOS responsibility at Ft. Lewis and McChord.
 - (3) The TRANSCOM Commander states his reasons for the Air Force to retain BOS ownership at Ft. Lewis and McChord AFB in the attached memorandum, December 17, 2004, subject: BRAC Scenarios and Potential Warfighting Impacts. The reasons include basic Air Force specific BOS functions that the TRANSCOM Commander believes, "Army and Navy BOS-type organizations (e.g., Army Engineering and Housing and Logistics Directorates; Navy Public Works) generally do not have a comparable go-to-war mission or deployable resources."
 - (4) The data favors Ft. Lewis over McChord AFB as the receiving location. One HSA JCSG member mentioned that any time Air Force is not chosen to manage in a scenario; they have an issue with that scenario. Members thought the TRANSCOM position sounded like an Air Force position. The Joint Staff Member mentioned the TRANSCOM Commander made some valid points in his memorandum.
 - (5) The HSA JCSG Members chose HSA-0010 as the candidate recommendation based on the payback numbers. The Air Force Member non-concurred with the decision to declare HSA-0010 as a candidate recommendation based on the TRANSCOM Commander's reasons in his December 17, 2004, memorandum.

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10. **Major Admin Headquarters (MAH) Candidate Recommendation Deliberations.** The MAH Team will present three sets of alternative scenarios for consideration as candidate recommendations.
- a. **HSA-0065, Realign Park Center Four, a leased installation in Alexandria, VA, by consolidating Army Test and Evaluation Command (ATEC) Headquarters and an office of the Army Evaluation Center (sub-component of ATEC) with ATEC sub-components at Aberdeen Proving Ground (APG).**
- (1) ATEC is currently in leased space in Alexandria, VA. This scenario proposes a small move with good net present value (NPV), one-time costs, and MILCON. There were some unfavorable items resulting from the Criterion 8 run. There was an air quality rating of “severe non-attainment” for one hour during the day. Upon further examination, the air quality “severe non-attainment” was found to be during rush hour.
 - (2) The Army and other JCSGs are looking at relocating many other functions at APG. HSA JCSG has coordinated this scenario with the Technical JCSG but has not gotten back any comments.
- b. **HSA-0093 is the alternate to HSA-0065, Realign Park Center Four, a leased installation in Alexandria, Virginia, and realign Aberdeen Proving Ground by consolidating offices of ATEC Headquarters and two of its sub-components, the Army Evaluation Center and the Developmental Test Command, at Ft. Belvoir.**
- (1) The Army conducted the analysis on this scenario as it did for HSA-0065 for the HSA JCSG per an earlier agreement. As the subcontractor entity, the Army decided not to follow the scenario as given to them by HSA JCSG. They added some currently located at APG and included them in the move to Ft. Belvoir.
 - (2) The one-time costs and MILCON are significantly higher in this scenario. In HSA-0065, the majority of the people are already at APG and only a small number of people would be required to move there. In HSA-0093, everyone would be required to move. The OSD Member asked if HSA is moving people in or out of the NCR. HSA-0093 moves people into the NCR and Ft. Belvoir is already potentially over-crowded.
 - (3) The members chose HSA-0065 as a candidate recommendation subject to legal review, because it has lower one-time costs, lower MILCON, higher NPV, and quicker payback.
- c. **HSA-0064, Realign Ft. Belvoir by relocating Army Materiel Command (AMC) and the Security Assistance Command (USASAC, an AMC sub-component) to APG. This scenario moves a major Army Command to APG and minimizes the moving distance for approximately 1,000 people. There are components of AMC**

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already located at APG. There is vacant admin space available to use, but the payback is not good and there is no break even year. Members decided not to pursue this scenario further at this time.

- d. HSA-0092 alternate to HSA-0064, Realign Ft. Belvoir by relocating AMC and the USASAC to Redstone Arsenal, Huntsville, AL. A major component of AMC is located at Redstone Arsenal. The NPV is break even at 15 years even though this scenario moves a major headquarters and about 1,000 people. The Army and AMC prefer this scenario. The members chose this as a candidate recommendation subject to legal review.
- e. HSA-0076, Realign Washington Navy Yard, Andrews AFB, and Ft. Belvoir by relocating Navy Criminal Investigation Service (NCIS), AF Office of Special Investigation (AFOSI), and USA Criminal Investigation Command (CID) to Ft. Meade, MD.
 - (1) This scenario moves three agencies to the same location. The three agencies do not think there will be any personnel savings if they are combined. The Navy Member stated the Agencies are looking at recreating everything they currently have, but that is redundant, so there will be personnel savings.
 - (2) The Air Force Member sees warfighting synergy worldwide in this scenario.
 - (3) Members decided not to pursue this scenario further at this time.
- f. HSA-0108 alternate to HSA-0076, Realign Washington Navy Yard, Andrews AFB, and Ft. Belvoir by relocating NCIS, AFOSI, and CID to Marine Corps Base Quantico, VA.
 - (1) These two scenarios are essentially the same except for NPV, there are 62 more Army people in HSA-0076 and BOS numbers are driving NPVs.
 - (2) The Navy Member stated there is synergy at Quantico with the FBI located there. He also stated NCIS is scattered all over the Navy Yard and is currently in space that is 50 percent too small. The team lead stated that this scenario does not move the civilians over 50 miles, so there will not be moving costs associated.
 - (3) Members chose HSA-0108 as a candidate recommendation subject to legal review.

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11. Miscellaneous.

- a. The Chairman mentioned to the Navy and Joint Staff members that there is a scenario to move USARPAC out of Ft. Shafter, which would enable the Army to close Ft. Shafter. However, he heard the Navy wants to house their battle staff there. The Navy Member said that he would ask the Commander Fleet Forces Command.
- b. The DoD IG raised an issue they have encountered while conducting their audits. In reviewing HSA JCSG data compared to the OSD data of November 8, 2004, the HSA JCSG data is different and the IG cannot trace the discrepancy. The DoD IG representative stated that if HSA JCSG does not do something to rectify the discrepancy, they would never pass a red team audit.
 - (1) The Chairman asked how the problem could be fixed, to which the DoD IG representative said, "You can't." The Chief Analyst stated OSD BRAC needs to lock the data and enforce strict guidelines that the Services can only change or add data if they are filling in a hole in the data.
 - (2) The HSA JCSG Deputy and the DoD IG representative agreed to use the certified data in the OSD portal as of January 3, 2005. The DoD IG requested a memorandum from HSA JCSG outlining HSA's plan.



DONALD C. TISON
Assistant Deputy Chief of Staff, G-8
Chairman, HSA JCSG

Attachments:

1. List of Attendees
2. Agenda
3. HSA JCSG Timeline, December 21, 2004
4. HSA JCSG Scenario Statistics Funnel Chart, December 21, 2004
5. HSA JCSG Draft Candidate Recommendations, December 21, 2004
6. Memo from the Joint Staff, December 20, 2004, subject: Combatant Commander Input Into the BRAC Process (TRANSCOM Commander memorandum is the attachment)

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**BRAC 2005 Headquarters & Support Activities
Joint Cross-Service Group (HSA JCSG)
Meeting December 21, 2004 Attendees**

Members:

Mr. Don Tison, Assistant Deputy Chief of Staff, G-8, Chair
Mr. William Davidson, SAF/AA, Air Force Member, Acting Chair
Mr. Howard Becker, DD, A&M, OSD Member
RDML Jan Gaudio, USN, Commandant, Naval District Washington, Navy Member
Mr. Mike Rhodes, Assistant Deputy Commandant for Manpower and Reserve Affairs,
USMC Member
Col Dan Woodward, USAF, Joint Staff Alternate

Others:

COL Carla Coulson, USA, HSA JCSG, Deputy Chair
Col Ray Knapp, USAF, HSA JCSG
CAPT Mike Langohr, USNR, HSA JCSG
COL Chris Philbrick, USA, HSA HCSG
LTC Chris Hill, USA, HSA JCSG
Mr. Marty Alford, ODUSD(I&E) BRAC
Ms. Courtney Biggs, DOD IG
Mr. Ryan Ferrell, HSA JCSG
Mr. Dave Fletcher, HSA JCSG
James W. Harris, DSc, HSA JCSG
Mr. Joe Kaseler, DoD IG
Ms. Cheryl Manning, HSA JCSG
Mr. Luis Matos, HSA JCSG
Mr. Mike McAndrew, OSD BRAC
Mr. Doug McCoy, HSA JCSG
Mr. Joe McGill, HSA JCSG
Ms. Helen Poorman, HSA JCSG
Mr. Russ Pritchard, HSA JCSG
Mr. Joe Roj, HSA JCSG
Ms. Holly Russell, HSA JCSG
Mr. Jerry Shiplett, HSA JCSG
Ms. Elisa Turner, HSA JCSG
Ms. Susan Zander, HSA JCSG

05 Apr 2005

MEMORANDUM FOR CHAIRMAN, HEADQUARTERS & SUPPORT ACTIVITIES
JOINT CROSS SERVICE GROUP

Subj: RECEIVER SITE FOR NAVY CIVILIAN PERSONNEL OFFICES

The Infrastructure Executive Council (IEC) directed submission of HSA-0031 for consideration. The Department of the Navy requests you consider alternate receiver sites for the Navy Human Resources Support Centers (HRSC) as follows:

- Consolidate HRSC Pacific (Pearl Harbor, HI) with HRSC Northwest (Silverdale, WA) and Southwest (San Diego, CA) instead of HRSC East (Portsmouth, VA). This alternative would better utilize west coast HRSCs to meet Pacific area and western CONUS customer needs. The leased facility housing HRSC Northwest will accommodate the additional personnel without expansion.
- Relocate HRSC Southwest to Naval Air Station North Island instead of Naval Station San Diego. Naval Air Station North Island achieves the same force protection and proximity objectives as Naval Station, and also offers much improved buildable space. Naval Station is very limited in buildable acres and requires demolition to accommodate a site-constrained facility for the HRSC.
- Relocate HRSC Northeast (Philadelphia, PA) to Philadelphia Naval Business Complex or Naval Support Activity Philadelphia instead of Naval Support Activity Mechanicsburg. Both of the Philadelphia installations offer space available for renovation whereas the Mechanicsburg site requires new construction. Also, and considered very important, a local Philadelphia move will limit the office disruption at a time when the Navy civilian personnel organization is implementing the National Security Personnel System.

Supporting certified data for the above alternate receiver sites is being forwarded under separate cover. Should you have additional questions, please contact CAPT Matthew Beebe at 703-602-6381.

Anne Rathmell Davis
Special Assistant to the Secretary of the Navy
for Base Realignment and Closure

cc: OSD BRAC Office
HSA JCSG Principals

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
 DEPUTY CHIEF OF STAFF, G-8
 700 ARMY PENTAGON
 WASHINGTON DC 20310-0700
 HSA-JCSG-D-05-502

DAPR-ZB

16 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0813C - JCS Clearinghouse request 48

1. Reference email, RSS dd - WSO BRAC Clearinghouse, 4 August 2005, subject as above.
2. Issue/Question: "Please provide COBRA run that realigns HRSC-Northeast by relocating the Civilian Personnel Office to HRSC-Southeast at Stennis Space Center, MS."
3. Response:

Enclosed is the HRSC NE to HRSC SE COBRA run. A new Scenario Data Call was accomplished to provide more data, which yielded the following additions to the scenario:

- 4,000 SF of space available for renovation within the existing HRSC SE Facility. Renovation of this space combined with existing space will be able to hold all incoming HRSC NE personnel.
- 4,000 SF Requirement to hold HRSC Rotomat File Storage equipment. FAC 6100, General Admin Space, was used for this requirement.
- 4,000 SF Requirement for classroom space (total requirement 9,700 SF, 5,700 SF existing at HRSC SE). FAC 1717, Organizational Classroom, used for this requirement.
- Requirement for 70,000 SF of warehouse space transfers from NSA Philadelphia to HRSC SE.

A summary of the results of this run can be found in the table below:

	HSA0031 Corrected	HSA0031 HRSC NE to HRSC SE
One Time Costs	\$100.288M	\$102.781M
Net Implementation Costs / Savings	\$44.220M (Cost)	\$49.288M (Cost)
Annual Recurring Costs / Savings	\$26.878M	\$26.586M
Payback Period / Year	3 Years (2013)	4 Years (2014)
NPV at 2025	\$222.737M (Savings)	\$215.359M (Savings)
Delta from Current NPV	---	\$7.378M

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DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0813C - JCS Clearinghouse request 48

4. Coordination: None required.

1 Enclosure
As stated



CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and
Support Activities JCSG

CPOs

-0031_1 MODIFICATIONS FOLLOWING DOD IG REVIEW 10 MAY 2005

COBRA INPUT DATA REPORT (COBRA v6.10) - Page 16
Data As Of 4/27/2005 8:59:09 AM, Report Created 4/27/2005 8:59:11 AM

*Includes
 based
 cost
 calculation*

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\My Documents\New COBRA Workspace\New Civ Pers_1v2 25
 Apr 05\HSA0031v2 Revised CPO_1 25 Apr 05.CBR
 Option Pkg Name: HSA0031v2 CPO_1 25 Apr 05
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

FOOTNOTES FOR SCREEN ONE
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Note: For COBRA Analysis this scenario is divided into two separate COBRA files due to the large number of locations involved that exceed COBRA limits. The individual files are HSA0031 CPO_1 (which has the Defense Agency and Air Force portions of the recommendation) and HSA0031 CPO_2 (which has the Army and Navy portions of the recommendation). Overall Candidate Recommendation COBRA values were calculated using the COBRA "Adder" program.

1. Candidate Recommendation Title: HSA-0031: Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies.

2. Candidate Recommendation Description: Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast, 9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

Realign Wright-Patterson Air Force Base, OH, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Robins Air Force Base, GA, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Hill Air Force Base, UT, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Tinker Air Force Base, OK, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Bolling Air Force Base, DC, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Consolidate the relocated civilian personnel offices with the Civilian Personnel Office at Randolph Air Force Base, TX.

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56th Street, Indianapolis, IN, and consolidating them with the

Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

3. Short Candidate Recommendation Description: Realign Army installations at Ft Richardson AK and Rock Island Arsenal IL, and consolidate CPOCs at Ft Riley KS, Aberdeen Proving Ground MD and Ft Huachuca AZ; Realign Navy leased facilities/installations at Philadelphia PA, Honolulu HI, Stennis AL and San Diego CA, and consolidate HRSCs at Naval Support Activity Philadelphia PA, Silverdale WA and Naval Air Station North Island or Marine Corps Air Station Miramar CA; Realign Air Force installations at Bolling AFB DC, Robins AFB GA, Hill AFB UT, Wright- Patterson AFB OH and Tinker AFB OK, and consolidate all CPOs at Randolph AFB TX; and Realign Defense Agency leased facilities/installations at DeCA, WHS, DISA, and DoDEA all in Arlington, VA, and consolidate transactional functions at Indianapolis IN and Columbus OH.

4. Year of Realignment: 2010.

5. Other comments: in this recommendation, three existing Civilian Personnel Office locations remain unchanged with no incoming or outgoing personnel actions. This includes: the Army CPOC at Redstone Arsenal, AL; the Navy HRSC-East Portsmouth/Naval Shipyard Norfolk, VA; and the DLA Customer Support Office at DSC New Cumberland, PA.

6. Defense Logistics Agency Columbus (DLA Columbus) is also referred to Defense Supply Center Columbus (DSC Columbus).

7. COBRA uses the designation of Rosslyn-Ballston to represent multiple Northern Virginia metropolitan areas (Arlington, etc) which include the following Defense Agencies currently in leased space throughout the area: DISA, DoDEA, DeCA and WHS.

FOOTNOTES FOR SCREEN TWO

1. Distances to and from HSA-0031 locations were provided by the MilDeps as static data which are pre-populated in COBRA and were taken from the Defense Table of Distances: <https://dtod.sddc.army.mil/default.aspx>.

FOOTNOTES FOR SCREEN THREE

1. In this recommendation, the Military Departments each submitted their personnel relocation and elimination numbers as they determined best supported the recommendation goals and to continue to meet a high level of customer service. Data submitted by the Air Force and Defense Agencies was used for the analysis since they retained the HSAJCSG proposed 20% reduction of personnel from relocating offices.

2. Defense Agencies are treated differently by HSAJCSG for this recommendation as deliberated and approved by HSAJCSG members. With the goal to consolidate and streamline Defense Agency transactional functions only (not the entire civilian personnel function at the losing offices) a standard was applied across the board to all affected organizations where a 20 percent reduction in personnel was to be taken for those offices that were relocating and being consolidated. The reduction was only applied to the relocating office -- the gaining office location continued to maintain 100 percent of its authorized personnel. This was done to concentrate the eliminations against those positions that would require relocation to reduce relocation costs rather than eliminating positions at the receiving site and then having to incur a cost to relocate personnel to re-fill positions at the gaining site.

*directed
20%
reduction*

3. Since the distinction of "transactional functions" was identified and defined after the initial data call was issued, the count of the number of transactional personnel was identified in a different Scenario Data Call Candidate Recommendation (HSA-0029) that was later eliminated by the IEC in favor of this current recommendation (HSA-0031). Therefore, the personnel authorizations from HSA-0029 were used as the basis for identifying transactional personnel for this recommendation and COBRA analysis.

4. The specific application of the transactional function methodology for Defense Agencies in this recommendation is as follows:

4.a. For this recommendation, the following Defense Agency location is an anchor location that does not receive incoming personnel: DLA Customer Support Center at DSC New Cumberland.

4.b. For this recommendation, the following are Defense Agency receiving locations that do not experience

a reduction in personnel authorizations: DLA Customer Support Center at DSC Columbus; the DFAS Civilian Personnel Office at DFAS Indianapolis.

4.c. For this recommendation, the following Defense Agency organizations receive a standard 20% reduction of total transactional personnel: DeCA; DoDEA; DISA; and WHS.

4.d. To validate the use of certified data and apply the HSAJCSG standard, however, we used a nominal approach as follows: The total affected personnel count was determined by adding the certified (HSA-0029) SDC relocating and eliminated personnel figures together. Then this total was multiplied by 20% to determine the eliminations, and the remaining personnel count was used for the relocating personnel.

4.e. Original (HSA-0029) data identifying total number of transactional personnel are as follows:

Losing Locations	Original Relocation	Original Eliminations	Total Personnel
DeCA	90	22	112
DoDEA	101	30	131
WHS			53
DISA	27	5	22

4.f. Nominal recalculations of relocation and elimination personnel from "certified" total in 4.e. above:

Losing Locations	Total Personnel	Eliminations (20%)	Relocations
DeCA	112	22	90
DoDEA	131	26	105
WHS	53	11	42
Subtotal		59	237
DISA	27	5	22
Total		64	

4.g. For the receiving locations of the above agencies, DeCA, DoDEA and WHS personnel are being relocated to DSC Columbus and DISA personnel are being relocated to DFAS Indianapolis.

5. Air Force Personnel Relocations and Non Vehicle Mission Equipment in 2010 for each of the 5 locations were provided by the AF BRAC office.

6. Additional footnotes supplied by DISA are as follows:

6.a. CPO End Strength as of 30 Sep 04: 27 civilian, 0 military, and 0 contractors.

6.b. Concur with the 20% estimated reduction due to consolidation. Resulting staffing at target location is 22 civilians, 0 military, and 0 contractors.

6.c. DISA strongly recommends that only scenarios realigning Civilian Personnel at DISA-Arlington to DFAS Indianapolis be considered. DFAS-Indianapolis, IN has been the DISA service provider for GS-12 and below positions since 1999. We believe that our civilian personnel regionalization experience has been one of the most successful within DoD. This success is based on the strong partnership we have established with DFAS-Indianapolis that involves clearly defining requirements, regularly monitoring and measuring performance, and constantly communicating. Over time, our regionalization partnership has developed through extensive mapping and fine-tuning of processes, and the establishment of key performance measures. Indicative of the successful partnership we have developed with DFAS-Indianapolis are the 100% staffing rate we have experienced over the past several years, while at the same time achieving a 95% voluntary placement rate during several rounds of extensive downsizing at our Computing Services field sites.

FOOTNOTES FOR SCREEN FOUR

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1. Static Data for HSA-0029 was provided by the MilDeps and pre-populated in COBRA and taken from the following source locations:

1.a. Officer and Enlisted BAH: <https://secureapp2.hqda.pentagon.mil/perdiem/bah.html>.

1.b. Locality Pay Factor: <http://www.opm.gov/oca/04tables/indexGS.asp>.

1.c. Area Cost Factor: DOD Facilities Pricing Guide available at http://www.acq.osd.mil/ie/irm/ProgramAnalysis_Budget/ToolAndMetrics/FPG/FPG.htm.

1.d. Per Diem Rates: <https://secureapp2.hqda.pentagon.mil/perdiem/perdiemrates.html>.

1.e. Freight and Vehicle Costs: Assumed to be Army Standard of \$0.329 and \$4.84 respectively.

1.f. Latitude and Longitude: <http://www.census.gov/cgi-bin/gazetteer>.

2. Static data for Rosslyn Ballston was derived since this is not an installation. This location includes the Defense Agency civilian personnel offices that occupy leased space in various parts of Arlington County, VA. For this recommendation, it includes DeCA, DoDEA, DISA and WHS offices.

3. Static data for the Rosslyn-Ballston location was partially populated by the Military Departments. However, since this location was specifically designed for HSAJCSG, no static personnel counts were included in the data. To ensure accurate reporting in COBRA, the total of all civilian personnel for the affected organizations in Rosslyn was calculated by summing up the individual personnel relocations and eliminations and entering that result in the static data as the Total Civilian Employees at this location for this scenario. See Screen 1 footnotes for additional detail.

3.a. Calculation includes:

Organization	Relocating Count	Elimination Count	Total Employee Count
WHS	42	11	53
DISA	22	5	27
DeCA	90	22	112
DoDEA	105	26	131
Total Employee Count for all Rosslyn-Ballston Civilian Personnel			323

FOOTNOTES FOR SCREEN FIVE

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Rosslyn-Ballston:

1. This location encompasses the following Defense Agencies: DeCA, DISA, DoDEA and WHS inside the National Capital Region.

2. DoDEA originally identified \$13K as One Time Unique Costs for 2010 with the following footnote: "Based on 3270 inches of file folders, 15 inches per box at \$61.83 per box (FEDEX)." HSAJCSG applied this to the One Time Moving Cost category since it involves the shipment of personnel folders.

3. One Time Moving Costs for 2010: DeCA identified One Time Moving Costs for 2010 as 30,000 in their SDC. In follow-up clarification, DeCA confirmed that this should be 30 since the spreadsheet indicates \$K. 3.a. Adding the DoDEA and DeCA One Time Moving Costs = \$13K + \$30K = \$43K.

4. One Time Unique Savings for 2010: The following series of ATRP Savings calculations for these entities uses certified data from the Capacity Data Call and HSAJCSG Capacity Report.

4.a. The DeCA leased facility was determined by HSAJCSG Military Value analysis to require ATRP costs to become fully ATRP compliant. One-time Unique Savings in 2008 calculated using the HSAJCSG Leased Space ATRP Cost Avoidance Model (MAH model). One-time ATRP cost avoidance (savings) is computed by multiplying the amount of GSF involved times \$28.28. $29,688 \times 28.28 = \$839,576.64$.

4.b. The DoDEA leased facility was determined by HSAJCSG Military Value analysis to require ATRP costs to become fully ATRP compliant. One-time Unique Savings in 2008 calculated using the HSAJCSG Leased Space ATRP Cost Avoidance Model (MAH model). One-time ATRP cost avoidance (savings) is computed by multiplying the amount of GSF involved times \$28.28. $31,991 \times 28.28 = \$904,705.48$.

4.c. The WHS leased facility was determined by HSAJCSG Military Value analysis to require ATRP costs to become fully ATRP compliant. One-time Unique Savings in 2008 calculated using the HSAJCSG Leased Space ATRP Cost Avoidance Model (MAH model). One-time ATRP cost avoidance (savings) is computed by multiplying the amount of GSF involved times \$28.28. $44,199 \times 28.28 = \$1,249,947.72$.

4.d. The sum of the calculations for 2.a. thru 2.c. above is used for the Rosslyn-Ballston One Time Unique Savings figure for 2010. $839,576.64 + 904,705.48 + 1,249,947.72 = \$2,994,229.84$. Rounded to \$2,994K.

4.e. Since DISA leases from the Navy and is located in the Navy-owned Arlington Service Center which is fully ATRP compliant, they were not shown as being credited with ATRP savings for COBRA analysis.

5. Miscellaneous Recurring Savings 2010 - 2011 calculated using the HSAJCSG Leased Space Savings Model (MAH model). The aggregated leased cost figure for the NCR is \$37.29 per Gross Square Foot (GSF) as of the beginning of FY05. This captures the current market rate plus all fees for GSA, WHS, and security (PPFA) that are added to leases. The computations are shown below:

5.a. For DeCA:

Per GSF	
Co-Star 3Q 2004, Class A Rate/RSF/Metro Washington DC	\$31.47
Divide by 1.10 to convert from RSF to GSF	1.10
=Current Rate/GSF	28.61

Multiply by 1.08 to add GSA Fee	1.08
=Current Rate + GSA Fee	30.90
Multiply by 1.068 to add WHS Fee	1.068
=Current Rate + GSA and WHS Fees	33.00
Add PFFPA Security Charge (15%) - Calc on the Current Rate/GSF	4.29
=Grand Total/GSF	\$37.29

37.29 x 29,688 GSF = Lease Savings of \$1,107,031.97.

5.b. For DoDEA:

Per GSF	
Co-Star 3Q 2004, Class A Rate/RSF/Metro Washington DC	\$31.47
Divide by 1.10 to convert from RSF to GSF	1.10
=Current Rate/GSF	28.61
Multiply by 1.08 to add GSA Fee	1.08
=Current Rate + GSA Fee	30.90
Multiply by 1.068 to add WHS Fee	1.068
=Current Rate + GSA and WHS Fees	33.00
Add PFFPA Security Charge (15%) - Calc on the Current Rate/GSF	4.29
=Grand Total/GSF	\$37.29

37.29 x 31,991 GSF = Lease Savings of \$1,192,908.23.

5.c. For WHS:

Per GSF	
Co-Star 3Q 2004, Class A Rate/RSF/Metro Washington DC	\$31.47
Divide by 1.10 to convert from RSF to GSF	1.10
=Current Rate/GSF	28.61
Multiply by 1.08 to add GSA Fee	1.08
=Current Rate + GSA Fee	30.90
Multiply by 1.068 to add WHS Fee	1.068
=Current Rate + GSA and WHS Fees	33.00
Add PFFPA Security Charge (15%) - Calc on the Current Rate/GSF	4.29
=Grand Total/GSF	\$37.29

37.29 x 44,199 GSF = Lease Savings of \$1,648,130.76.

5.d. The sum of the calculations for 3.a. thru 3.c. above is used for the Rosslyn-Ballston One Time Unique Savings figure for 2010. $1,107,031.97 + 1,192,908.23 + 1,648,130.76 = \$3,948,070.96$. Rounded to \$3,948K.

6. DISA did not provide any additional cost or savings figures for this recommendation. DISA leases space from the Navy in the Arlington Service Center and since this is internal to DoD, no lease savings are calculated.

7. WHS did not provide any additional cost or savings figures for this recommendation.

8. No facility shutdown requirements exist for Rosslyn-Ballston since they occupy leased facilities.

9. DoDEA identified a One Time IT Cost in 2010 of \$123K with the following note: "Purchase new computers (cheaper than shipping outdated existing equipment)."

10. One Time Moving Costs for 2010: DoDEA provided the following costs and notes in their SDC: a cost of \$2,426, 175.00 with the following note: "Based on 123 employees at \$19,725 per employee." Since COBRA automatically calculates moving costs for relocated personnel associated with the recommendation, HSAJCSG did not include these costs in the COBRA analysis as it would duplicate costs.

DFAS Indianapolis:

1. DFAS Indianapolis did not provide any additional cost or savings figures for this recommendation.

DSC Columbus:

1. Environmental Non-Milcon Required for 2006 of \$100K as provided by the DLA BRAC Office in their

response to Criteria 8 Environmental Assessment.

Bolling AFB, Hill AFB, Robins AFB, Tinker AFB, and Wright-Patterson AFB:

1. AF BRAC Office did not provide any additional cost or savings figures for this recommendation.
2. Facility Shutdown SF was not provided by the AF, but is required per OSD BRAC Office guidance. The facility shutdown values reflected for each location are derived from certified data as provided by the AF in the Capacity Data Call and reflected in the HSAJCSG Capacity Analysis Report. Capacity data provided as Useable Square Feet (USF) was converted to Gross Square Feet (GSF) by multiplying USF x 1.25. The GSF figure (rounded to the nearest K) was used for the Facility Shutdown value.

Randolph AFB:

1. One-Time Unique Cost in 2010 provided by AF BRAC Office as System Furniture costs from the HISTORICAL CONSTRUCTION COST HANDBOOK FEB 2004-SUPPORTING FACs.
2. Environmental Non-Milcon Required for 2006 and 2007 as provided by the AF BRAC Office in their updated 22 Apr 05 response to Criteria 8 Environmental Assessment. 2006 costs are for NEPA and 2007 costs are \$19K air conformity costs and \$19K waste management costs.
3. One-Time IT Costs in 2008 and 2010 provided by AF BRAC Office and is to support the new Admin building.
4. Note for One-Time Unique and One Time IT costs provided by the Air Force. The AF identified these costs for earlier years based on the earliest possible relocation data to accommodate MilCon completion (2009). Since the HSAJCSG plan is to initiate the relocations in 2010, the dates used for COBRA analysis were adjusted to match the HSAJCSG relocation date. The 2010 date was selected due to DoD conversion to NSPS. However, the actual implementation date can occur as desired by each Department when/if this recommendation is approved.
5. The Air Force identified 100% construction in 2007, however, COBRA is set up for auto time phase for all Military Departments and Defense Agencies.

FOOTNOTES FOR SCREEN SIX

=====

Rosslyn Ballston:

1. Refer to Screen 3 footnotes with regard to the eliminations of personnel from Defense Agencies in Rosslyn Ballston.
 - 1.a. Calculation for Rosslyn-Ballston eliminations: DISA -5 + DeCA - 22 + DoDEA -26 + WHS -11 = 64 total

Bolling AFB, Hill AFB, Robins AFB, Tinker AFB, and Wright-Patterson AFB:

1. Personnel reductions identified by the AF BRAC Office.

Randolph AFB:

1. Personnel increase identified by the AF BRAC Office and represents BOS personnel. This BOS plus-up was identified in the Air Force response to HSA-0029 and carried over by HSAJCSG without an additional data call and applied in this analysis for -0031 since all relocation and realignment actions in -0029 are the same as those in -0031. All personnel relocation and elimination counts for both scenarios are the same.

FOOTNOTES FOR SCREEN SEVEN

=====

DSC Columbus:

1. Renovation of 6100 FAC space was originally identified by DFAS, but since they are a tenant at DSC Columbus, DSC was used as the installation for MilCon.
2. Personnel counts from the original SDC were adjusted and the Renovation space shown was calculated as follows:
 - 2.a. Incoming personnel: DeCA 90 + DoDEA 105 + DoDEA Contractor personnel 4 + WHS 42 = 241 total.
 - 2.b. 241 personnel x 200 SF per person = 48,200 SF.
 - 2.c. The following additional comments were provided by DLA: "DLA does have expansion capability at CSO Columbus. Defense Supply Center Columbus, DSCC, on which CSO Columbus is located, has 455,100 SF of Vacant Administrative space. This total vacant Administrative space on DSCC will accommodate 2,809 personnel using the standard of 162 GSF per person. Of that vacant space, there are 86,400 SF of vacant ADMIN space available in Building 11, currently occupied by CSO Columbus. This vacant ADMIN space in Building 11 would accommodate approximately 533 personnel. Building 10, immediately adjacent to Building 11 has an additional 52,500 SF of vacant ADMIN that would accommodate 324 personnel."

Randolph AFB:

1. The AF identified MilCon notes: Total Cost= Primary Facility, Supp Fac, AT/FP, ACF, Markup and Design. These numbers are from the MILCON calculator.
2. Since the AF included other associated building costs into the MilCon total cost shown and not as separate utility costs on Screen 5, the MilCon cost provided by the Air Force was entered into COBRA (which overrides COBRAs automatic calculation of cost).
3. The HSAJCSG Capacity Analysis did not identify any excess capacity at the current Randolph facilities used for the civilian personnel function. In fact, the analysis resulted in a SHORTAGE of space under HSAJCSG standard calculations. Therefore, no adjustments were made to the total SF Milcon provided by the AF BRAC Office for the 6100 General Admin Building associated with the civilian personnel function.



Army Ammo / NASA space
 data storage (DHS)
 Lease 2008 → 3 extensions (total 15 yrs)
 shared facil →
 NASA's
 "Shared Services"

— Riverine Training
 SOCOM & Navy

4500 total
 (50% Navy)

+ 20 boats
 + waterborne live fire range
 SOCOM purchasing
 5400 acres - Western
 maneuver area
 w/ a Riverine OPS facilities

part of NRL

Rock Island CPO -

Reduction ratios

- 17.7% (too high, based on service population)

ie, DPAS → range of 3-4% reduction
(essentially, same mission)

(customer service
similarity in org, processes)

Why are reduction ratios so different?

visit Rock Island?

DCN: 12095

DCN: 12095

BRAC Commission

LANE EVANS

17TH DISTRICT, ILLINOIS

RANKING MEMBER
HOUSE COMMITTEE ON
VETERANS' AFFAIRS

MEMBER
HOUSE COMMITTEE ON
ARMED SERVICES

DCN: 4857

JUL 18 2005

Congress of the United States

House of Representatives

Washington, DC 20515-1317

July 14, 2005

WASHINGTON OFFICE:
2211 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-1317
(202) 225-5905

DISTRICT OFFICES:
1535 47TH AVE., #5
MOLINE, IL 61265
(309) 793-5760
TOLL FREE: 800-322-6210
261 N. BROAD, #5
GALESBURG, IL 61401
(309) 342-4411

The Honorable James H. Bilbray
Commission Member
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington VA 22202

Dear Commissioner *James* Bilbray:

As the proud member of Congress representing the Rock Island Arsenal, I would like to provide some supplemental information regarding the 1st US Army's move to Rock Island Arsenal. I would also like to reiterate my invitation for you and your staff to visit Rock Island Arsenal.

Rock Island Arsenal is set to lose nearly 2,000 positions under the 2005 BRAC report, with our only significant addition being the 1st US Army Headquarters. The potential gain of the 1st US Army is vitally important to the Rock Island Arsenal and local community. Rock Island Arsenal is a superior location to house and support this dynamic command and I would I would like to make you aware of the following key points:

- **Immediate costs savings through lower direct costs** to the Army by locating at Rock Island Arsenal. Locality pay for civilian employees is significantly lower because Rock Island utilizes the "rest of the United States rate" and Atlanta requires a higher locality scale-- as much as \$16,000 more for senior GS-15 employees. Most active duty and temporary duty personnel also receive BAH, which is 30% less in Rock Island than in Atlanta. Rock Island BAH is on average \$357/month less for enlisted personnel and \$435/month less for Warrant and Commissioned Officers than in Atlanta.
- **547,000 sf available immediately** that can accommodate 3,376 personnel at the Army standard of 162 sf/ per person. The June 24th response by the Army Assistant Secretary for Installations and Environment affirmatively state there is room without additional military construction to accommodate the 1st US Army
- **Highly secure facility that exceeds or meets all DOD anti-terrorism and force protection standards.** Rock Island Arsenal has spent \$16 million since 2001 to upgrade security.
- **Central US location** providing better proximity to both coasts and major training areas than the current site in the Southeastern US. Quad Cities International Airport is only a 10 minute commute from the installation and offers daily jet service to Chicago, Atlanta, Memphis, Minneapolis, Orlando, Dallas-Fort Worth, Denver, Detroit, and

Cincinnati. RIA is also within proximity to Chicago's O'hare International Airport which offers more connections to more cities, more often than any other airport in the world.

- **Full complement of services for personnel** including a child development center, the Army's first school age center, Post Exchange, Commissary, Medical clinic & pharmacy, Fitness Center, Waiting Families Program, and MWR services. Many of Fort Gillem's facilities are located a 13.5 mile commute at Fort McPherson.
- **40 sets of modern housing** for officers and enlisted personnel as well as 8 sets of single family and unaccompanied sets of quarters. **6 additional sets of senior officers quarters** on the National Register of Historic Places with sizes ranging from 20,000 sf to 5,000 sf. Fort Gillem has only 10 sets of quarters for military personnel.

Rock Island Arsenal is a top rate installation that will provide a superior home to the 1st Army Headquarters. Not only will this move save the Department of the Defense millions of dollars, but it also provides a high quality of life that will attract and retrain valued employees making the transition. I urge you to consider these positive aspects of the Rock Island Arsenal when deliberating on the DOD recommended move of the 1st US Army.

*Jim,
Don't hesitate to
call me if you
have questions about
Rock Island Arsenal
- Lane*

Sincerely,

Lane Evans
LANE EVANS
Member of Congress

Schmidt, Carol, CIV, WSO-BRAC

From: Richard.Paradis@us.army.mil
Sent: Wednesday, July 20, 2005 11:57 AM
To: Carol.Schmidt@wso.whs.mil
Cc: Nancy.A.Lane@us.army.mil
Subject: More BRAC Info

Importance: High

Hi Carol - I'm attaching a link to a document that we want to bring to your attention. It is a response from Army to the BRAC Commission that relates to the proposed realignment of the Civilian Personnel Operating Center here at Rock Island. While the letter clearly documents the decision rationale for proposing the realignment, there are some points made in this letter that we think are worth addressing.

http://www.brac.gov/ShowDoc.aspx?Doc_st=0282_Tasker.pdf&Path_st=BRAC\CQR&DocID_in=4134
<http://www.brac.gov/ShowDoc.aspx?Doc_st=0282_Tasker.pdf&Path_st=BRAC\CQR&DocID_in=4134>

(This link takes a while to open. If necessary, I can fax it to you also.)

The letter offers an additional rationale for the recommendation that appears to be unrelated to the BRAC criteria. It states that the recommendation "enabled servicing offices to be near their customer bases". Geographic proximity to the customer is not one of the BRAC criteria. Additionally, this rationale runs counter to the whole concept of providing regionalized personnel service. When Army chose to regionalize their personnel services, it was based on a determination that the processes performed in the personnel centers did not require geographic proximity to the customer. In fact, the very nature of our world-wide customer base proves that we do not need to be near the customer base. Realigning the Rock Island CPOC to Fort Riley, KS and Aberdeen Proving Grounds, MD does nothing to enhance the geographic proximity of the regional personnel offices when major components of the customer base are dispersed in all 50 states and in overseas areas such as Iraq and Afghanistan.

The letter also refers to "balanced staffing levels" as a rationale. This relates to the matter of servicing ratios, which have already been brought to your attention. The servicing ratio that results from the elimination of 44 positions is approximately 1 to 174. The Army standard for HR servicing ratios is 1:144. If anything, servicing ratios will be put out of balance as a result.

Please let me know if you would like to discuss this further.

Thank you.

Rick Paradis
Deputy Director, NC-CPOC
309-782-0200; DSN 793-0200

Schmidt, Carol, CIV, WSO-BRAC

Subject: FW: More BRAC Info

-----Original Message-----

From: Richard.Paradis@us.army.mil [mailto:Richard.Paradis@us.army.mil]

Sent: Wednesday, July 20, 2005 12:29 PM

To: Carol.Schmidt@wso.whs.mil

Subject: RE: More BRAC Info

Carol - The document is dated 17 June 2005 and the subject is OSD BRAC Clearinghouse Tasker 0282 - Subject: Common Support Functions & Civ Pers Offices.

I found it by using the Search Document feature in the BRAC E-Library. I searched on "Tasker 0282" as a Keyword and used Rock Island Arsenal from the dropdown menu for Base/Installation/Activity. It took a few minutes to load from there as well. (It looks like the e-mail system may have truncated the link.)

Rick

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-3
700 ARMY PENTAGON
WASHINGTON DC 20319-0700
HSA-JCSG-D-05-410

DAPR-ZB

17 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0282 – Subject: Common Support Functions & Civ Pers Offices

1. Reference: Clearinghouse E-mail, Ashley Buzzell, BRAC Commission R&A Staff, June 10, 2005 1:14PM, subject as above.
2. Issue/Question: Minutes of 12 April 2005 refer to White Paper on "Feasibility of Consolidating Common Support Functions." Please provide a copy of the White Paper. In minutes of 12 April 2005, "Military Value Update," Civilian Personnel Offices, "the Chair noted the top two locations in military value were not chosen as receiving locations and asked the analysts to list talking points with the rationale for the decisions." a) please provide complete list of talking points referred to in the minutes; b) Rock Island Arsenal is not closing. CPO is not in leased space. Rock Island was ranked #1 with military value of 0.843. Rock Island capacity analysis shows shortfall of 6%; Aberdeen shortfall is 10%. Please discuss in detail the rationale for relocating Rock Island CPO to Ft Riley and Aberdeen.
3. Response: A copy of the White Paper is attached. No specific talking points were generated in response to the tasking in the minutes of 12 April 2005 for these issues, however the following information is provided. The relocation of the Civilian Personnel Operations Center (CPOC) at Rock Island Arsenal, IL, was initially based upon the Army's BRAC process that identified Rock Island Arsenal for recommended closure. This recommended action was in place from 28 September 2004, with all supporting analysis built around it. All alternate Civilian Personnel scenario analyses conducted by HSA JCSG included the closure of Rock Island Arsenal. The closure of Rock Island Arsenal was shown on the Infrastructure Executive Committee (IEC) closure list as late as 18 April 2005. The Army decided not to close Rock Island Arsenal in the final stages of the BRAC process. That, along with other changes directed by the IEC for the Civilian Personnel recommendation, did not allow sufficient time to re-analyze the recommendation. Relocating the Rock Island personnel to two locations, Ft Riley and Aberdeen Proving Ground, enabled servicing offices to be located near their customer base, utilized existing excess Civilian Personnel space at Ft Riley without the need for additional military construction (MilCon), and balanced office staffing levels. The Army supports the recommendation as submitted. The recommendation improves overall military value. For additional information refer to the BRAC web site at http://www.defenselink.mil/brac/pdf/VofV/Ij_HQsSupport-o.pdf, where data is available on excess capacity at Civilian Personnel Offices, in the Joint Cross Service Group Reports, Headquarters and Support Activities, Volume VII, page 205; and at http://www.defenselink.mil/brac/minutes/brac_iec.html (Attachments -ZIP 1) IEC Minutes dated 18 April 2005, slide page 47, indicating Rock Island Arsenal pending closure.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0282 -- Subject: Common Support
Functions & Civ Pers Offices

4. Coordination: Mr. Michael Maguire, Army, 14 June 2005.

Enclosure



CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and
Support Activities JCSG

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-410

DAPR-ZB

17 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0282 – Subject: Common Support Functions & Civ Pers Offices

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DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0282 – Subject: Common Support
Functions & Civ Pers Offices

4. Coordination: Mr. Michael Maguire, Army, 14 June 2005.

Enclosure


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

Talking Paper
on
DoD BRAC Recommendation to
Consolidate Air Force Civilian Personnel Offices

Issue: The DoD Headquarters and Support Activities Joint Cross Service Group recommended to the BRAC Commission consolidation of the Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies. For the Air Force this recommendation means relocating the Civilian Personnel Offices from Hill, Tinker, Robins, Wright-Patterson, and Bolling Air Force Bases to the Civilian Personnel Office at Randolph Air Force Base, TX. The justification used included: reduced excess capacity, manpower savings through consolidation and elimination of duplicate functions, and support of the Administration's urging of federal agencies to consolidate personnel services. The total estimated one-time cost to implement the recommendation is \$97.5M. The net of all costs and savings during the implementation period is an estimated cost of \$46.4M. Annual recurring savings after implementation are estimated at \$24.4M with a payback expected in four years. The net present value of the costs and savings over 20 years is an estimated savings of \$196.7M.

Recommendation: The BRAC Commission evaluate the adverse impacts at Wright-Patterson Air Force Base and the three Air Force Air Logistics Centers regarding their ability to recruit, train and retain/manage the large, specialized, and critical civilian workforces at these locations in comparison to the potential savings mere consolidation of like functions can yield.

Justification: The accomplishment of the Air Force Material Command missions at these fore-mentioned installations is directly dependent upon the Civilian Personnel Offices' ability to recruit, train, and retain/manage the 10,000-15,000 civilian personnel workforce located at each of these vital installations. These are the four installations with the largest civilian workforce populations in the Air Force with a collective civilian serviced population of over 48,000, which clearly demands real time development and delivery of the most complex, multi-faceted human resource initiatives within the Air Force. This diverse workforce spans over 200 specialties ranging from aeronautical engineers to journeyman metal working technicians. This recruit, train, and retain/manage responsibility requires face-to-face contact with the requirements generator (Organizational Commander), the potential suppliers of the work force, and of course the existing workforce. Randolph's support to these four bases today is chiefly data systems and limited benefits/entitlements processing. To date, Randolph servicing responsibilities and processes have precluded it from expanding centralized support to the four large bases; hence, their designation and function as Interim Personnel Centers (IPCs). So, these four large AFMC installations have been excluded from the "one regional center concept" for personnel servicing model. Given this personnel service delivery construct the decision for one consolidated personnel center for the Air Force must be re-evaluated against the backdrop of the impending deployment of NSPS to ensure the optimum number, balance and ownership (service or OSD) of "best of breed" regional personnel service centers, e.g., an HR acquisition center of excellence. These centers must remain at the four locations identified. There must be a direct linkage of the personnel and education & training supplier to the Commander of these units. In other words, the clarion need for a Civilian Personnel organization headed by a senior manager responsible for policy and delivery of all personnel/force development

programs and aligned under the Center Commander is a must. Direct, on-site interface with customer is the key.

Recruitment: Today these installations must recruit approximately 700-800 new personnel annually to maintain the mission capability required. These requirements are met by the local Civilian Personnel Offices through various on site, face-to-face programs to include direct contact with potential new employees, establishing co-op programs with local Universities and Technical Institutes, and local recruitment initiatives. Co-op programs pay extremely large dividends for the Air Force because often the training is actually funded by State entities but they also require enormous and continual direct dialogue with the supporting community and State entities. So in other words, to obtain the best workforce, these massive recruitment efforts are more than simply loading a requirement into a computer database. While some future personnel requirements can be somewhat projected, history would no doubt verify that an immediate response capability is also required to maintain a viable workforce. For example, the unanticipated grounding and associated repair of a specific aircraft fleet or weapon sub-system generates unprecedented and urgent personnel requirements. Additionally, recruitment, and personnel management requirements in the future will undoubtedly rise due to the current aging workforce phenomena facing the Air Force Material Command. Moving the current personnel management capability from these critical locations to a consolidated location thousands of miles away puts at risk the ability to recruit and retain this vital resource.

Training: The effectiveness of any existing workforce is dependent on continuing training and education. Each of these locations spends millions of dollars annually on this function all in response to workforce development, best practices opportunities, or mission change/workforce shaping requirements. The Commanders and leaders of these diverse workforces generate these training requirements. It is inconceivable how their training/retraining requirements can best be executed from a location thousands of miles away with managers who are unfamiliar with the specific characteristics of the requirements and the specific locale.

Retention/workforce management: The turmoil potentially associated with any large workforce can be significantly reduced with immediate face-to-face interface with the personnel charged with managing the workforce and the resultant quick issue resolution. Obviously there are literally thousands of workforce daily inquiries regarding career development, training, separation, worker's compensation, death benefits, etc. that must be addressed by the local Civilian Personnel Offices through face-to-face dialogue. It must be remembered that approximately one-half of the civilian employees are direct workers who have no access to computers and will have to be away from the direct labor jobs to try and reach their (a) personnel specialist via phone. Failure to ensure these inquiries are addressed in a timely manner will put personnel management at a severe risk.

Bottom Line: Installations with large, industrial/technical/professional workforces and charged with weapon system sustainment and acquisition missions as found at the AFMC large centers must have an on site personnel community to develop, tailor and deploy a holistic approach to personnel management for the host as well as geographically separate supported missions. Such a model provides the requisite agility and economy in the manner that optimizes support to the warfighter. It is the most cost effective and mission enabling platform. Consolidation of CPOs at Randolph is counter thereto. More to the point, it will pull a vital partner—the personnel community—out of the discussions and deliberations at the heart of achieving transformed logistics centers, consistent with DoD strategic and tactical needs.

Proposed Alternative: Several former Commanders of these installations were queried and the response was unanimous that the mission performed by these Civilian Personnel Offices is an integral ingredient in mission success and should be retained at the current locations. However, if organizational consolidation is necessary, then more fully realign select functions presently performed at the installation Civilian Personnel organizations, e.g., data systems and official personnel files, under the Air Force office at Randolph. But, there are a number of services and support that must remain at the large bases: strategic recruitment planning/execution; hire and staff of jobs via the customer/personnel "cell"; position management; organizational structure consultation; development/management of education/training activities with strategic partners, e.g., state universities, technical colleges; workforce management with expert focus on performance management systems, employee incentives and conduct/discipline; expert labor and employee management relations services; retention and utilization of the workforce; employment levels; etc. All of these capabilities are required on-site under a single personnel organization designed to facilitate provision of key advice and force enablers to the Center Commander, Wing Commanders, and the executive staff. Not only are these services in the manner described above vital to maintain the viability and mission effectiveness of logistics centers in today's dynamic and demanding environment, but are critical as well to the management of future assigned missions.

Comparison: Moving these Civilian Personnel offices to Randolph would be analogous to moving all active duty recruiters to one central location versus having them located in their areas of responsibility or taking away a major air commander's entire Personnel Staff.

Bottom Line: The recommendation to reverse this DoD recommendation is based on the potential adverse operational impacts associated with such a consolidation.

**H&SA Questions Concerning Realignment of
Rock Island Arsenal, IL
Civilian Personnel Operations Center**

How many positions will relocate to Fort Riley, KS; how many positions to Aberdeen Proving Ground, MD; and how many positions will be abolished?

How many personnel will actually be affected by the recommended alignment? *249*

~~By grade, how many positions will be abolished? (xx GS-9, xx GS-11, etc.)~~ *delete*

How much leased space is occupied currently by Civilian Personnel Operations Center? *- not in leased space*

If in government-provided space, what is the gross square footage?

What HR services does CPOC Rock Island administer? *- table; job class recruitment shipping*

What is the current serviced population? What is the current ratio of CPO/HR experts to serviced population? *36,559 (but fluctuates) 2 to 148*

How large of a geographic area does CPOC Rock Island support?

H&SA POC:
Carol Schmidt
703-699-2912

in briefing charts { *Support RI civilians world wide*
Arlington Cemetery
Warren, MI
personnel spt for employees in
- SW Asia -
- Iraq
- multinational forces in Iraq
-(25-28 countries)

Knapp, Ray, Col, WSO-HSAJCSG

From: Fletcher, Dave, CTR, WSO-HSAJCSG
Sent: Thursday, June 09, 2005 2:32 PM
To: Knapp, Ray, Col, WSO-HSAJCSG; McCoy, Doug, CIV, WSO-HSAJCSG; Zander, Susan, CTR, WSO-HSAJCSG
Cc: 'Coulson, Carla COL'; Brown, Tyrone, LTC (P), WSO-HSAJCSG
Subject: FW: OSD BRAC Clearinghouse Tasker# C0276- Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

Follow Up Flag: Follow up
Due By: Friday, June 10, 2005 2:00 PM
Flag Status: Flagged

Ray,

FORAC. S: COB Friday, 10 Jun 05.

Dave

Dave Fletcher
HSA JCSG
703-696-9448, Ext 106

-----Original Message-----

From: RSS dd - WSO BRAC Clearinghouse
Sent: Thursday, June 09, 2005 2:28 PM
To: Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, LTC (P), WSO-HSAJCSG; Browne, Lisa, CTR, WSO-HSAJCSG; Coulson, Carla, COL, WSO-HSAJCSG
Subject: OSD BRAC Clearinghouse Tasker# C0276- Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

Please provide a response to the inquiry below and return to OSD BRAC Clearinghouse NLT noon **Monday, 13 JUNE 2005**, with the designated signature authority, in PDF format.

Thank you for your cooperation and timeliness in this matter.

OSD BRAC Clearinghouse

-----Original Message-----

From: Beauchamp, Arthur, CIV, WSO-BRAC
Sent: Thursday, June 09, 2005 12:35 PM
To: RSS dd - WSO BRAC Clearinghouse
Cc: Small, Kenneth, CIV, WSO-BRAC; Breitschopf, Justin, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC
Subject: Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

Clearinghouse:

Request clarification on the JCSG recommendation to relocate Civilian Personnel Offices at Hill AFB, Warner-Robins AFB, and Tinker Air Force Base to Randolph AFB.

The recommendation realigns all personnel staff positions at these installations to Randolph AFB, yet a significant residual civilian support workload will still exist at these installations after the consolidation.

This recommendation appears to be inconsistent with the Air Force's CPO Consolidation Plan and precedence. In the past, when CBOs moved to Randolph AFB, SOME personnel staff remained by the Air Force to service the residual work load that remained and the day-to-day needs of a the civilian base population. This is a particular at these locations

DCN: 12095

because of the large civilian work force at each of them. See attached for more detail.

Art Beauchamp
Senior Analyst, Air Force Team
BRAC Commission R&A Staff
(703) 699-2934



Hill CPO
ovement.doc (32 Kt

**Concern with Air Force and Joint Cross-Service Group (JCSG)
Civilian Personnel Office (CPO) Realignment for Hill AFB and other Air
Force CPO Consolidations**

Request Air Force or JCSG clarification on the following BRAC recommendations:

Recommendation: Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies.

Impact: This action realigns the entire Hill personnel staff (85 positions) to Randolph AFB, TX.

Issue: This action seems inconsistent with previous Air Force personnel staff consolidations. In the past, the Air Force has left a residual personnel staff to service the base civilian population after the consolidation of CPOs to Randolph AFB. For example, after Eglin AFB consolidated about 40 positions remained to service a civilian population of about 4,000.

Review of CPOs consolidations at Warner-Robins Air Logistics Center (95 positions), GA and Tinker Air Logistics Center (111 positions), OK also show a movement of entire personnel staffs to Randolph AFB, with no personnel staff remaining to support residual workload that remains and civilians at each of these bases.

This issue also impacts Bolling AFB and Wright-Patterson AFB, but is of particular concern at the Air Logistics Centers given the large civilian populations at each of them.

BRAC Commission POC:

Art Beauchamp (703) 699-2934 or email. art.beauchamp@wso.whs.mil

CCPO

(OSD)

* NSA JCSCG - considered ^{options} ~~whether~~ to maintain existing ^{Middep} & Defense Agency org structures or to establish DoD personnel centers

excess capacity in Civilian Pers Centers - from 11 - 34% betw services & DoD; avg is 24%

military value model -

App A in section V (of vol VII)

Specific data values -

App H

↳
(North Central Rock Island - Ranked #1 MV - 0.843
CPOC)

Realign
(Rock Island by relocating ^{& consolidating} CPOC to
Fort Riley KS & Aberdeen Proving Ground)

Total indirect job reductions - 251

↳ Civ Pers Cts in Army inventory

Surge was not accounted for separately as a data item. (Surge Characteristics are built into Fy03 #s; pers junction has been operating in "surge" mode since 9/11. - regmt is Φ .)

Capacity Analysis

	Current Cap	pers	usage	excess (shortfall)
Rock ISI	47,278	250	58K	-6%
Jr Kelly	83,754	309	61.8K	26%
Aberdeen	53,224	293	58.6K	-10%

P&S	CM full time	sum ratio	CM person	AT/FP	FCC	Vacant/used SF/yr	VBOS	in bill pay
Rock Isl	47.16	144.28800	4ps	lev 1	C3	8/yr	0.17195	10.9%
Jr Kelly	43.07	112.06472	4ps	1	C3	1/yr	1.21477	10.9%
Aberdeen	45.72	153.84615	4ps	1	C3	2/yr	7.69897	N.B

Schmidt, Carol, CIV, WSO-BRAC

From: Richard.Paradis@us.army.mil
Sent: Monday, June 06, 2005 3:45 PM
To: Carol.Schmidt@wso.whs.mil
Cc: Nancy.A.Lane@us.army.mil
Subject: FW: BRAC Commissioner's Visit Rock Island Arsenal, IL

Attachments: Questions for Rock Island CPO.doc



Questions for Rock
Island CPO...

Ms. Schmidt - Please allow me to introduce myself. I am the Deputy Director of the North Central CPOC at Rock Island Arsenal, IL. I am also serving as the BRAC POC for this organization. Our Regional Director, Jan Carbone and our CPOC Director, Nancy Lane, met with Valerie Mills last week prior to Mr. Skinner's visit to Rock Island.

Ms. Mills suggested that we put our answers to these questions in writing and recommended that we contact you to seek some clarifying information. Ms. Lane and I would like to arrange a time where it would be convenient for us to call you regarding this.

Please let me know when you would be available to take our call.

Thank you,

Rick Paradis
Deputy Director, NC-CPOC
309-782-0200

-----Original Message-----

From: Wilson, Alan G Mr USAG-RIA [mailto:alan.g.wilson@us.army.mil]
Sent: Monday, May 30, 2005 8:41 PM
To: 'Janice.Carbone@us.army.mil'; 'Richard.Paradis@us.army.mil'; Bobie, Michael Mr USAG-RIA
Subject: Fw: BRAC Commissioner's Visit Rock Island Arsenal, IL

Fyi and use. Sorry for not getting to you sooner. Alan

Sent from my BlackBerry Wireless Handheld Alan G. Wilson Garrison Manager US Army
Garrison-Rock Island Arsenal Rock Island Arsenal DSN793-5555/3930 COM309-782-5555-3930

-----Original Message-----

From: Schmidt, Carol, CIV, WSO-BRAC <Carol.Schmidt@wso.whs.mil>
To: 'Wilson, Alan G Mr USAG-RIA' <alan.g.wilson@us.army.mil>; Mills, Valerie, CIV, WSO-BRAC <Valerie.Mills@wso.whs.mil>
CC: Rhody, Dean, CIV, WSO-BRAC <dean.rhody@wso.whs.mil>; Wasleski, Marilyn, CIV, WSO-BRAC <Marilyn.Wasleski@wso.whs.mil>
Sent: Fri May 27 16:48:58 2005
Subject: BRAC Commissioner's Visit Rock Island Arsenal, IL

<<Questions for Rock Island CPO.doc>> Attached are Headquarters and Support Activity (H&SA) questions for Civilian Personnel Operations Center.

I regret not being able to attend in person; if you have any questions on my questions (!), please do not hesitate to call me at the number on the attachment. Carol Schmidt

phone call DCN: 12095
Wed, 8 June 1000
Rock Island - Richard Paradis and Nancy Lane (309-782-0200)
loss of CPOC - 251

1 Arsenal Base Ops garrison

103	→ Ft Riley
103	Aberdeen
44	Abalisked
<u>1</u>	arsenal Base Ops
251	

OSD wanted 20% reduction; Army disagrees

~~not sure~~
leased space - not in leased space

Rock Island -
Have space to grow, so don't understand rationale for relocating.

prior to 13 May
→ Rock Island was scheduled for closure; perhaps Civ Pers was not backed out.

→ minutes show historical evolution of recommendations
HSA 0029

Jan 13, 2005
Civ Pers Candidate Recom
enabling potential for Rock Island closure
(Received)
003+ Reducing CPOC (mid-Apr to early May)

12 April 2005 - Minutes

Exec^{utive} Session w/ service liaisons

Keep ranking in MV -

"chair noted the high ranking"
→ ^{wanted} talking pts from analyst

"optimization model" & goal of ^{maximizing} ~~results~~ leased space

copy of Brief from McCarbone

CHRA - Civ Human Resource Agency

CPOC - Regional Dir position grew out of early
echelon

Reg Dir - split off from CPOC

→ 57,453 gsf.

Service population & COBRA data

Army has done some substantial
(SE - Benning & Ft Belvoir) Consolidation
1 ÷ 136 ∴ do not have a lot

of "overhead positions";

most positions are in actual spt of
Army customers

+ efficiencies through automation

1 ÷ 123.5 → Air Force in model

current servicing ratios

transferring 1 position for each
175 customers

From COBRA data
does not reflect
costs to move files & equipment; moving people
(Lettrevers)

USAF & USN broke out costs in
detail; Army didn't.

Stability of workforce

- providing support to SW Asia

12% turnover rate - consider this a
low rate (Mr. Skinner thought it was
high) actually
2nd, using Mr. Skinner's population

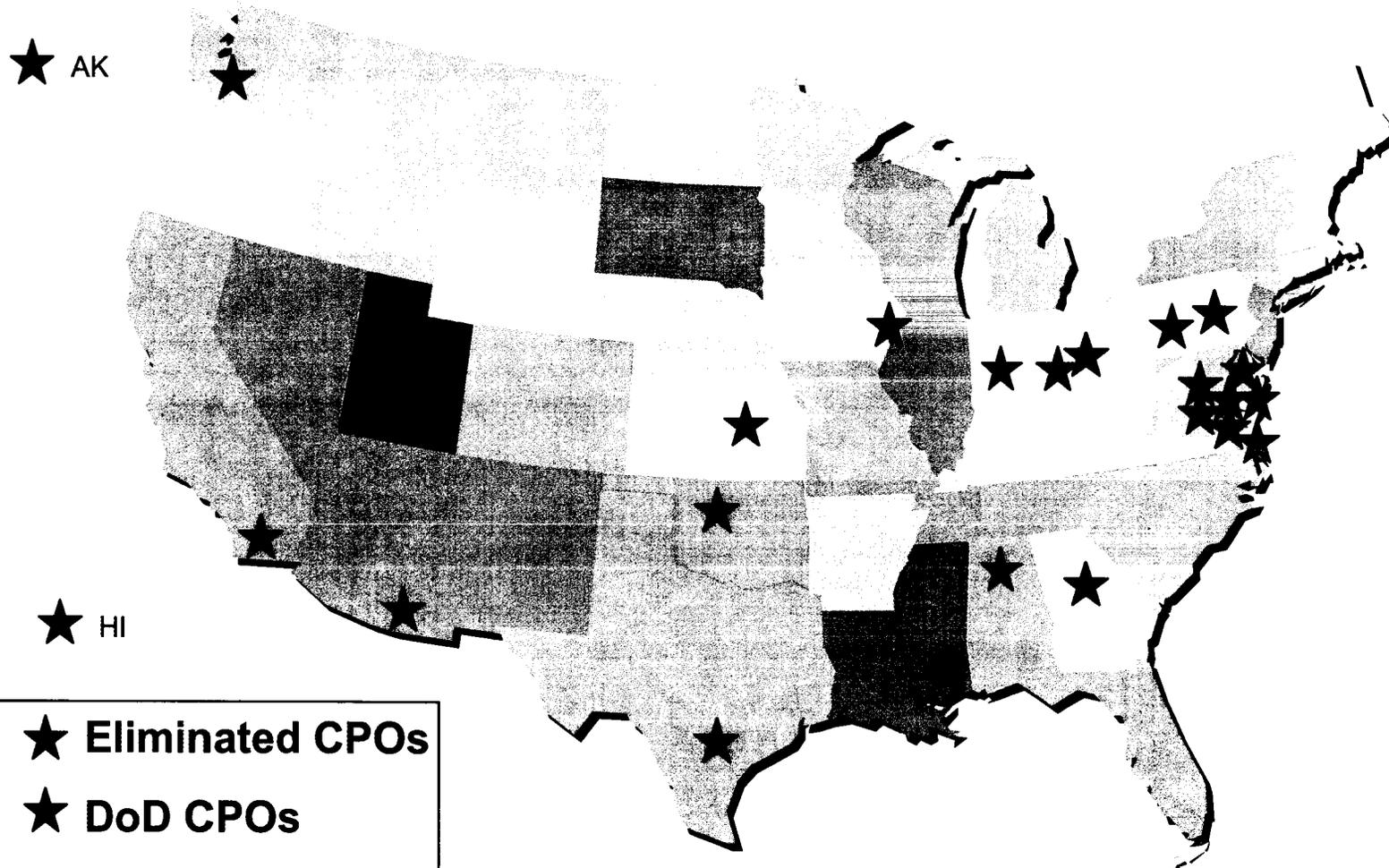


Civilian Personnel Candidate Recommendation

January 19, 2005



Regional CPOs Transactional Services





Civilian Personnel Scenario Candidate Strategy

Losing Locations

Gaining Locations

Army

Rock Island Arsenal



Fort Riley & HRSC-East,
Portsmouth, VA

Fort Richardson



Fort Riley

Navy

HRSC-NE-Philadelphia



Naval Support Activity,
Mechanicsburg

HRSC-Pacific & Stennis



Redstone Arsenal

HRSC-SW-San Diego



Naval Station, San Diego

Air Force

Hill, Tinker, Robins, Wright-
Patterson, & Bolling



Randolph AFB

4th Estate

DoDEA & DECA



Redstone Arsenal

DLA-NC, DLA-Col, & WHS



Naval Support Activity, Mech

DISA



DFAS, Indianapolis

Locations with no change: Aberdeen, HRSC-NW-Silverdale, & Fort Huachuca

Original #29



Candidate # HSA0029 – Consolidate CPOs Transactional Services

Candidate Recommendation: Realign DLA, New Cumberland; DISA, Arlington; DLA, Columbus; DoDEA, Alexandria; WHS, Arlington; DeCA, Arlington; Rock Island Arsenal; Fort Richardson; Wright-Patterson AFB; Robins AFB; Hill AFB; Tinker AFB; Bolling AFB; Pacific-Honolulu; Stennis; leased-facilities/installations by consolidating **25 CPOs into 10** DoD regional civilian personnel offices, locations (DFAS, Indianapolis; Redstone Arsenal; Aberdeen Proving Ground; Ft. Riley; Ft. Huachuca; Randolph AFB; Silverdale; Portsmouth; Naval Station, San Diego; Naval Support Activity, Mechanicsburg - Philadelphia) and transferring responsibility CPO to OSD.

Justification

- ✓ Creates single DoD entity for managing CPO transactional operations
- ✓ Meets DoD goal of improving jointness by eliminating 15 CPOs and creating 10 joint DoD CPOs.
- ✓ Eliminates excess capacity and leased space.
- ✓ Enabling potential to close Rock Island Arsenal.

Military Value

- ✓ Military Value among 25: Redstone 4; Randolph 5; Aberdeen 6; Riley 8; Huachuca 9; Portsmouth 15; DFAS 18; Silverdale 23;
- ✓ Prior Avg. MV: = .520; Resultant Avg. MV: = .567
- ✓ NSA Mechanicsburg 53/147 (MAH Model)
- ✓ NS San Diego 101/147 (MAH Model)
- ✓ Military Judgment – Potential for synergy through jointness. Civilian Personnel Offices would belong to DoD and should maximize efficiency.

Payback

- ✓ One Time Cost: \$110.6M
- ✓ Net Implementation Cost: 76.3M
- ✓ Annual Recurring Savings: 26.7M
- ✓ Payback Period: 3 years
- ✓ NPV (savings): \$182.5M

Impacts

- ✓ Economic: -30 to -426 jobs; less than 0.1% to 0.2%.
- ✓ Community: No significant impediment.
- ✓ Environmental: No issues.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



HSA0029 Alternatives

MILCON Location	Randolph w/o Mechanicsburg	Randolph & Mechanicsburg	Randolph & Redstone	Randolph & Redstone with Old Reductions
Date	12/21/2004	1/13/2005	1/12/2005	1/13/2005
NPV - Savings	\$243M	\$228.8M	\$182.5M	\$245.6M
One Time Cost	\$122M	\$136.1M	\$110.6M	\$113M
Payback/Years	4	4	3	2
Break Even	2014	2014	2014	2013
MILCON	\$34M	\$48.3M	\$40.1M	\$40.1M
Annual Savings	\$32M	\$32M	\$26.7M	\$32.8M



Analysis of Non-Transactional Work

Location	Total Number of People	People Performing Non-Transactional Services/% of Total
Navy-HRSC - Portsmouth	174	20 people (11.5%)
Navy-HRSC - Silverdale	211	28 people (13.2%)
Navy-HRSC - San Diego	164	19 people (11.6%)
Navy-HRSC - Philadelphia	174	20 people (11.5%)
Navy-HRSC - Pacific	59	12 people (20%)
Navy-HRSC - Stennis	138	33 people (24%)
DECA	90	0 people
DLA-New Cumberland	66	0 people
DLA-Columbus	164	0 people
DISA	22	0 people
DFAS	112	0 people
DODEA	127	
WHS	187	

Locations That Are Moving



WHS

HRD Organization	Authorized	Authorized	Advisory	Transactional
	Civilian	Military		
Front Office	3		3	0
Executive and Political Personnel	12		12	0
Personnel Services	83		32	51
Labor and Management Employee Relations	12		12	0
Learning and Development	7		5	2
Management and Program Support	12		12	0
Totals			76	53
All other Directorate civ/mil resources:				
Military Personnel	3	18		
Security	13			
Consolidated Adjudication Facility	20			
Equal Employment Opportunity	7	1		
Voluntary Campaign Management Office	2			
Total FY04 Authorized	174	19		



Military Value

Wright-Patterson	0.832
Rock Island Arsenal	0.740
Robins AFB	0.715
Redstone Arsenal	0.713
Randolph AFB	0.691
Aberdeen Proving Ground	0.669
Hill AFB	0.655
Fort Riley	0.648
Fort Huachuca	0.640
Tinker AFB	0.619
Stennis	0.575
DLA - New Cumberland	0.562
DISA	0.554
Bolling AFB	0.546
Portsmouth	0.503
DLA - Columbus	0.488
Fort Richardson	0.420
DFAS	0.399
San Diego	0.362
Philadelphia	0.358
DoDEA	0.323
Pacific	0.307
Silverdale	0.276
WHS	0.226
DeCA	0.191

consolidating vs. co-locating

AF } "treating the same"
1:74 } doesn't quite work.
A
1:100

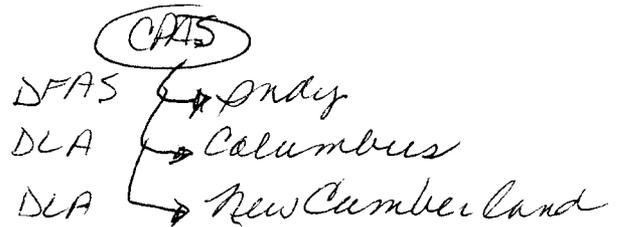
different serving ratios → makes "apples & oranges"

10-11 locations

Def Agencies CPO ^{HSA} 0031 - DFAS - 3 sites - then dropped
 0029 - A ^{3m 3p} 6-4
 N 6-4
 AF 6-1
 Def 6-3
 new 0031

DFAS Ind
 DLA Columbus
 DLA NewCumber
 ↓ do not delineate;
 rather ~~CPAS~~ OSD
 will decide during
 implementation.
 (OSD-P&R)

kept enough flexibility - implementation
 year is 2010. (NSPS was expected to be
 implemented in 2008.)

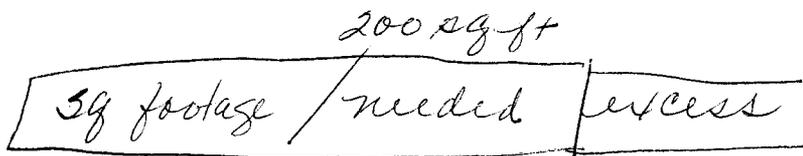


CPO
Army servers
are located at Rock
Island

Military value:
locality pay
growth space } common charac
BoS

- 2 metrics (performance based!)
 - 1) customer-service ratio
 - 2) fill rate (how long does it take to fill jobs?)

(is there a DoD metric)



decision not to
close Rock Island
was made ~ 3 wks
before list was due
(* Rock Island was
not considered as
a site.)

- Randolph - AFPC
- Robins
- Wick
- Jinber
- W-Pat
- Balling

100% of
personnel
(includes
service org)
↑
base
level

4 CPO- "regional" functions
= base level actions
→ need to change wording
of recommendation = do not
want the base level actions
personnel

OCHR

Different
Funding Stream

HRDs - funded three Echelon II

Mid Atl

CNI

CNO

HRSC - Off of Human Res

Satellite Offices

Location:	FISC Satellite Office Naval Station, Norfolk (Bldg W-143)	Phone: 443-1028 Fax: 443-1053
	Oceana Satellite Office Naval Air Station, Oceana (Bldg 280/282)	Phone: 433-3459 Fax: 433-3260
	Mid-Atlantic Regional Maintenance Center Satellite Office Naval Station, Norfolk (Bldg CEP-200)	Phone: 444-1281 EXT:4208 Fax: 445-2993
	NAVFAC Mid-Atlantic Satellite Office Naval Station, Norfolk (Bldg A-81)	Phone: 444-4461 Fax: 445-6614
	Portsmouth Satellite Office Naval Medical Center, Ports (Bldg 3)	Phone: 953-5771 Fax: 953-7603
	Shipyard Satellite Office Norfolk Naval Shipyard (Bldg 65)	Phone: 396-5726 Fax: 396-4694
	Yorktown Satellite Office Naval Weapons Stations (Bldg 466)	Phone: 887-4921 Fax: 887-4428

Function: Provide operational, advisory services, and day-to-day human resources operations for serviced populations geographically aligned with the particular satellite office. Some functions, such as the Drug Free Workplace Program, Equal Employment Opportunity, and Employee Services, have been centralized and are being performed at the functional department located on the Naval Station, Norfolk. The degree of on-site services provided is broadly reflected under the functional headings. Each Satellite Office serves as senior advisor to serviced Commanding Officers and other senior management officials and provides initial and immediate guidance on the full spectrum of human resources issues.

Area Codes **Commercial – 757**

Commercial Prefix	DSN
396.....	961
433.....	433
443.....	646
444.....	564
445.....	565
462.....	253
887.....	953
953.....	via DSN 564-0111, then dial commercial number

HUMAN RESOURCES OFFICE

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▶ [National Security Personnel System](#) ▶ [HRO Bulletins & Brochures](#) ▶ [Contact](#)

Contact Information

Human Resources Office (HRO)

Mailing address:

Commander Navy Region Hawaii
Human Resources Office
850 Ticonderoga Street Suite 110
Pearl Harbor, HI 96860-5101

Physical location:

Pearl Harbor Naval Complex
Russell Avenue, Building 1, 2nd floor

FAX (808) 474-3798

Human Resources Service Center (HRSC), Pacific

178 Main Street
Buildings 499 & 199
Honolulu, HI 96818-4048

Training Department
94-810 Moloalo Street
Waipahu, HI 96797

Locations and Telephone Numbers for Services

Affirmative Employment Program

Human Resources Service Center, Waipahu
(808) 671-1643 ext 202

Benefits (Retirement, Health Benefits, Life Insurance, etc.)

Human Resources Service Center
www.donhr.navy.mil (click on "EBIS")
1-888-320-2917, press "2", then "2" again to speak to a Specialist

EEO

Human Resources Office, Building 1, 2nd floor
(808) 473-8000 ext 5726

Employment (Staffing)

Human Resources Office, Building 1, 2nd floor
(808) 473-8000 ext 5705

Employment Verification

www.theworknumber.com
1-800-9-WORK NO
(1-800-996-7566)
DOD Company Code 10365

Human Resources Office, Director's Office

Human Resources Office, Building 1, 2nd floor
(808) 473-8000 ext 5701

Human Resources Service Center, Director's Office

Human Resources Service Center, Building 499
(808) 474-0176 ext 200

Injury Compensation

Human Resources Office, Building 1, 2nd floor
(808) 474-5140

Job Information

Human Resources Service Center
www.donhr.navy.mil (click on "Jobs, Jobs, Jobs")
(808) 471-0565 ext 322
Human Resources Office, Building 1, 2nd floor
(808) 473-8000 ext 5705

Labor/Employee Relations

Human Resources Office, Building 1, 2nd floor
All Activities except Shipyard: (808) 471-8293
Shipyard: (808) 473-8000 ext 5721

Official Personnel Folder Review

By Appointment Only
Human Resources Service Center, Building 499
(808) 474-3410 ext 261

Training

Human Resources Service Center
(808) 671-1643

Travel - PCS and Return Rights

Human Resources Office, Building 1, 2nd floor
(808) 473-8000 ext 5705

HUMAN RESOURCES SERVICE DELIVERY (Roles and Responsibilities)

Over 190,000 civilians are employed by the Department of the Navy (DON) at Naval and Marine Corps activities throughout the world. Civilian employees provide the critical infrastructure needed to support the DON mission. The range of jobs and skills are as diverse as the people who fill the positions. From scientific research to supporting the families of the men and women who serve, civilian employees perform the full spectrum of services that are not dissimilar to those services required to run a city.

The focus of the Department has changed from preparing to fight a global conventional war to maintaining the operational flexibility and forward naval presence to handling selective crisis-response missions. A critical key to success has not changed. Attracting, training, and retaining a highly skilled workforce are the most important role that we fill in supporting that mission. The Human Resources Management (HRM) System provides the framework for managing the DON civilian workforce. The system incorporates three essential elements:

1. Public policy laws and regulations based on a fundamental yet comprehensive set of merit principles;
2. Military and civilian managers, supervisors and team leaders who manage the civilian workforce in accordance with law and regulation; and
3. HRM experts who serve as advisors to management and employees and who carry out the administrative details necessary to make the system operate.

Within the DON, the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN(M&RA)) assigns lead responsibility for Human Resources (HR) policy and HRM service delivery to the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity) (DASN(CP/EEO)). The HRM policy functions, located in the office of the DASN, include interpretation and application of Federal personnel regulations and coordination of the implementation of HRM regulations, policies and programs throughout the Department. Reporting to the DASN (CP/EEO) is the Director, Office of Civilian Human Resources. In addition to setting policy, this office manages and oversees the business operations and technology requirements of the Human Resources Service Centers (HRSC).

The HRSCs, located in eight geographical locations worldwide, serve as the regional HRM processing center for activities and Human Resources Offices in its service area. Our center in the Southeast is at Stennis Space Center, Mississippi. The HRSC SE services about 30,500 civilians in 10 states – Florida, Georgia, South Carolina, Alabama, Tennessee, Mississippi, Louisiana, Oklahoma, Arkansas and Texas – as well as Puerto Rico and Guantanamo Bay Cuba.

The HRSC serves as the regional HRM action processing center for activities and HRO's in its serviced area. The HRSC also provides various centralized HRM programs and services. Other responsibilities include:

- Processing and effecting personnel actions submitted by HROs and activities (including recruitments, position classifications, performance appraisals, and other actions)
- Maintaining official records, including position descriptions and Official Personnel Folders (OPFs)
- Providing EEO program support, including reporting on and analyzing activity and regional EEO representation, processing class complaints of discrimination, and giving advice on the use of Alternative Dispute Resolution (ADR) processes
- Advising HROs and individual employees about employee benefits and services, and processing employee benefits actions (life insurance, health insurance, Thrift Savings Plan, retirement)
- Coordinating the Priority Placement Program (PPP) for all serviced HROs/activities
- Administering centralized regional training and employee development programs
- Representing activities in proceedings before the Federal Labor Relations Authority (FLRA), the Federal Service Impasses Panel (FSIP), and the Merit Systems Protection Board (MSPB), and
- Providing required management reports and systems administration support for HRM hardware and software systems to HROs and customer activities

The Human Resources Office (HRO) staff serves as advisors and consultants on HRM actions to commands, activities, managers, and employees. The HRO continues to be responsible for the overall effectiveness and quality of the HRM programs and services it provides to these customers. Specific responsibilities include:

- Advising management on all aspects of HRM programs, on individual personnel and EEO actions, and on recurring HRM activities (e.g., performance appraisal cycles, awards, recruitment requirements, training requirements, organizational changes, equal employment opportunity)
- Developing local policies, procedures, and instructions governing customer HRM operations to ensure consistency and meet activity requirements
- Screening most types of personnel actions before they are forwarded to the HRSC to ensure that all necessary information is included
- Answering employees' questions regarding procedures and regulations for HRM programs
- Operating activity EEO programs
- Managing labor relations issues, communicating with labor organizations (unions), promoting labor-management partnerships, satisfying bargaining obligations with those organizations
- Monitoring activity requirements and HRSC service delivery to ensure timely and effective HRM support is being provided to managers and employees

HRO Pensacola Telephone Numbers

For immediate assistance please call the following numbers (area code 850 or dsn 922):

Director 452-3513
Equal Employment Opportunity 452-3985
Labor & Employee Relations 452-4431
Staffing 452-2885
Technology 452-3336
Training 452-2660
Workers Compensation 452-2110

HRO Pensacola Main Menu

HRO Norfolk Satellite Site Locations

- HRO, Norfolk Director's Office
- Mid-Atlantic Region Satellite Office
- Norfolk Naval Shipyard Satellite Office
- NAVFAC MIDLANT Satellite Office
- NAS Oceana Satellite Office
- FISC Satellite Office
- Regional Maintenance Center Satellite Office
- Naval Medical Center, Portsmouth Satellite Office
- Naval Weapons Station, Yorktown Satellite Office



CNRSE HRO Points of Contact

Human Resources Office

Box 22

Naval Air Station

Jacksonville, FL 32212-0022

Fax: 904-542-3091 DSN: 942

<u>Title</u>	<u>Comm</u>	<u>DSN</u>
Director, HRO	(904) 542-2801	942
Support Services Specialist	(904) 542-2283	942
Labor & Employee Relations Director	(904) 542-4730	942
Operations (Staff, Class, Benefits) Director	(904) 542-5811	942
HRO/Training Director	(904) 542-2800	942
NAV AIR Satellite Office	(904) 542-2282	942
Jacksonville Satellite Office	(904) 542-2951	942
Mayport Satellite Office	(904) 270-5271	960
Kings Bay Satellite Office	(912) 673-4873	573
Key West Satellite Office	(305) 293-2214	483
Charleston Satellite Office	(843) 764-4300 x18	794
Gulfport/Pascagoula Satellite Office	(228) 871-2950	868
Roosevelt Roads Satellite Office	(787) 865-3468	831
Guantanamo Bay Satellite Office	011-5399-4430	564-8857

Human Resources Service Center Southeast

9110 Leonard Kimble Road
Stennis Space Center, MS 39522

Toll free numbers for general information
1-877-854-3461/2

<u>Title</u>	<u>Comm</u>	<u>DSN</u>
Director	(228) 813-1002	446
Deputy Director	(228) 813-1002	446
Secretary	(228) 813-1002	446

The local Human Resources Director manages the HRO and serves as the management advisor. The HRO and the HRSC work closely together on a continuing basis to ensure that serviced activities receive the highest level of quality support. The HRO staff maintains a partnership with activity managers regarding requirements, problems, issues, and actions underway or planned that will affect HRM operations.

HRM Services Summary of Responsibilities			
HR Functional Area	Local Commands/ Managers	HRO	HRSC
Classification	Classify Positions under Delegated Authority (Manage to Payroll)	Provide advice and guidance	Provide Position Classification Services Apply new and draft classification standards Prepare classification appeals packages
Staffing	Determine recruitment requirements and methods	Provide advice and guidance Prepare RIF requests Prepare SIP/VERA requests	Perform recruitment Manage Priority Placement Program (PPP) Execute pay determinations Execute RIF Administer Mobilization Program Administer VERA/VSIP program

HR Functional Area	Local Commands/ Managers	HRO	HRSC
EEO	<p>Act as Equal Employment Opportunity Officer (EEOO)</p> <p>Ensure compliance with Merit Principles in HRM decisions</p> <p>Identify EEO affirmative action objectives</p>	<p>Provide advice and guidance</p> <p>Provide the DEEO function</p> <p>Publicize EEO Program</p> <p>Process informal individual complaints</p> <p>Process formal individual complaints</p> <p>Prepare EEO Accomplishment Reports</p> <p>Manage activity EEO Affirmative Action Plans</p>	<p>Provide AEP EEO reports analyses</p> <p>Process informal class complaints</p> <p>Process formal class complaints</p> <p>Administer ADR Process</p> <p>Participate/advise in reasonable accommodation determinations</p> <p>Implement and market EEO programs</p>

HR Functional Area	Local Commands/ Managers	HRO	HRSC
Training	Identify activity training needs	Provide technical advice Provide career counseling Manage "activity specific" training	Provide technical advice Provide advice/guidance on career/executive development programs Manage regional training plan Manage generic training requirements and sources Manage VRA/UMP/Student Employment training Purchase training/select vendors Operate resource library
Automation	Maintain HRO LAN Identify/fund information systems for managers/staffs outside HRO	Provide personnel data reports Provide internal system support	Provide internal systems support Provide personnel data reports Maintain HRSC information systems Maintain local Help Desk Implement database updates/changes

HR Functional Area	Local Commands/ Managers	HRO	HRSC
Processing	Initiate Personnel Action Requests	Provide advice and guidance Indoctrinate new employees	Provide reports Process personnel actions Maintain the Official Personnel Folders (OPF) Interface with payroll offices Review real estate claims
Benefits	Administer FECA	Provide advice and guidance	Provide retirement counseling Provide benefits counseling Administer retirement program Administer health/life insurance programs Process performance appraisals Process awards

HR Functional Area	Local Commands/ Managers	HRO	HRSC
Labor Relations	<p>Set bargaining objectives</p> <p>Appoint bargaining team</p> <p>Oversee bargaining process</p>	<p>Provide advice and guidance</p> <p>Process union grievances/represent in arbitration</p> <p>Process performance based actions</p> <p>Process disciplinary and adverse actions</p> <p>Conduct I&I bargaining</p> <p>Conduct or support team bargaining</p> <p>Manage Alternative Dispute Resolution (ADR) Process</p> <p>Administer leave programs</p> <p>Administer unemployment compensation</p> <p>Represent in EEO/MSPB hearings</p>	<p>Provide FLRA case representation (settlement/hearing/exceptions)</p> <p>Provide advice and guidance to major claimants and HRO's on precedent-setting cases (Labor-Employee Relations and EEO)</p> <p>Process representation petitions</p> <p>Respond to congressional correspondence</p> <p>Review impasse issues</p> <p>File PFR's or responses to PFR's to MSPB or EEOC</p>

Stennis - not in leased space

150 empl; serves 29K

Recommendation is based on flawed ^{rent-free} assumptions, & DoD owns the installation; facility of base has level 3 security rating.

Many fair share of operating cost is \$12.53/sq ft (50% lower than ~~not~~ ^{approx} receiving installation.)

Has higher military value.



DOD Recommendation 137

Consolidate Civilian Personnel Offices
(CPOs) within each Military
Department and the Defense
Agencies

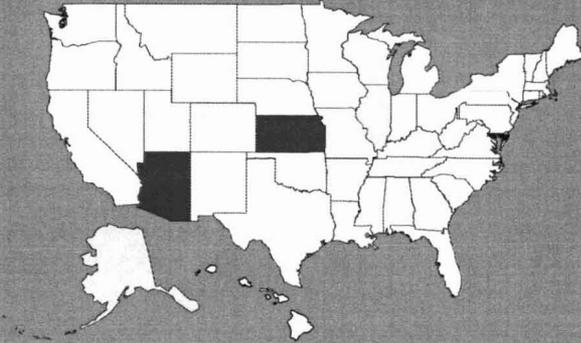


EXIT



DoD Recommendation 137 (H&SA-19), Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies -- Army

Participating Regions

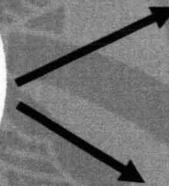


CPO Center
Ft Richardson,
AK



CPO Center
Ft Huachuca, AZ

CPO Center
Rock Island Arsenal,
IL



CPO Center
Fort Riley, KS

CPO Center
Aberdeen Proving
Ground, MD



EXIT



H&SA-19, Army CPO

TABLE OF PERSONNEL CHANGES

Location		GAIN/(LOSS)				T.INDIR	TOTAL
		MIL	CIV	CONT.	T.DIRECT		
Ft Richardson	AK	(2)	(59)	(1)	(62)	(54)	(116)
Ft Huachuca	AZ	0	44	1	45	32	77
Rock Island	IL	0	(251)	0	(251)	(219)	(470)
Aberdeen	MD	0	106	0	106	101	207
Ft Riley	KS	0	106	0	106	80	186

Key Issues Identified: CRITERIA # AND #

#. Rock Island was not considered as gaining scenario because Army planned to close; "too late" to consider.

#. *(all not considered equally)*

Aberdeen \$1.35mil milcon

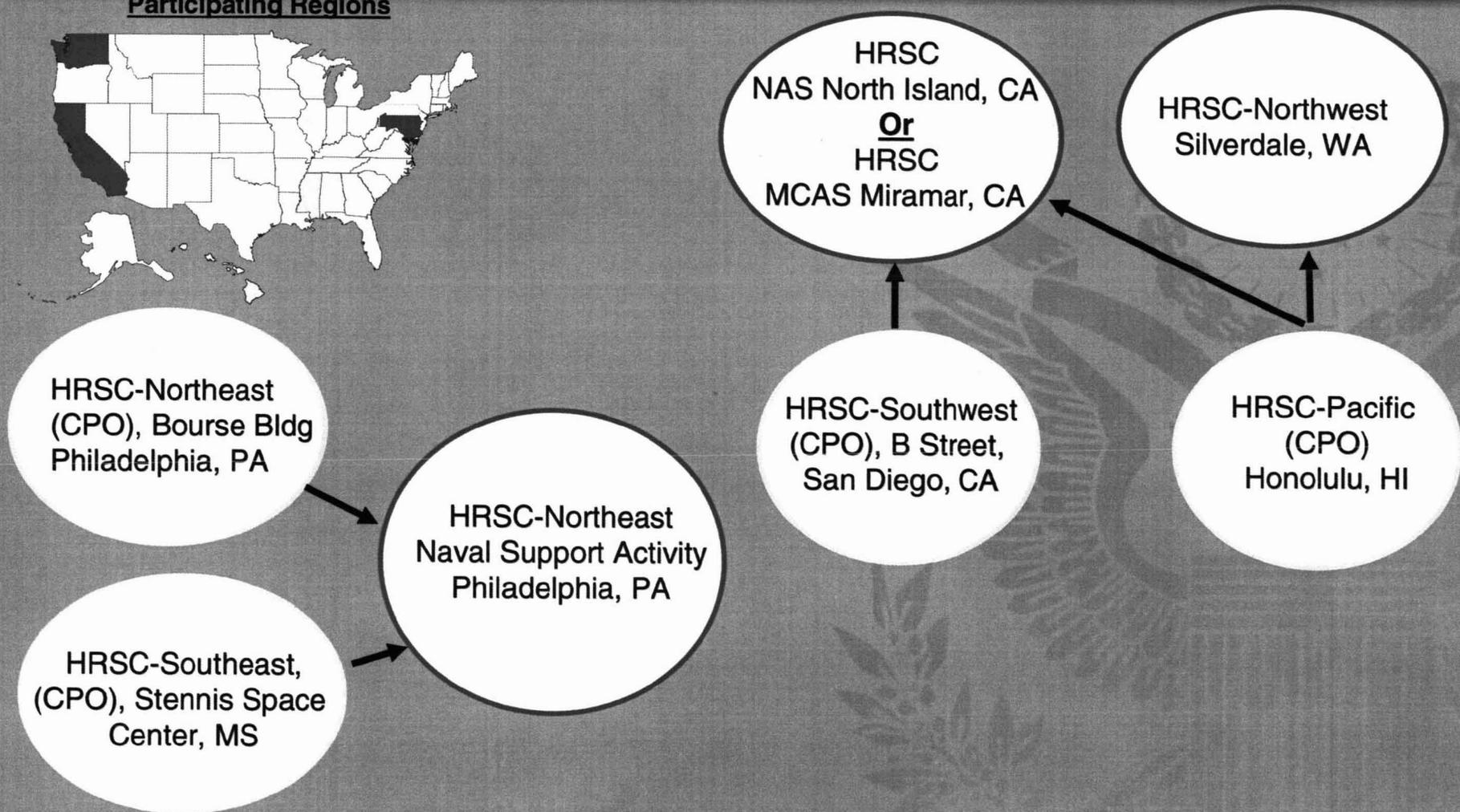
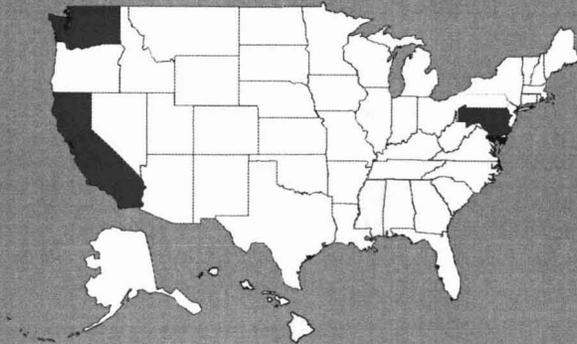


EXIT



DoD Recommendation H&SA-19, Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies - Navy

Participating Regions



EXIT



REC #137/H&SA-19

Navy CPO

TABLE OF PERSONNEL CHANGES

Location		GAIN/(LOSS)				T.INDIR	TOTAL
		MIL	CIV	CONT.	T.DIRECT		
HRSC-NE	PA	0	(174)	(9)	(183)	(148)	(331)
HRSC-SE	MS	0	(138)	(10)	(148)	(131)	(279)
NSA Phila	PA	0	291	0	291	237	528
HRSC-Pacific	HI	0	(68)	0	(68)	(68)	(136)
HRSC-SW	CA	0	(164)	0	(164)	(175)	(339)
HRSC-NW	WA	0	23	0	23	24	47
North Island or Miramar	CA	0	198	0	198	212	410

Key Issues Identified: CRITERIA # AND #

#. Stennis (HRSC-SE)

NSA Phila #8,297 mil MILCON

North Island - \$11,004,000 MILCON

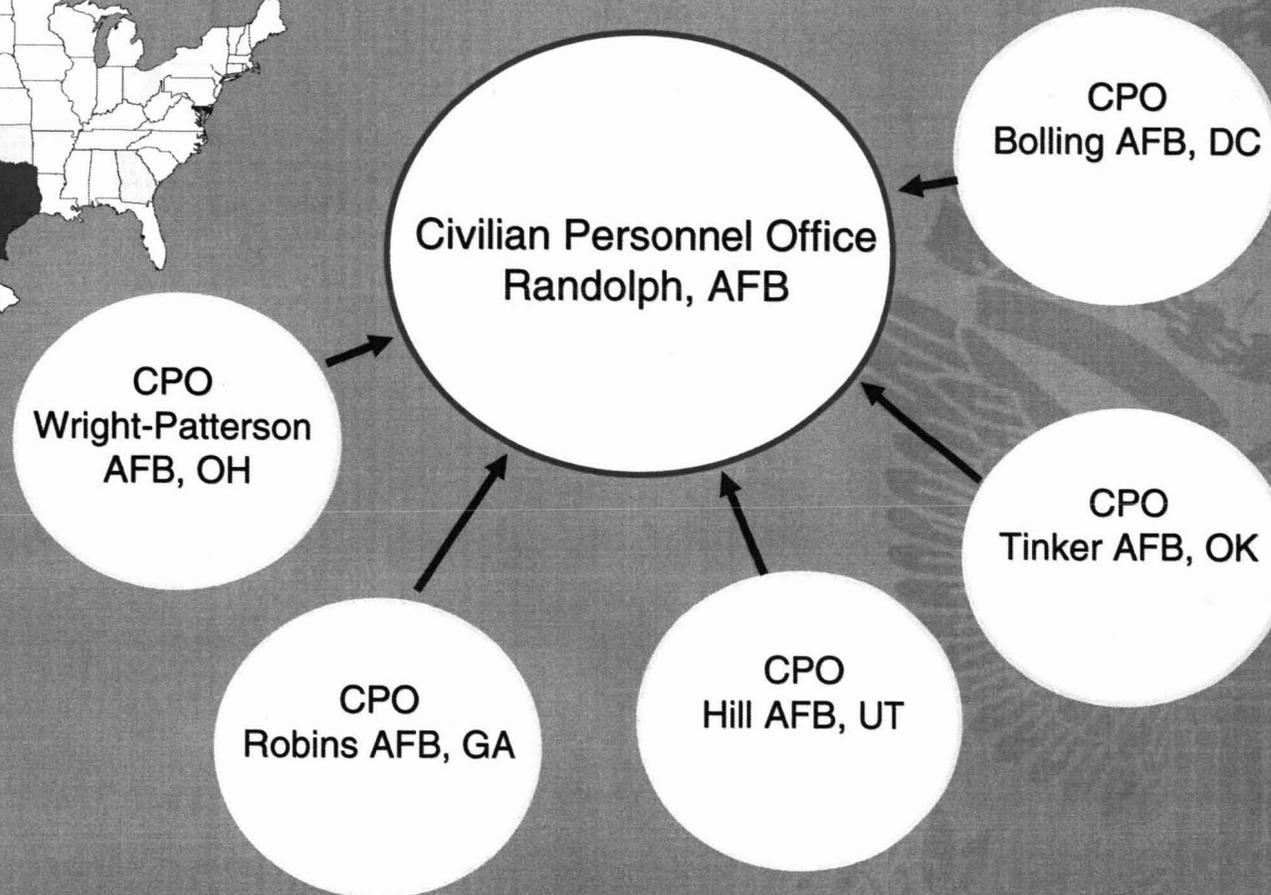


EXIT



DoD Recommendation H&SA-19, Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies - Air Force

Participating Regions



EXIT



H&SA-19, Air Force CPO

TABLE OF PERSONNEL CHANGES

Location		GAIN/(LOSS)				T.INDIR	TOTAL
		MIL	CIV	CONT	T.DIRECT		
Bolling AFB	DC	0	(37)	0	(37)	(28)	(65)
Robins AFB	GA	(1)	(94)	0	(95)	(59)	(154)
Wright Patterson	OH	0	(127)	0	(127)	(107)	(234)
Tinker AFB	OK	0	(111)	0	(111)	(140)	(251)
Hill AFB	UT	0	(85)	0	(85)	(82)	(167)
Randolph AFB	TX	1	379	0	380	425	805

Key Issues Identified: CRITERIA # AND #

- #. \$17.7m milcon / \$20.6mil net one time costs - Randolph
- #.

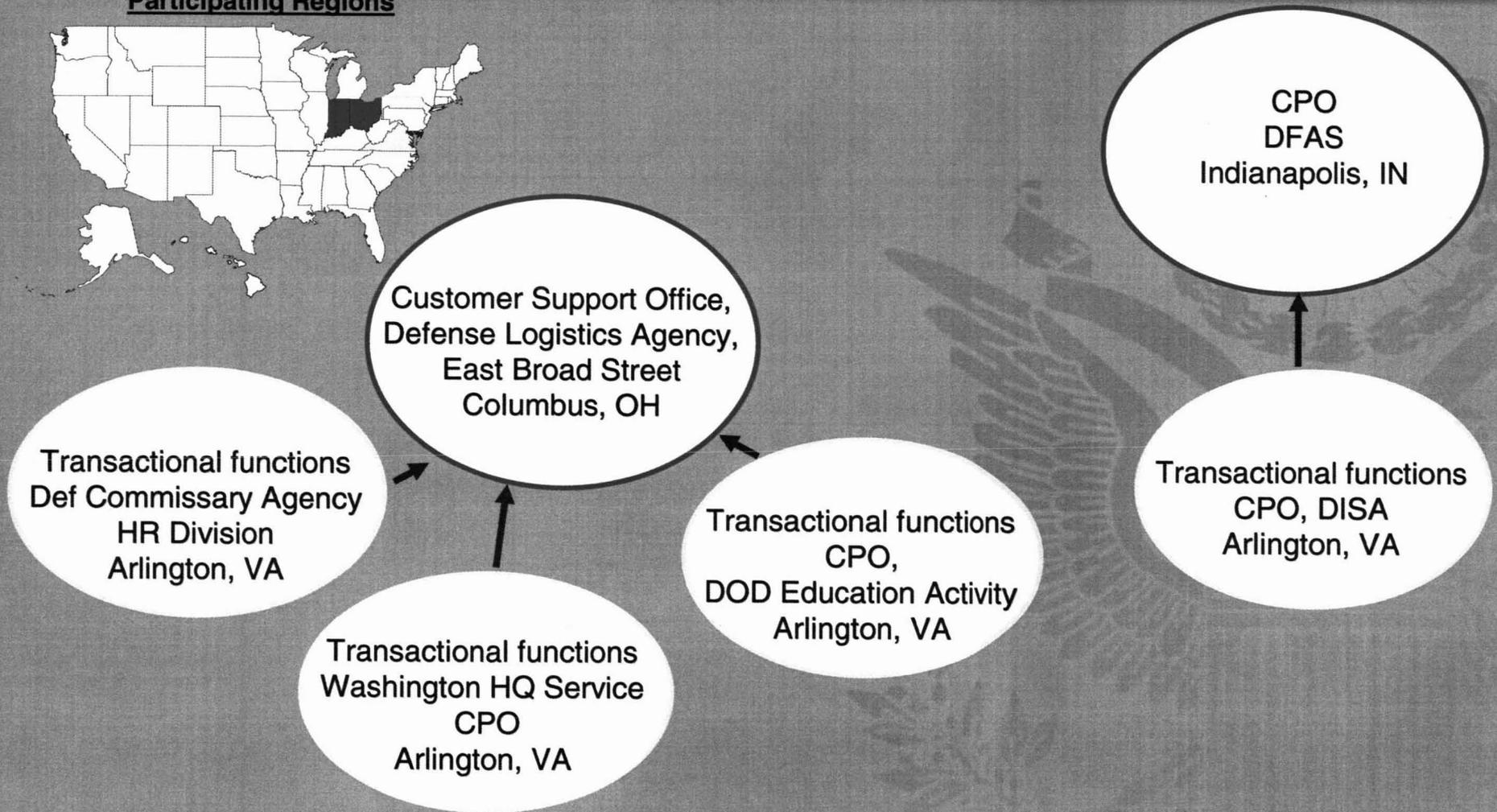


EXIT



DoD Recommendation H&SA-19, Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies

Participating Regions



EXIT



H&SA-19, Defense Agencies

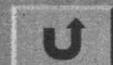
TABLE OF PERSONNEL CHANGES

Location		GAIN/(LOSS)				T.INDIR	TOTAL
		MIL	CIV	CONT.	T.DIRECT		
Leased Space, Arlington	VA	0	(323)	(6)	(329)	(249)	(578)
DSC, Columbus	OH	0	237	0	237	194	431
DFAS, Indianapolis	IN	0	22	4	26	16	42

Key Issues Identified: CRITERIA # AND #

#. #.

DSC - \$3.7mil million



EXIT



H&SA __:

Actions:

1. Close
2. Realign
3. Realign
4. Realign
5. Realign
6. Realign
7. Gain
8. Gain
9. Gain
10. Gain

DoD Justification:

- Reduces excess capacity.
- Reduces the use of leased facilities.
- Achieves manpower savings through consolidation and elimination of duplicate functions.

Payback:

▪One Time Cost:	\$97.5M
▪Net Cost:	\$46.4M
▪Annual Recurring Savings:	\$24.4M
▪Payback Period:	4 years
▪NPV (Savings):	\$196.7M



EXIT



BRAC Criteria Evaluation

VALUE	ISSUE	DOD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
1				
2				
3				
4				
5				
6				
7				
8				

DCN: 12095



EXIT



Name of installation/affected agency

TABLE OF PERSONNEL CHANGES

OUT		IN		NET GAIN/(LOSS)		CONT.	T. DIRECT
MIL	CIV	MIL	CIV	MIL	CIV		

Realign

Key Issues Identified:

[Empty text area for key issues identified]

Navigation controls: Home, Left Arrow, Right Arrow, Double Left Arrow, Double Right Arrow, Undo (U)

EXIT



Issues

- Areas of concern may be added to an additional slide and linked if needed. To return to the previous slide simply click the return button  at the bottom.

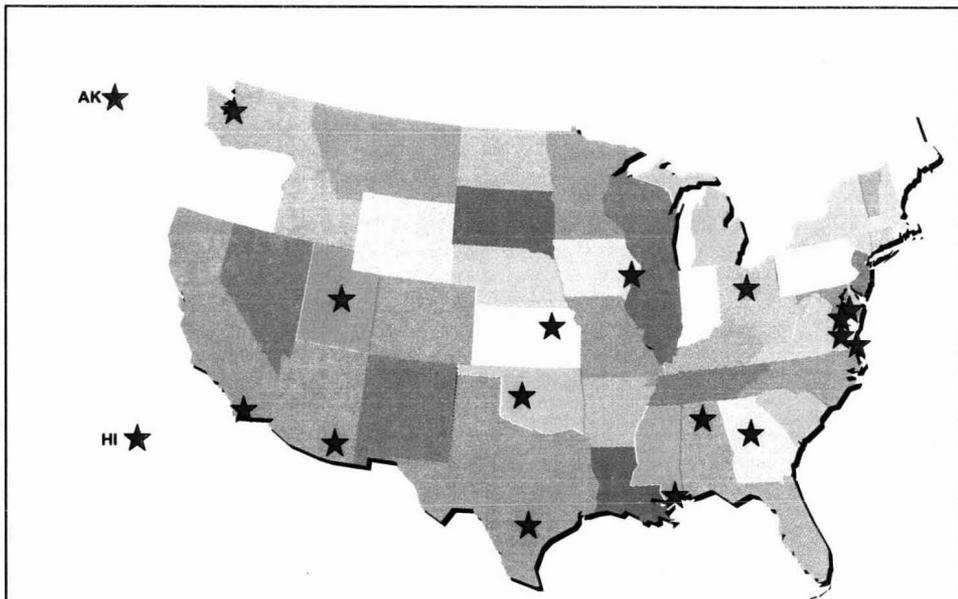


EXIT



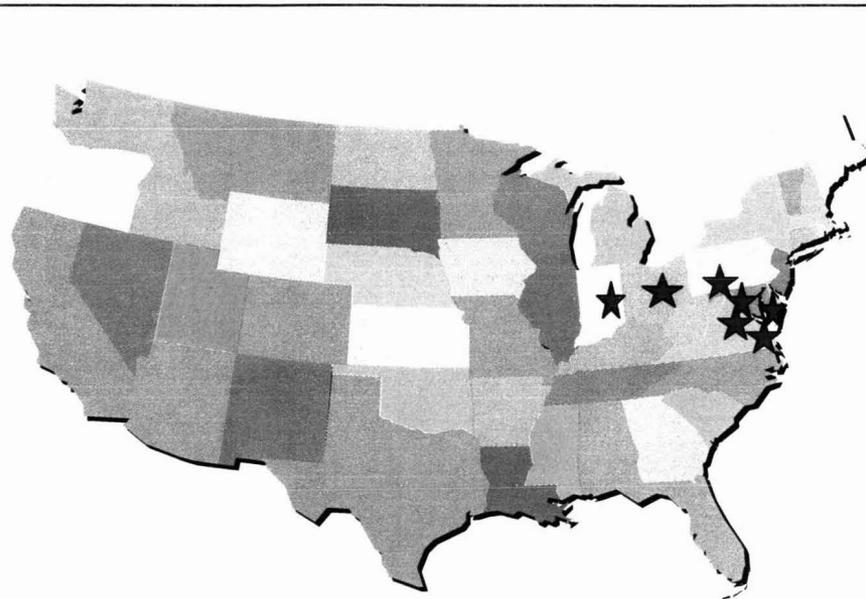
Civilian Personnel Servicing Locations

Dispersion—Services



Army: 6 Regions
Navy: 6 Regions
Air Force: 6 Regions

Dispersion—Defense Agencies



DeCA: 1 Loc. **DISA:** 1 Loc.
DLA: 2 Loc. **DFAS:** 1 Loc.
DODEA: 1 Loc.
WHS: 1 Loc.