SUBJECT: Real Property Acquisition, Management, and Disposal

References: (a) DoD Directive 4165.6, subject as above, December 22, 1976 (hereby canceled)
(b) DoD Directive 4165.16, "Real Property; Construction on Leased Land and Release of Leaseholds," December 19, 1958 (hereby canceled)
(c) DoD Instruction 4165.12, "Prior Approval of Real Property Actions," July 23, 1973 (hereby canceled)
(d) through (jj), see enclosure 1

A. REISSUANCE AND PURPOSE

This Directive consolidates references (a) through (f) and updates DoD policy on acquisition, management, and disposal of real property.

B. APPLICABILITY AND SCOPE

This Directive:

1. Applies to the Office of the Secretary of Defense (OSD), the Military Departments (including their Guard and Reserve components), and the Defense Agencies (hereafter referred to collectively as "DoD Components"). The term "Military Services," as used herein, refers to the Army, Navy, Air Force, and Marine Corps.

2. Encompasses all DoD real property holdings except:

   a. Civil projects governed by regulations of the Secretary of the Army.

   b. The acquisition and management of defense industrial plants that are governed by DoD Directive 4275.5 (reference (g)).

C. DEFINITIONS

The terms used in this Directive are defined in enclosure 2.

D. POLICY

1. DoD policy prescribes that the Military Departments and Defense Agencies shall determine which real property is needed to satisfy military requirements both in peacetime and in case of war, ensures that the property is obtained, and disposes of only that real property having no unforeseeable military requirement.
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2. DoD Directive 4001.1 (reference (h)) established DoD policies to vest authority and responsibilities to lower organizational levels; allow installation commanders the freedom to obtain goods and services that best satisfy their requirements whenever they can get quality, responsiveness, and lowest cost; and allow installation commanders to retain and decide on the use of a share of money they save.

E. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Production and Logistics) (ASD (P&L)) shall establish DoD policy regarding the acquisition, management, and disposal of real property.

2. The Secretaries of the Military Departments and Directors of Defense Agencies (when applicable) shall develop and maintain a continuing program to:

   a. Program and distribute funds annually, specifically to ensure that each installation has developed a master plan. Such plans shall include mobilization, as well as current and projected peacetime requirements. The master plans shall be based upon a strategic assessment of the operational mission and expected use of the installation, cover at least a 10-year period, be updated every 5 years (more often if necessary), and include a specific, annual listing of all military construction, family housing, and major repair and maintenance projects needed to meet the installation's requirements within the time period covered by the plan.

   b. Ensure that installations currently hold or have plans to obtain the real property they need; and underused real property for which there is no immediate need is made available and, if possible, outgranted to others; and real property for which there is no foreseeable peacetime or mobilization military requirement is declared excess.

   c. Establish procedures that adhere to the laws, policies, and guidance provided in this Directive.

F. PROCEDURES

1. Acquisition of Real Property

   a. Legal Authorities. Some of the laws governing the acquisition of real property are as follows:

      (1) 42 U.S.C. 4321, et. seq. (reference (i)) mandates policy and procedures to be followed before siting or acquisition of real property.

      (2) 10 U.S.C. 2676 (reference (j)) specifies conditions under which a Military Department may acquire real property not owned by the Government.

      (3) 10 U.S.C. 2233 (reference (j)) gives authority to the Reserve components to acquire real property.

      (4) 40 U.S.C. 483 (reference (k)) covers the acquisition or exchange of Government-owned property.

(6) 10 U.S.C. 2672a (reference (j)) provides authority for acquiring land when the need is urgent.

(7) 42 U.S.C. 4601-4655 (reference (l)) states the requirements that must be met regarding the acquisition of real property relative to uniform relocation assistance.

(8) 10 U.S.C. 2677 (reference (j)) covers the use of advance options to acquire real property.

(9) 10 U.S.C. 2571 (reference (j)) states that real property may be acquired by interchange or transfer between the Military Departments or the U. S. Coast Guard.

(10) 10 U.S.C. 2682 (reference (j)) requires that real property used by a Defense Agency be under the jurisdiction of a Military Department.

(11) 43 U.S.C. 156 and 157 (reference (m)) states that withdrawal or restriction of public domain lands, including the Outer Continental Shelf, or any one acquisition of 5,000 acres or more in the aggregate requires specific legislation.

(12) 10 U.S.C. 2662 (reference (j)) specifies the reports that must be made to the Congressional Armed Services Committees for real property transactions.

(13) 10 U.S.C. 2675 (reference (j)) provides the authority for leasing real property in foreign countries.

b. DoD Guidance. In addition to the requirements set out by the legal authorities described in paragraph F.1.a., above, the following guidance applies to acquiring real property.

(1) An economic analysis, as prescribed by DoD Instruction 7041.3 (reference (n)), shall be used to help decide among the alternative methods to acquire real property.

(2) The financial accounting for real property shall be in accordance with DoD 7220.9-M (reference (o)).

(3) Before acquiring real property by purchase, or lease, DoD Components shall determine that the requirements cannot be satisfied by:

(a) Emergency use or national defense clauses in deeds of conveyance. Such clauses may be used only when a national emergency is declared by Congress or the President pursuant to the National Emergencies Act of 1976. They shall not be used for routine acquisitions in peacetime or as a cost saving measure.

(b) Excess or otherwise available property held by other Military Departments or Federal Agencies.
(c) Exercise of existing DoD authorities or those of the General Services Administration (GSA) for the exchange of DoD-controlled real property or surplus Federal property for privately owned property.

(d) Securing title to real property from State or municipal governments by donation or long-term nominal cost lease.

(4) Real property shall be acquired by one of the following methods that will satisfy the DoD requirement economically with as little impact as possible on the civilian economy:

(a) Acquisition of fee title to land, inclusive of all mineral rights and improvements, shall generally be considered in the best interest of the Government when:

1. The estimated value of the Government's proposed land use equals or exceeds the land's current market value.

2. A terminal date for the requirement is projected but the land would be used long enough so that any money spent for rentals and restoration would exceed 50 percent of the fair market value of the fee title.

3. Cost of acquiring an easement right approaches 75 percent of the current fair market value of the fee title.

(b) Leases should provide for the right of cancellation in whole or in part, at the option of the Government, giving the shortest possible notice to the lessor. When in the best interests of the Government, leases shall be for "Government purposes" rather than for specific purposes (e.g., Defense-Naval-Flying-Reserve). Desirability of an urban location, reduced travel time for employees or business representatives, reduced transportation costs, environmental impact, or desirability of single unit offices over split locations near one another should be considered in evaluating facility acquisition strategies. Before a leasehold can be acquired, it must be shown that the activity to be accommodated is essential to an assigned mission and Government-owned property already available cannot be used.

(5) The advisability of acquiring fee title to property currently held under lease shall be studied in those instances where the cost of restoration or decontamination of the land exceeds the current fair market value.

(6) State, regional, and local officials at all levels shall be consulted early in the planning stage of real property acquisition. (See DoD Directive 4165.61, (reference (p)).)

(7) To ensure the operational integrity of military airfields, it may be desirable to acquire land interests permitting the prohibition of land uses incompatible with aircraft operations. When appropriate, the
necessary rights shall be obtained by exchange or purchase. The development
stages of acquisitions supporting the Air Installation Compatible Use Zone
concept shall follow the guidance of DoD Instruction 4165.57.

2. Management of Real Property. The DoD components shall ensure that real
property holdings under their control are being used to the maximum extent
possible consistent with peacetime and mobilization requirements. Each Mil-
tary Department shall maintain a program monitoring the use of real property.
The DoD components' real property management program shall adhere to the
following general policies:

a. Annual Review. In accordance with 10 U.S.C. 125l. (reference (16)), DoD
Components shall periodically review their real property holdings, both
land and facilities, to identify unneeded and under-used property. Real
property for which there is no foreseeable military requirement, either in
peacetime or during mobilization, shall first be offered to other Military
Departments and Defense Agencies for their possible use. In deciding whether
real property shall be retained, the following criteria should be considered:

(1) Whether the property is being used effectively, is necessary to
satisfy current or projected peacetime needs, or is needed to meet mobiliza-
tion requirements.

(2) If the DoD Component Head has determined that the property is
essential to protect future mission flexibility, operational changes, changes
in equipment types, mobilization for a national security emergency, or for
research or development of future defense or weapons systems.

(3) If the requirement for the property can be met by using
other property of less cost providing equal or better working and operating
conditions.

(4) Whether the property is used as a buffer zone and was
previously conveyed to the Military Department for that purpose by a local
community or private interests and is still required for that purpose.

(5) Whether the property is an internal parcel and access to it would
disrupt installation operations.

(6) If the cost of declaring real property excess (because of new
fencing, utilities, roads, replacement buildings, decontamination, or other
factors) is likely to exceed the market value.

(7) If the property is affected by security or safety restrictions,
including quantity safety distance safety arcs, radiation safety zones, Air
Installation Compatible Use Zones (DoD Instruction 4165.57, reference (q)), or
potential encroachments, radio interference zones, or specifically designated
security areas.

b. Use of Real Property. Installation commanders should use the
following priorities when assigning unused space on their installations. They
may make exceptions to these priorities when they determine it is in the best
interests of the installation to do so. The commanders shall consider:

(1) Appropriated fund activities of the DoD Component serving as
host at the installation.
(2) Nonappropriated fund activities of the DoD Component serving as host at the installation.

(3) Activities of other DoD tenants.

(4) Other Federal Agencies with priority to those providing base services such as a post office or the Federal Aviation Administration (FAA) at an airfield.

(5) All others.

c. Outgrants. 10 U.S.C. 2667 (reference (j)) sets forth the terms and conditions under which the Military Departments may lease nonexcess property. The Military Departments are encouraged to use this authority whenever possible. Unimproved lands (e.g., buffer, safety, restrictive, or maneuver areas) or other real property, temporarily not needed for DoD use, may be outgranted when interim usage will not interfere with the purpose for which the real property is held by the Department. In addition to the requirements of 10 U.S.C. 2667 (reference (j)), the Military Departments should adhere to the following policies:

(1) Whenever it is proposed to outgrant real property to the private sector for the express purpose of seeking private sector capital investment instead of military construction funds to support DoD missions, employees, or dependents of the military, advance notice shall be provided to the committees on Armed Services of the House and Senate. Such notice shall include a general description of what the private sector shall be asked to provide and shall be made at the earliest time practical, but before soliciting proposals from the private sector.

(2) All outgrants of Government-owned property shall include provisions requiring the grantee to obtain prior approval before allowing another party to exercise the rights and privileges authorized by the outgrant, directly or indirectly.

(3) In establishing the terms for leasing property to public educational institutions, the Secretary of the Military Department concerned, or designee, after consulting with the Department of Education, may consider actual or potential benefits to the United States, but should not set the rent below the sum necessary to cover maintenance, services, utilities, protection, repair, and other restoration costs (including environmental restoration) of the property, and related administrative costs.

(4) All proposed outleasing actions (irrespective of grantee or consideration) must be considered and assessed within the policy guidance of DoD Directive 5100.50 and 42 U.S.C. 4321 (references (s) and (i)).

d. Construction on Other-Than-Owned Land. The Secretary of the Military Department concerned may determine that a military construction project may be accomplished on land that is held in other than fee simple interest. (See 10 U.S.C. 2852 (reference (j))).
e. Leaseholds. Whenever possible, each DoD Component shall take prompt action to relocate military activities accommodated in leased building space into Government-owned facilities, preferably located on a military installation, and to dispose of excess leaseholds. (See paragraph F.3.e., below.)

f. Charges for Use of Space. Unless specified differently in this or other DoD regulations, charges shall be assessed at fair market rates for use of DoD space by other Federal Agencies. Exceptions to this policy are:

(1) Real property and related services provided to an organization that solely supports or substantially benefits the installation's mission (e.g., a permit to a FAA Air Controller on an air base or a permit to the Federal Communications Commission (FCC) for a communication tower).

(2) Land held under existing permits. Agencies should only be charged when entering into new outgrants or on renewal of existing outgrants.

(3) DoD land used if the activity being conducted on the property benefits or enhances the national defense.

(4) Cases in which the income produced by a charge is less than the expense of administering the charge.

(5) Permits in the nature of an easement granting a right-of-way for roads, pipelines, cables, or similar purposes.

g. Annexation. It is DoD policy to be neutral relative to annexation by a municipality or political subdivision in accordance with State law, unless the Secretary of the Military Department concerned determines that such action would not be in the best interest of the Federal Government, or it is opposed by another local jurisdiction.

h. Coastal Zone Management. Applications for leases, licenses, or permits to use DoD real property affecting land or water uses in the coastal zone of a State shall contain certification that the proposed activity is consistent with DoD Instruction 4165.59 and 16 U.S.C. 1451 (references (t) and (u)) in complying with the State's approved coastal zone management program.

i. Relinquishment of Legislation Jurisdiction. 10 U.S.C. 2683 (reference (j)) describes when and how the Secretary of a Military Department may relinquish legislative jurisdiction over lands or interests under his or her control. Any action by a Military Department that would retrocede Federal legislative jurisdiction shall be taken only after consultation with the local United States Attorney and the General Litigation and Legal Advice Section, Criminal Division, Department of Justice.

j. Public Access. DoD Installations shall generally be operated as open posts, camps, or stations unless the installation commander determines otherwise, as stated in DoD Directive 5200.8 (reference (v)).
k. Maximum Use of Installation Resources. Cross Service and joint Service use of bases and facilities shall be promoted to achieve excellent customer service in overhead, support areas, and common logistical functions. See DoD Directive 4000.19 (Reference 2).

(l) The predominant user concept shall apply in the designation of host and/or tenant responsibilities at joint use installations.

(m) Designations of host and/or tenant responsibilities that cannot be settled by the Military Departments and defense agencies shall be referred to the ASD(RDA) for resolution. Designation of host responsibilities involving Reserve components shall be coordinated by the ASD(RDA) with the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)).

I. Conservation of Natural and Cultural Resources. Installations of all sizes shall manage natural and cultural resources, land, or water areas in accordance with DoD Directives 4700.1 and 4710.1 (references (x) and (y)).

m. Energy Resources. The Military Departments shall initiate formal programs to identify potential energy resources (e.g., coal, oil, gas, geothermal steam) on DoD lands.

(1) The Military Departments shall make their land available for mineral exploration and extraction to the maximum extent consistent with military operations, national defense activities, and Army civil works activities in accordance with DoD Directive 4700.3 (reference (z)).

(2) If a commercial oil and gas resource development is located near a DoD installation, the Bureau of Land Management, Department of the Interior, shall be contacted immediately to advise on potential drainage problems. To prevent exploitation of a Government asset and upon the recommendation of the Bureau of Land Management, oil and gas shall be leased by the Department of the Interior under conditions specified by the Military Department concerned.

n. Federal Employee Parking. DoD Components should comply with Federal Property Management Regulations (FPMR), Regulation D-84 (reference (aa)), for Government-owned and -leased property under GSA control.

o. Base Realignment Announcements. 10 U.S.C. 2687 (reference (j)) specifies the procedures to be followed for base closures or realignments. An advance copy of any proposed realignment announcement, including those required by 10 U.S.C. 2687, shall be forwarded to the ASD(P&L) for information 14 days before, if possible, and in any event before the public release of the information.

p. Predesignation of Nonindustrial Facilities for Emergency Requirements. To ensure that installation commanders have access to sufficient housing, training, and other nonindustrial facilities needed to respond effectively to mobilization surges and other major national emergencies, the Military Departments shall, in accordance with E.O. 11490 (reference (bb)):

(1) Develop plans, programs, and procedures for selecting and predesignating nonindustrial facilities to meet emergency requirements.
(2) Task installation commanders to:

(a) Identify their supplemental nonindustrial facility requirements to include the conditions and extent of facility use.

(b) Request facility assignments by applying to the Federal Emergency Management Agency (FEMA) regional director in the area in which the facility is located (enclosure 3). The regional director shall coordinate such requests with other Federal Agencies and State and local emergency planners and resolve any conflicts in facility designations.

(c) Arrange for formal agreement with a facility owner or operator once FEMA has approved the predesignation of a facility.

(d) Maintain records on the assignment and planned use of predesignated facilities to aid in evaluating emergency preparedness capabilities.

q. Internal Management Control. In accordance with Public Law 97-255 (reference (cc)), management shall employ DoD Directive 5010.38 (reference (dd)) to ensure that an adequate program of internal management control is operationally effective and is providing adequate safeguards against waste, loss, unauthorized use, or misappropriation of real property.

3. Disposal of Real Property. Military Departments shall maintain aggressive review programs to ensure that, after screening with the other DoD Components, real property for which there is no foreseeable requirement is reported promptly to GSA or the Department of the Interior, in accordance with applicable regulations of those Agencies for disposal. (See paragraph F.2.a., above.) Disposal of real property controlled by the DoD Components is subject to the following considerations:

a. Mobilization Requirements. Government-owned real property held by a Military Department determined, after screening, "not for the time needed for public use" by the DoD Components but for which a mobilization requirement exists may be made available for interim use in one of the following ways, provided this will not involve modifying the property in a manner that would prevent its return to the holding Department for timely use in meeting its mobilization requirements:

(1) By permit to another Government Agency.

(2) By outgranting by license, easement, or lease.

(3) By declaring it as excess to GSA for disposal subject to adequate provisions for recapture in accordance with existing regulations, instructions, and statutes.

b. Emergency Reuse Rights. The release of the emergency reuse (recapture) rights retained by the Government may be effected in response to a petition from the grantee to the Secretary of Defense through the Department of Housing and Urban Development (HUD), Federal Aviation Administration (FAA), GSA, or the Department of Health and Human Services (HHS), if there is no
current mobilization requirement by any of the Military Departments. At the
time such a petition is received, the Military Department shall review plans
covering contemplated use of the facility in light of the current and projected
physical condition of the improvements.

c. Excess Buildings and Improvements. When considering possible
changes in mobilization requirements, disposal of excess buildings and improve-
ments located on nonexcess land shall not be undertaken where such improve-
ments are structurally sound, are adaptable to normal operational use, shall
require only nominal maintenance, and the physical location will not interfere
with approved new construction or such improvements are movable and are
needed to satisfy a current requirement of a Military Department.

d. Documentation and Response to Contamination on Excess Real Property
Except as may otherwise be provided by agreement between Departments or direct-
ed by OSD, the Military Department controlling the real property shall be
responsible for funding and completing a survey to identify and fully document
any toxic or hazardous materials and potential contamination, and the response
to any contamination (including any excess and surplus real property). Titles
42 U.S.C. 6901, et. seq., and 42 U.S.C. 9601, et. seq. (references (ee) and
(ff)) impose requirements for technical and administrative procedures for
managing or disposing of hazardous wastes or response to contamination result-
ing from storage, releases, or disposal of hazardous substances. These re-
quirements must be met by the Military Departments prior to the sale or other
transfer of real property. The guidelines in the FPMR (reference (gg)) shall
also be met. All plans for decontamination of potentially explosive materials
shall be submitted to the DoD Explosives Safety Board by the Military Department
concerned for approval before forwarding the draft disposal report.

e. Release of Leasehold. Immediately upon determination that a
leasehold has become excess, the DoD Component concerned shall send a notice
of availability to the appropriate offices of the other DoD Components and
the U.S. Coast Guard, provided the leasehold terms do not prevent use by the
other Services and there is a reasonable useful life remaining. Notices shall
include a physical description of the property, terms of the lease, surrender
date, and date of contract renewal.

(1) The DoD Component interested in acquiring such excess leasehold
shall assume responsibility for continuing the leasehold interest.

(2) If no DoD interest is expressed, GSA shall be advised of excess
leaseholds with at least 9 months of beneficial occupancy remaining to permit
federal screening.

f. Family Housing Units. Reports of excess Real Property (GSA Form
118) covering mortgaged or unencumbered family housing and related land and
improvements or unimproved land acquired for family housing purposes shall
include the statement: "Net proceeds from the sale of family housing, includ-
ing related land and improvements, shall be deposited in the Family Housing
Account of the appropriate Military Department." Use of such proceeds shall
be in accordance with guidance provided by the Assistant Secretary of Defense
(Comptroller) (ASD(C)), Program/Budget.
g. Land Exchange. Before the exchange of DoD land, the requirements of 42 U.S.C. 4122 and 10 U.S.C. 2662 (references (hh) and (jj)) shall be met.

h. Timberland. Forest resources should be evaluated to determine the feasibility of harvest, sale of forest products before any disposal of forest lands. This evaluation must consider the effects of harvesting on the future use and environmental quality of the property. Planned harvesting shall continue on land reported as excess until actual disposal or transfer.

i. Other Considerations

(1) Installed real property shall not be removed nor facilities otherwise "cannibalized" during the disposal process, except as authorized by the FPMR (reference (gg)).

(2) The disposal of real property, having an economic impact as defined in DoD Directive 5410.12 (reference (ii)), is also subject to that Directive.

(3) Excess land or buildings valued, in the project aggregate, at less than $1,000 may be disposed of by the Military Departments.

G. INFORMATION REQUIREMENTS

The reports in this Directive are exempt from licensing in accordance with subparagraph D.5.b.(2) of DoD 7750.5-M (reference (jj)).

H. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward one copy of implementing documents to the Assistant Secretary of Defense (Production and Logistics) within 120 days.

William H. Taft, IV
Deputy Secretary of Defense

Enclosures - 3
1. References
2. Definitions
3. Directory of FEMA Regiona Offices
REFERENCES (continued)

(g) DoD Directive 4275.5, "Acquisition and Management of Industrial Resources," October 6, 1980
(i) Title 42, United States Code, Section 4321, et. seq., "National Environmental Policy Act"
(j) Title 10, United States Code, Sections 2233, 2571, 2662, 2667, 2672, 2672a, 2675, 2676, 2677, 2682, 2683, 2687, and 2852
(k) Title 40, United States Code, Section 483, "Federal Property and Administrative Services Act of 1949"
(l) Title 42, United States Code, Sections 4601-4655, "Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970"
(m) Title 43, United States Code, Sections 156 and 157, "Outer Continental Shelf Lands Act"
(p) DoD Directive 4165.61, "Intergovernmental Coordination of DoD Federal Development Programs and Activities," August 9, 1983
(q) DoD Instruction 4165.57, "Air Installations Compatible Use Zones," November 8, 1977
(r) Executive Order 12512, "Federal Real Property Management," April 29, 1985
(t) DoD Instruction 4165.59, "DoD Implementation of the Coastal Zone Management Act," December 29, 1975
(u) Title 16, United States Code, Section 1451, et. seq., "Coastal Zone Management Improvement Act of 1980"
(aa) General Services Administration, Federal Property Management Regulations, Regulation D-84, April 7, 1987

1-1
REFERENCES (continued)

(ee) Title 42, United States Code, Section 6901, et. seq., "Resource Conservation and Recovery Act"
(ff) Title 42, United States Code, Section 9601, et. seq., "Comprehensive Environmental Response, Compensation, and Liability Act"
(gg) General Services Administration, Federal Property Management Regulations, Title 41, Code of Federal Regulations, Chapter 101, Subchapters "D" and "H"
(hh) Title 42, United States Code, Section 3122, "Agricultural Act of 1970"
DEFINITIONS

1. **Installation.** Includes the land, buildings, structures, and utilities constructed or acquired for the operation and support of the mission of a post, camp, station, hospital, depot, base, arsenal, etc. Activities that are located within the confines of another installation and occupying portions of land, buildings, and structures of the main installation are considered to be tenants.

2. **Installation Commander.** A military officer or civilian who, under applicable Service regulations, is the senior person on an installation having authority jurisdiction over its general operations, and who is the commander or director of the host organization if there are tenants.

3. **Nonindustrial Facility.** A unit of real property, including improvements not used or suitable for research or as an ocean terminal, or for producing or maintaining materials, munitions, equipment, supplies, goods, or other products. Examples include hotels, motels, and resort area facilities.

4. **Real Property.** Lands, buildings, structures, utility systems, improvements, and appurtenances. Includes equipment attached to and made part of buildings and structures (such as heating systems), but not movable equipment (such as plant equipment). In a base closure or other property disposal action, movable and other property normally not regarded as real property may be treated as such under the concept of "related personal property."

5. **Requirement.** A military need, whether for a current or mobilization mission, based on why real property is needed, and what is to be accomplished by its use.
### Directory of FEMA Regional Offices

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<tr>
<th>FEMA Regional Office</th>
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<tr>
<td>FEMA Region I</td>
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<tr>
<td>442 J. W. McCormack</td>
<td>Maine</td>
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<tr>
<td>Boston, MA 02109</td>
<td>Massachusetts</td>
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<tr>
<td>FTS 8-223-4741</td>
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<tr>
<td>Commercial (617) 223-4741</td>
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<td>FEMA Region II</td>
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<td>26 Federal Plaza, Room 1349</td>
<td>New Jersey</td>
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<td>Puerto Rico</td>
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<tr>
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<td>FEMA Region III</td>
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<tr>
<td>Curtis Building, 7th Floor</td>
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<tr>
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<td>Maryland</td>
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<tr>
<td>Gulf Oil Building, Suite 664</td>
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<td>Commercial (404) 881-2400</td>
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<td>FEMA Region V</td>
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<tr>
<td>300 South Wacker Drive</td>
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<td>Commercial (817) 387-5811</td>
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<td>FTS 8-396-0284</td>
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<tr>
<td>Commercial (206) 481-8800</td>
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