DCN: 3050

Department of the Army
Civilian Human Resources Agency
North Central Region

JANICE CARBONE

CHRA, Regional Director

North Central Region

Overview

- Organization & Structure
- Mission & Customers
- BRAC Recommendation
- Customer Impact
- Other Key Factors
- Conclusion

Department of the Army
(DA)

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Civilian Human Resources Agency
(CHRA)

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CHRA North Central Region Director

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Civilian Personnel Advisory Centers ↔ North Central Civilian Personnel Operations Center

CHRA North Central Region

Mission Statement

To ***support*** and ***advise*** ***Commanders*** in their exercise of ***Human Resource*** *management* responsibilities.

Civilian Customer Base

- Civilian Customer Base = 36,559
- Dispersion -

  CONUS All 50 States and DC

  OCONUS 25 Countries

CHRA North Central Region

Civilian Personnel Advisory Centers

- Rock Island - Crane
- USARC (Ft. McCoy) - St. Louis
- Ft. Sam Houston
- Ft. Buchanan - Miami
- Detroit (TACOM)
- Walter Reed
- Ft. Belvoir
- Ft. Meade
- Ft. Myer - Ft. Hamilton
- HECSA (COE) - Winchester

CHRA North Central Region

Personnel

- Authorizations = 245
  - Regional Directors Office – 15
  - Civilian Personnel Operations Center – 230
- On-Board = 249
  - Regional Directors Office – 15
  - Civilian Personnel Operations Center - 234

CHRA North Central Region

SOUTHWEST ASIA HR SUPPORT

- CORPS OF ENGINEERS
  - Gulf Region Division
  - Afghanistan Engineer District
- CENTCOM - Iraq
- Multi-National Forces Iraq
- Project & Contracting Office - Iraq
- Special Inspector General - Iraq
- U.S. Army Reserve
  - Military Technician Program
- Logistics Assistance Representatives

Unique Customers/Missions

- Military District of Washington
  - Arlington National Cemetery
- Major Medical Centers
  - Walter Reed Army Medical Center
  - Brooke Army Medical Center
- Department of Army Interns
- Medical Recruitment Cell

BRAC CRITERIA

- Current and Future Mission Capability
  - Impact on Operational Readiness
- Availability of Land & Facility Condition
- Ability to Accommodate Contingency, Mobilization & Future Force Requirements
- Cost of Operations and Manpower Implications

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MILITARY VALUE ASSESSMENT

- North Central Ranks # 1
- 0.843

(?) merge to Location Rank 9: Aberdeen, MD Ft. Riley

CHRA North Central Region

BRAC RECOMMENDATION

- Realign North Central Civilian Personnel Operations Center (CPOC) – Rock Island, IL
  - To Southwest CPOC – Fort Riley, KS
  - To Northeast CPOC – Aberdeen Proving Grounds, MD

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JUSTIFICATION

- Reduce excess capacity
- Reduce use of leased facilities
- Achieve manpower savings by consolidating and eliminating duplicate functions
- National Security Personnel System

CHRA North Central Region

BRAC CUSTOMER IMPACT

- North Central Region Gain
  - Greatest net gain in Army
  - 6,300 Army Civilians
  - Increases CPOC staff by 47

CHRA North Central Region

OTHER KEY FACTORS

- Ideal Location For Growth
  - Facilities
  - Cost of Living
- Proven Ability To Expand and Sustain
- Performance Track Record
- Reputation For Exceptional Customer Service
- Highly Stable Workforce
  - 12% Turnover

CHRA North Central Region

OTHER KEY FACTORS

- Viable Local Labor Force
- Educational Support
- State of the Art IT Infrastructure On RIA
  - Army Civilian Data Center
- Central Location
- Strong Anti-Terrorism/Force Protection

CONCLUSION

- Recommendation is inconsistent with Military Value Assessment
- Realigning an Army organization that stands to realize the largest net gain is out of sync with underlying BRAC criteria
- Recommendation would only be consistent with a larger base closure

CIVILIAN PERSONNEL OFFICES

1. **Scope.** The civilian personnel function military value (MV) modeling effort includes Regional Civilian Personnel Offices and Defense Agency Personnel Offices. The universe of potential receiving locations is limited to current locations of Personnel Offices.

2. **Assumptions.**

   a. Analysis will provide military value of performing the function at current locations.
   b. Analysis will reveal opportunities for organizational grouping.
   c. Analysis may reveal transformational opportunities.
   d. Communities where the function is currently performed embody a beneficial quality of life that will be sustained.

3. **Military Value Scoring Plan.**

Criterion/Attribute/Metric/Question	Rationale	Weight
Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.	This criterion was weighted the highest for civilian personnel because customer service and Anti-Terrorism/Force Protection (AT/FP) standards are important to truly succeed in their current and future mission capabilities as a total force.	35%
Attribute 1 Customer Service	Where possible we wanted to determine efficiency of an organization. We selected civilian fill time of jobs and service ratio for the civilian personnel offices. Both measures should be easily available and will provide us with a metric to base efficiency of an organization.	17%
Metric 1 Civilian Fill Time. Measured in days, where less is better.	**Range**: Min-max **Scoring Plan**: Lowest value from data call = 1.0 – Highest value from data call = 0.0 **Function**: Linear decreasing Civilian personnel offices are service organizations that are concerned with supporting their customers in an efficient manner. Measuring the amount of time (in days) that it takes to fill a civilian job is critical to measuring the success of an organization. There is a possibility that we may co-locate or consolidate organizations and, if that is the case, then we need a measure to determine which civilian personnel offices are more efficient than others.	12%
Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): What is your organization's civilian position fill-time for fiscal year (FY) 03? (DOD#: 1900).		

Metric 2 Service Ratio. Number of Customers per Worker. Ratio of number of customers from FY 03 (DOD#: 482) to personnelists (DOD#: 480).	**Range**: Min-max **Scoring Plan**: Lowest value from data call = 0.0 – Highest value from data = 1.0 **Function**: Linear increasing DoD has a standard for the number of personnel employees to the number of population served. In fiscal year (FY) 04 that standard is 1 to 88. All Services should be tracking their progress in reaching this goal. We feel this is a good measure of organizational effectiveness.	5%
Question 1 What is the size of the population serviced per personnelist? (DOD#: 480, 482).		
Attribute 2 Civilian Personnel Office Location		13%
Metric 1 Civilian Personnel Office. Function is binary. If a civilian personnel office currently exists on an installation, then a 1 or Yes is received; 0 or No, otherwise.	**Range**: 0-1 **Scoring Plan**: 1=Yes – 0=No **Function**: Binary A civilian personnel office that is currently on an installation should receive considerably more credit than one that is currently in leased space.	13%
Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including Washington Headquarters Services [WHS]): For each location, identify if the site is on a DoD Owned Installation within a controlled perimeter. (DOD#: 1918).		
Attribute 3 Survivability – Compliance with DoD Minimum Antiterrorist Standards for Buildings (UFC 4-010-01)		5%
Metric 1 Compliance with DoD Minimum Antiterrorist Standards for Buildings. Scoring: For each building in which an Activity is located, a series of questions will be asked to determine the extent to which that building does or does not meet the standards, leading to one compliance ranking for each building. An overall compliance ranking for the Activity will be determined by adjusting the scores to the proportion of total square feet. Questions will only be asked of leased installations; military installations are assumed to comply due to presence of controlled perimeters. **AT/FP Scoring Plan:** / **Value** Military Installation: 1.0 Occupies less than (<) 25% of Building: 0.8 Otherwise: 0.0	**Range**: 0-1 **Scoring Plan**: See Table **Function**: Non-linear This attribute is important in determining the survivability of each location that houses a civilian personnel office. We wanted a way to weight the AT/FP standards particularly for people in leased space. Measuring a secure operational environment becomes more critical to ensure uninterrupted servicing if civilian personnel offices are consolidated into fewer locations. Each location occupied by an activity will be assessed for compliance with UFC 4-010-01; locations that do not meet the current standard will be given a lower MV. All questions weighted equally.	5%
Question 1 What percentage of the building's total square feet is leased to and/or occupied by DoD entities? (DOD#: 1912).		
Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.	This criterion was ranked third to ensure adequate facilities exist to house a personnel office within each service that is capable of ensuring uninterrupted mission execution.	20%
Attribute 1 Facility Condition		15%

Metric 1 Facility Condition Code. Measured using the Average Facility Condition Code for Administrative Buildings.	**Range**: C1-C4 **Scoring Plan**: C1 = 1.0; C2 = 0.75; C3 = 0.25; C4 = 0.0 **Function**: Non-linear This metric is important to determine which buildings are in the best condition. While this is an important factor in deciding the best locations, facilities can always be improved. Assume lease space = 0.	15%
Question 1 What is the installation's facility condition code (C1-C4) for Administrative-type buildings? (DOD#: 11).		
Attribute 2 Network Services		5%
Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = 1.	**Range**: 0-1 **Scoring Plan**: 1=Yes; 0=No **Function**: Binary Location on a DISN Point of Presence (POP) is an important consideration with regard to DoD IT enterprise architecture. Installations with POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.	5%
Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).		
Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	Criterion 3 has the second greatest weight to account for personnel office expansion capability for co-location or consolidation to establish a foundation for future requirements in support of DoD.	30%
Attribute 1 Expandability	Expandability is an important factor when looking at future force requirements. It is critical that we access all finished square feet and buildable land at current locations of all of the civilian personnel offices.	30%
Metric 1 Vacant Square Feet. Blocks of contiguous vacant Administrative-type space over 10K GSF at an installation. Measured in blocks and more is better.	**Range**: Min - Max **Scoring Plan**: Min = 0; Max = 1 **Function**: Linear increasing This is to assess if a current office has space in its existing Admin buildings to expand or if they are at capacity. This metric was weighted higher than buildable land since there may be less cost with moving to an existing facility rather than requiring new military construction (MILCON). If a location has expansion space, it will receive more credit since it has the ability to receive additional personnel. Lease space will not receive any credit.	20%
Question 1 How many blocks of contiguous vacant Administrative-type space over 10K GSF are located on the installation? (DOD#: 305).		
Metric 2 Buildable Land. At least one parcel greater than 5 acres.	**Range**: 0 - 1 **Scoring Plan**: 1= Yes; 0 = No **Function**: Binary Based on the assumption that a personnel facility could be built on a parcel of 5 or more acres and only one such office would be needed on the installation. This would give the opportunity to build a new building to possibly house a regional personnel office. To us this was a metric which was important, but also a potentially expensive undertaking. Lease space will not receive any credit	10%
Question 1 Does the installation have at least one parcel of buildable land greater than 5 acres? (DOD#: 31).		

Criterion, Attribute, Metric, Question	Rationale	
Criterion 4 The cost of operations and the manpower implications.	This criterion was given the lowest weight because other factors in ensuring adequate personnel servicing to support DoD are more important for mission accomplishment. Locality and facility operation costs enable an initial look at cost-effective potential receiving locations for scenario development.	15%
Attribute 1 Estimated Economic Cost of Location		7%
Metric 1 Locality Pay Factor – percentage, Less is better.	**Range**: Min - Max **Scoring Plan**: Min = 1; Max = 0 **Function**: Linear Decreasing We needed a way of measuring the cost of doing business at one location versus another. The civilian locality rate seemed to be the best since the majority of personnel working at the personnel offices are civilian employees. This unit of measure is obtainable from the Office of Personnel Management's web site. This is a metric we feel is important but should not be the determining factor about a location unless everything else is equal.	7%
Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).		
Attribute 2 Operating Costs		8%
Metric 1 Base Operating Support (BOS) Ratio. Amount of BOS non-payroll obligations per population supported.	**Range**: Min – Max **Scoring Plan**: Min = 1; Max = 0 Less is better. **Function**: Linear Decreasing We want to capture the cost of doing business at a particular location. We felt that the base operating cost to supported population would be a good way to capture the utilities, and other operating costs of the installation and match it to manpower implications. This metric should play a role on which facility locations are more cost efficient and thus have greater military value. Activities not on a DoD installation will be assigned the worst score from the DoD installation locations reported.	8%
Question 1 What are your BOS non-payroll obligations for your installation and the number of personnel authorized to this function? What is the total number of authorized personnel supported by the installation, to include military members (active duty, full time guard and reserve) and DoD civilians? Use current authorization documents. What is the current total number of on-board, Full-time Equivalent (FTE) contractors, other civilians, and family members supported by the installation? (DOD#: 1504, 4096).		

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

Recommendation: 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.

Justification: The consolidation of Civilian Personnel Offices within each Military Department and the transactional functions among the Defense Agencies reduces excess capacity, reduces the use of leased facilities, and achieves manpower savings through consolidation and elimination of duplicate functions. This recommendation supports the Administration's urging of federal agencies to consolidate personnel services. During the implementation of this recommendation it is important to partner with the National Security Personnel System (NSPS). NSPS provides the 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 Civilian Personnel Offices.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $97.5M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of $46.4M. Annual recurring savings to the Department after implementation are $24.4M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of $196.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in maximum potential job reductions (direct and indirect) over the 2006-2011 period in the respective economic areas as listed in the table below:

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Anchorage, AK Metropolitan Statistical Area	118	62	56	Less Than 0.1
Davenport-Moline-Rock Island, IA – IL Metropolitan Statistical Area	471	251	220	0.2
Dayton, OH Metropolitan Statistical Area	235	127	108	Less Than 0.1
Gulfport-Biloxi, MS Metropolitan Statistical Area	280	148	132	0.2

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Honolulu, HI Metropolitan Statistical Area	136	68	68	Less Than 0.1
Ogden-Clearfield, UT Metropolitan Statistical Area	168	85	83	Less Than 0.1
Oklahoma City, OK Metropolitan Statistical Area	252	111	141	Less Than 0.1
Warner Robins, GA Metropolitan Statistical Area	155	95	60	0.2
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	643	366	277	Less Than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates: Fort Riley has a lack of graduate and PhD programs, Median House Values below the US average, a low number of vacant rental and sale units, and a higher than average Population per Physician ratio; Aberdeen Proving Ground is 46 miles to the nearest airport; Randolph Air Force Base has Median House Values below the US Average and a Crime Rate Index 65 percent higher than the National average; DFAS Indianapolis is located more than 25 miles from the nearest airport; and DSC Columbus has a Uniform Crime Reports (UCR) Index higher than the national average. These issues do not affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: New Source Review permitting and air conformity analyses may be required at Aberdeen, NSA Philadelphia, NAS North Island, and MCAS Miramar. Additional operations at Randolph may impact threatened and endangered species and/or critical habitats. Significant mitigation measures to limit releases may be required at Aberdeen to reduce impacts to water quality and achieve US EPA water quality standards. Increased missions may result in additional water restrictions or mitigation requirements at Fort Huachuca. Minimal impact expected. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or wetlands. This recommendation will require spending approximately $0.2M for waste management and environmental compliance activities. This cost was included in the payback calculation.

This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

1. Civilian Personnel Offices. The Civilian Personnel Offices' military value model is based the scoring plan presented at Appendix A. The specific data values used to run the model are shown in Appendix H. The results of the military value model are presented below in Table 1.

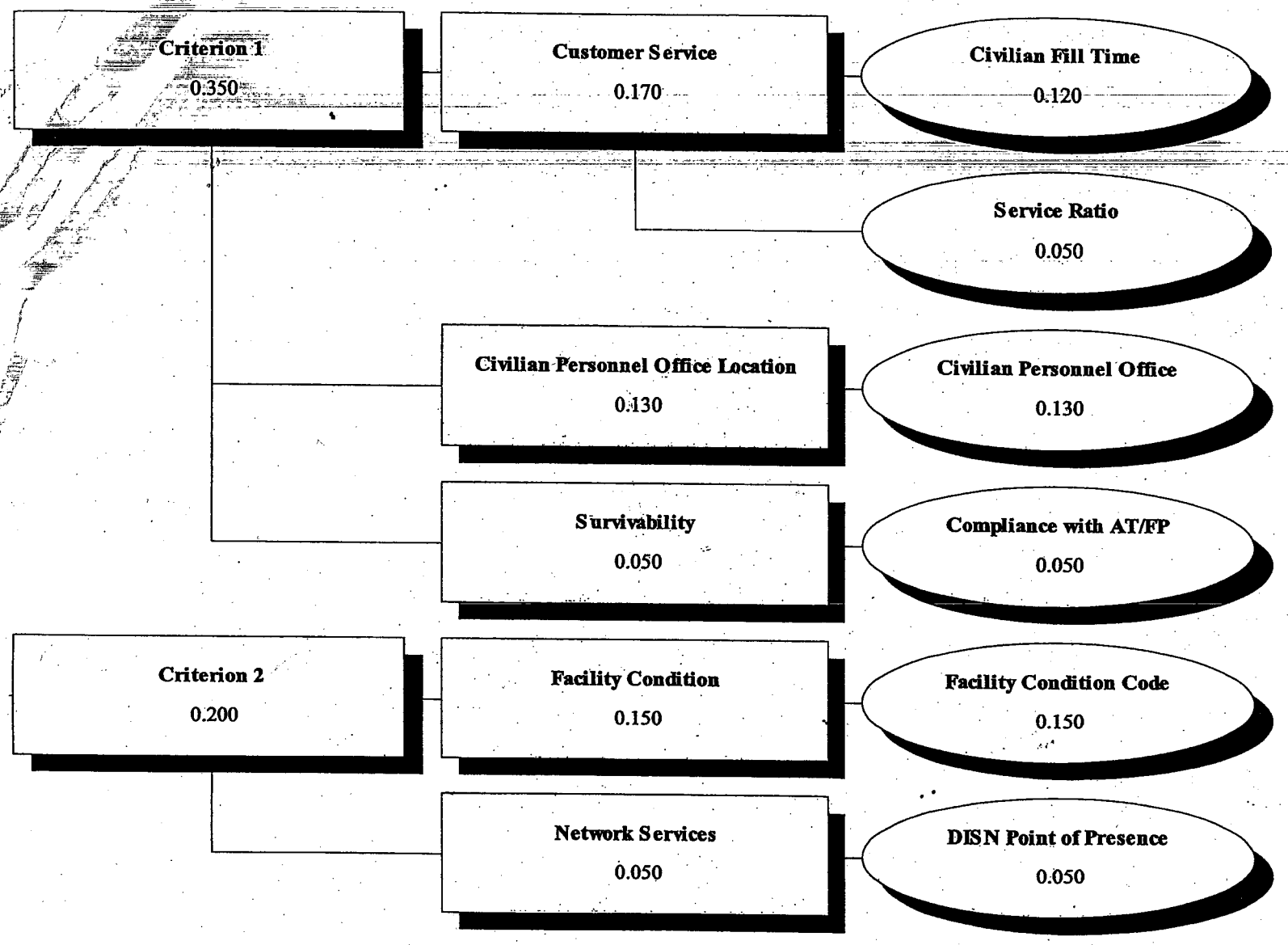
Alternative	Military Value Score	Rank
North Central CPOC (Rock Island)	0.843	1
88 MSG/DPC (Wright-Patterson AFB)	0.806	2
DLA Civilian Personnel Office- Columbus	0.794	3
West CPOC (Ft. Huachuca)	0.764	4
78 MSG/DPC (Robins AFB)	0.740	5
DLA Civilian Personnel Office-New Cumberland	0.737	6
AFPC (Randolph AFB)	0.726	7
South Central CPOC (Redstone Arsenal)	0.725	8
Northeast CPOC (Aberdeen)	0.679	9
HRSC Southeast (Stennis)	0.672	10
Southwest CPOC (Ft. Riley)	0.664	11
72 MSG/DPC (Tinker AFB)	0.654	12
OO-ALC/DPC (Hill AFB)	0.607	13
HRSC East (Norfolk)	0.578	14
11WG/DPC (Bolling AFB)	0.560	15
DISA Civilian Personnel Division (MPS1)	0.555	16
Pacific CPOC (Ft. Richardson)	0.435	17
HRSC Southwest (San Diego)	0.363	18
DFAS Human Resources	0.362	19
HRSC Northeast (Philadelphia)	0.358	20
DODEA Human Resources Center	0.323	21
HRSC Pacific (Pearl Harbor)	0.307	22
HRSC Northwest (Silverdale)	0.276	23
WHS Personnel Services Division	0.226	24
DeCA Human Resource Operations Division	0.191	25

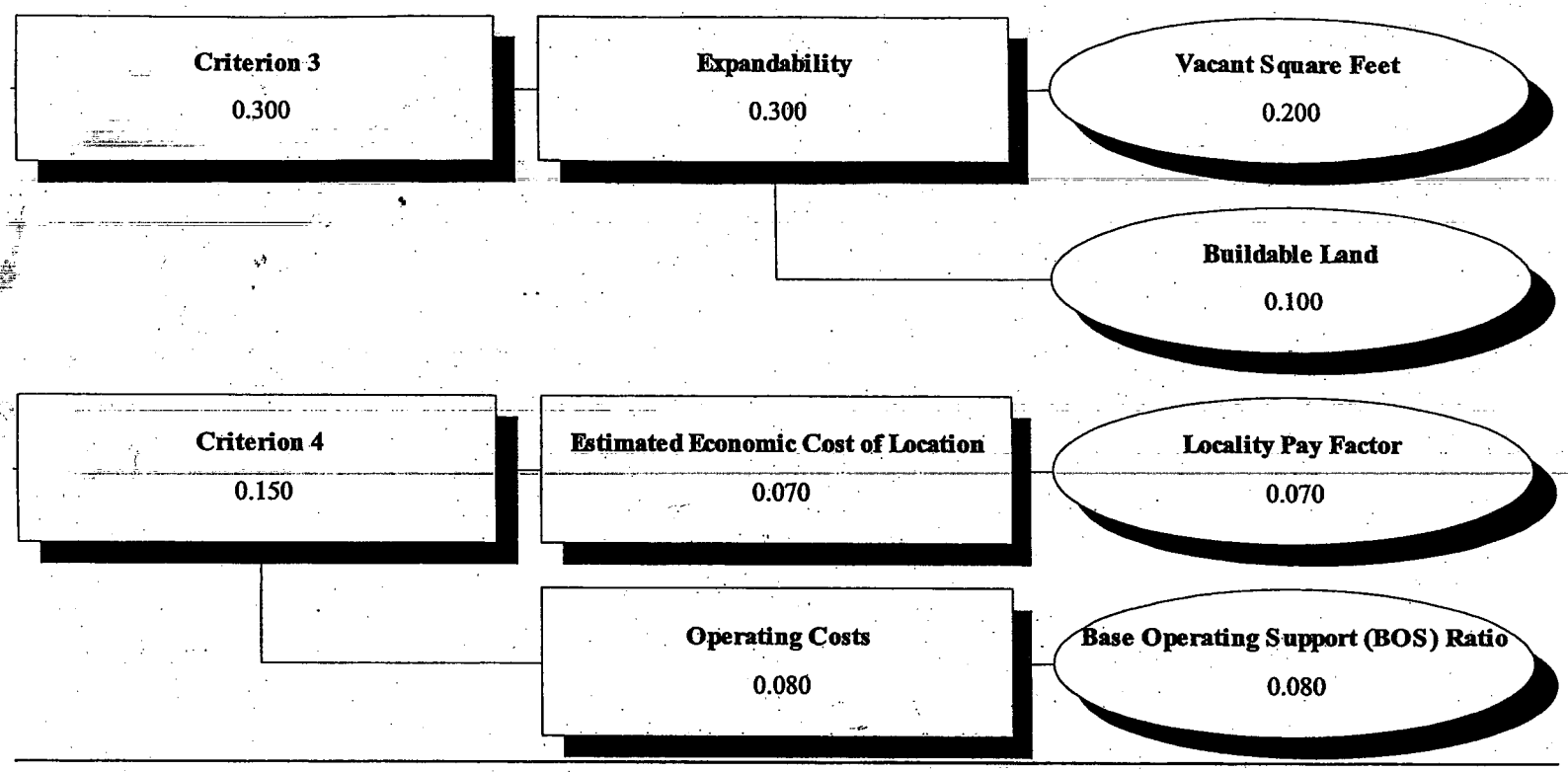
Table 1. Civilian Personnel Offices Military Value Results.

2. Major Administrative and Headquarters Activities (MAH). The scoring plan used to build and execute the model is presented in Appendix B. Appendix I provides a copy of the data values used to run the military value model and generate the results shown below in Table 2. In this table, an (I) at the beginning of the entity description designates an installation, an (A) designates an activity, an (AB) designates an activity from the Reserve and Recruiting Command Headquarters, and an (AJ) designates an activity from the Service Component Commands and Supporting Activity functions.

NAME	Civ Fill Time	Service Ratio	Civ Pers Off	AT/FP	FCC	Vacant SF	Build Land	VBOS	DISN	Locality Pay %
11WG/DPCBolling AFB	99.00	129.68421	YES	Level 1	C1	0	NO	1.05774	Y	14.63
72 MSG/DPC (Tinker AFB)	115.00	123.92857	YES	Level 1	C1	0	YES	2.70933	Y	10.90
78 MSG/DPC (Robins AFB)	54.41	127.37634	YES	Level 1	C1	0	YES	1.86842	Y	10.90
88 MSG/DPC (Wright-Patterson AFB)	90.00	73.88889	YES	Level 1	C2	7	YES	3.69424	Y	12.03
AFPC (Randolph AFB)	48.40	176.17481	YES	Level 1	C2	0	YES	2.65103	Y	10.90
DeCA Human Resource Operations Division	115.00	73.94241	NO	Level 3	C4	0	NO	11.67393	Y	14.63
DFAS Human Resources	34.30	208.96774	NO	Level 3	C4	0	NO	11.67393	Y	11.11
DISA Civilian Personnel Division (MPS1)	67.00	87.00000	YES	Level 1	C2	0	NO	1.05776	Y	14.63
DLA Civilian Personnel Office- Columbus	54.70	52.17561	YES	Level 1	C2	5	YES	2.51985	Y	13.14
DLA Civilian Personnel Office-New Cumberland	30.00	128.36585	YES	Level 1	C2	0	YES	5.24978	Y	10.90
DODEA Human Resources Center	29.28	115.32075	NO	Level 3	C4	0	NO	11.67393	Y	14.63
HRSC East (Norfolk)	50.60	194.51934	YES	Level 1	C3	1	NO	0.97166	Y	10.90
HRSC Northeast (Philadelphia)	44.00	178.59276	NO	Level 2	C4	0	NO	11.67393	Y	15.32
HRSC Northwest (Silverdale)	34.30	156.99057	NO	Level 3	C4	0	NO	11.67393	N	15.12
HRSC Pacific (Pearl Harbor)	39.10	144.87500	NO	Level 2	C4	0	NO	11.67393	Y	25.00
HRSC Southeast (Stennis)	38.40	159.80328	YES	Level 1	C1	0	NO	1.07093	Y	10.90
HRSC Southwest (San Diego)	38.80	183.80423	NO	Level 2	C4	0	NO	11.67393	Y	16.16
North Central CPOC (Rock Island)	47.16	144.28800	YES	Level 1	C3	8	YES	0.17195	Y	10.90
Northeast CPOC (Aberdeen)	45.72	153.84615	YES	Level 1	C3	2	YES	7.69897	Y	14.63
OO-ALC/DPC (Hill AFB)	70.00	131.40698	YES	Level 1	C3	0	YES	2.02926	Y	10.90
Pacific CPOC (Ft. Richardson)	71.35	130.50909	YES	Level 1	C3	0	NO	11.67393	Y	25.00
South Central CPOC (Redstone Arsenal)	55.85	135.74048	YES	Level 1	C3	4	YES	0.94341	Y	11.49
Southwest CPOC (Ft. Riley)	43.07	112.06472	YES	Level 1	C3	1	YES	1.21979	Y	10.90
West CPOC (Ft. Huachuca)	51.07	148.45249	YES	Level 1	C2	2	YES	3.70487	Y	10.90
WHS Personnel Services Division	83.00	42.52991	NO	Level 3	C4	0	NO	11.67393	Y	14.63

CIVILIAN PERSONNEL OFFICES




Criterion 3
0.300
Expandability
0.300
Vacant Square Feet
0.200
Buildable Land
0.100
Criterion 4
0.150
Estimated Economic Cost of Location
0.070
Locality Pay Factor
0.070
Operating Costs
0.080
Base Operating Support (BOS) Ratio
0.080