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United States Senate

COMMITTEE ON ARMED SERVICES
WASHINGTON, DC 20510-6050

August 12, 2005

BRAC Commission

AUG 18 2005

Received

Honorable Anthony J. Principi
Chairman, Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, Virginia 22202-3920

Dear Chairman Principi:

On July 7, 2005, I presented to your Commission sworn testimony and documentation to support my position that the law authorizing the Defense Base Realignment and Closure (BRAC) process does not allow the Department of Defense to use the BRAC process to carry out predetermined actions to close or realign installations—actions which are not supported by an objective application of the BRAC selection criteria. I stated at the July 7 hearing that I would provide the Commission further facts supporting my determination that the Department failed to treat all installations equally, failed to make decisions based solely on the selection criteria and the force structure, and failed to ensure that the analysis supporting the recommendations was based on certified data.

I have further reviewed the extensive public record of the internal BRAC deliberations of the Department of Defense. I also requested and received from the Department additional information and written clarification of certain aspects of their review.

Attached you will find a compilation of facts, which illustrate apparent decisions by the Department of Defense to use the BRAC process to reduce the number of functions and installations in the National Capital Region (NCR). They also illustrate the Department's interest in justifying certain closure recommendations for leased space within the NCR, by considering specific factors not applied evenly across all installations as required by law. Subsequent military capacity assessment and military value analysis appear to have been ignored or tailored with this interest in mind, and carried out without the use of certified data. Regardless of the reasons used by the Department to justify the decision to recommend reduction of the military footprint in the NCR, the BRAC law does not allow this type of regional targeting to occur.

In a memo of July 14, 2005 entitled, Discussion of Legal and Policy Considerations Related to Certain Base Closure and Realignment Recommendations, your Deputy General Counsel opined on the use of the Base Closure Act to effect changes that do not require the authority of the Act. The Department does not require the use of the BRAC process, which is

time and resource intensive, to vacate existing administrative facility leases. Your counsel correctly stated:

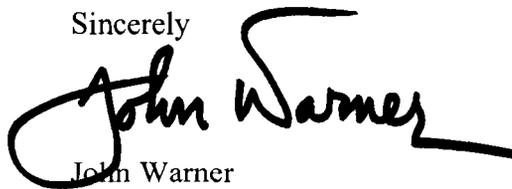
“In order to protect the Base Closure Act process, where a recommendation to close or realign and (sic) installation falls below the threshold set by Section 2687 of Title 10, United States Code, but does not otherwise conflict with existing legal restrictions, it would be appropriate for the Commission to consider even a minor deviation from the force structure report or the final selection criteria to be a substantial deviation under the meaning of the Base Closure Act. Where a recommendation to close or realign and (sic) installation falls below the threshold set by Section 2687 and conflicts with existing legal restrictions, the Commission must act to remove that recommendation from the list.”

I wholeheartedly agree with that assessment. The Commission must protect the process.

The Commission is charged with conducting a fair and open review of the Department’s recommendations in order to allow for a public review of the process and the results of that process. Along with local communities, members of Congress have endeavored over the past three months to provide your Commission with our honest assessment of the Department’s adherence to the force structure, the selection criteria, and the law. You must now consider the weight and accuracy of these observations. I commend you for your thorough, conscientious efforts to date and thank you for your personal consideration of the facts. I look forward to your Commission’s final deliberations and the submission of your recommendations to the President.

With kind regards, I am

Sincerely

A handwritten signature in black ink that reads "John Warner". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

John Warner
Chairman

Enclosure

AUG 18 2005

Received

Review of Legal Considerations
Related to Certain 2005 Defense Base Closure
and Realignment Recommendations
Proposed by the Department of Defense

Prepared Statement

of

Senator John W. Warner

of Virginia

Before the

2005 Defense Base Closure and Realignment Commission

August 10, 2005

Review of Legal Considerations Related to Certain 2005 Defense Base Closure and Realignment Recommendations Proposed by the Department of Defense

Subject BRAC Recommendations:

HSA-0018 Consolidate Defense Finance and Accounting Service
HSA-0045R Consolidate DISA Components
HSA-0047R Consolidate Missile and Space Defense Agencies
HSA-0053R Consolidate OSD, Defense Agency and Field Activity Leased Locations
HSA-0069 Consolidate Army Leased Locations
HSA-0078R Consolidate Department of the Navy Leased Locations
HSA-0092R Relocate Army Headquarters from the National Capital Region (NCR)
HSA-0122R Relocate Air Force Real Property Agency
HSA-0130 Relocate Navy Education and Training Center
HSA-0132R Consolidate USAF Leased Locations
Tech-0005 Co-Locate Extramural Research Program Managers

Issue:

Congress directed the Department of Defense (DOD) to use a proposed force structure through 2024 and an existing infrastructure inventory to develop recommendations for the closure and realignment of military installations based only on the Department's proposed selection criteria to determine the military value of an installation. Inconsistent with Congressional intent, the Department submitted certain recommendations for the closure or realignment of military installations as a result of the application of DOD objectives developed prior to and outside the consideration of the selection criteria. These DOD objectives resulted in the unequal treatment of military installations in the U.S. in violation of the BRAC law. The Department of Defense also disregarded BRAC law pertaining to the sole use of the selection criteria codified by Congress in October, 2004, and the legal requirement to use only certified data to analyze and justify recommendations for the closure and realignment of certain military installations.

Specific References:

1) Section 2903 (c)(3)(A) of the Defense Base Closure and Realignment Act of 1990, as amended:

"In considering military installations for closure or realignment, the Secretary shall consider all military installations inside the United States equally without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department."

2) Section 2913(f) of the Defense Base Closure and Realignment Act of 1990, as amended:

“The final selection criteria specified in this section shall be the only criteria to be used, along with the force structure plan and infrastructure inventory referred to in section 2912, in making recommendations for the closure or realignment of military installations inside the United States under this part in 2005. (emphasis added)”

3) Section 2903(3)(C)(5)(A) of the Defense Base Closure and Realignment Act of 1990, as amended:

“Each person referred to in subparagraph (B), when submitting information to the Secretary of Defense or the Commission concerning the closure or realignment of a military installation, shall certify that such information is accurate and complete to the best of that person’s knowledge and belief.”

4) Infrastructure Inventory included in Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003, (March 2004)

Summary of Position:

The Department of Defense used the 2005 Base Realignment and Closure process to carry out certain objectives developed outside the BRAC process and in direct conflict with specific provisions of the BRAC law.

Two DOD objectives; 1) to reduce the Department’s footprint in the Washington DC area; and 2) to vacate office leases, were established before and separate from the final selection criteria which were codified into BRAC law in October, 2004. These two objectives were used as justification for final BRAC recommendations in violation of Section 2913(f) of the BRAC law. Leadership in the Department of Defense specifically and consistently reinforced the two DOD objectives throughout the internal deliberative process, thereby subjectively and substantially influencing the excess capacity assessment and military value analysis, as well as the final recommendations.

In July 2004, the linear process planned by DOD to collect capacity data, assess military value, and then to make recommendations, was supplanted by the use of a “strategy driven/data verified” process. This change in the process facilitated the use of DOD objectives and military judgment to be used to propose BRAC recommendations, relegating the impact of military value analysis and the selection criteria to a supporting role for final justification. The Department established a series of transformation options that guided scenario development, deliberations, and the declaration of candidate recommendations. As a result, the Department used a separate set of criteria, other than that directed by the BRAC law. The Joint Cross-Service Groups then proposed certain recommendations to reflect the Secretary’s priorities for a reduction in leased space in the DC area, disregarding the requirement for objective analysis. The Department’s two objectives specifically targeted a region of the United States for unequal treatment of the installations located therein, in violation of Section 2903 (c)(3)(A) of the BRAC law.

Furthermore the Department did not ensure that the recommendations included in the final report to carry out DOD objectives were supported by an analysis based upon certified data as required by BRAC law. The Department did not conduct a comprehensive and objective capacity assessment of all owned and leased installations in the United States, resulting in the

inability to consider the majority of leased space outside the Washington DC area for realignment and closure, a violation of Section 2903 (c)(3)(A) of the BRAC law. Time constraints in the DOD BRAC analysis process resulted in the Department's decision to reduce the scope of the capacity and military value analysis for certain cross service groups in order to target specific functions and activities for "big payoff" proposals. As a result, installations outside the DC area, which otherwise met the criteria for certain functions and activities, were not included in the Department's analysis of military value. Any standard or criteria introduced into the BRAC process other than the selection criteria in order to discriminate or specify certain functions and installations for further analysis is a violation of law.

The Department did not ensure that certified data on the actual costs and existing force protection posture in leased space was used to justify the assumptions in the final report to the BRAC Commission in violation of Section 2903(3)(C)(5)(A) of the BRAC law. When the data collected for capacity, military value, and costs for leased space in the DC area did not meet minimum acceptable requirements, DOD leadership granted permission to certain Joint Cross-Service Groups to use uncertified and derived data from outside sources to augment, or in certain cases, to strengthen the justification for final BRAC recommendations, despite the objections of the Department of Defense Inspector General (DOD IG), Office of the Secretary of Defense General Counsel (OSD GC), and the Government Accountability Office (GAO).

The Department's BRAC recommendations were not solely based on the assessed military value of an installation. Models used to analyze and prioritize the military value of installations were developed with a scope and uncertified set of assumptions intended to generate a predetermined outcome unfavorable to installations in the Washington DC area. In certain cases, the military value results for certain installations were intentionally disregarded in order to include recommendations for the closure and realignment of military bases that satisfied DOD objectives.

Certain considerations, such as anti-terrorism/force protection (AT/FP) measures on military installations were only used in the assessment of owned versus leased installations by the specific group assessing functions in the DC area, resulting in a deficient score for all leased space despite the lack of certified data to inform the analysis. No other-cross service group or military department adopted this AT/FP consideration. When significant problems were identified with the receipt of military value data related to force protection issues in leased space, a deliberate decision was made to change the military value model and to introduce uncertified data in order to preserve the justifications for the recommendations.

The Department also allowed unprecedented considerations to be entered into cost models to account for future and unsubstantiated cost-avoidances and unjustified personnel savings in order to subjectively increase the estimated pay-back for recommendations supporting DOD objectives. The Department of Defense did not apply these considerations equally to all installations in violation of BRAC law.

The integrity and objectivity of the processes established by the Department of Defense to develop BRAC recommendations were compromised by the persistent influence of leadership in the Department to achieve certain objectives developed independently of the BRAC process. As a result, certain BRAC recommendations were submitted to the BRAC Commission without regard to the law or the intent of Congress. Concerns about the use of DOD objectives to justify certain DOD BRAC recommendations were raised within the Department. In reviewing the public record, no opinion has been recorded by the Department assessing the legality of these recommendations. In response to an inquiry by the Senate Armed Services Committee requesting

the legal review of certain recommendations related to leased space in the NCR, the General Counsel of the Department of Defense responded that *“the substance of advice provided as a part of that review is protected from disclosure by the attorney-client privilege.”*¹

The Commission must now consider whether these recommendations are potentially unlawful. If so, the Commission must act to remove them from the list of recommendations submitted to the President.

Supporting Information:

The following brief contains statements of fact, direct quotes from meeting minutes, and charts used by Department of Defense officials in their internal deliberative process for the development of recommendations for the realignment and closure of military installations. The quotes are captured in context to convey the meaning and intent of the dialogue.

Background on DOD Objectives

The Secretary of Defense publicly expressed a concern with a concentration of military installations within 100 miles of the Pentagon on June 27, 2002. At issue was proposed Department of Defense policy that would curb new construction within a 100-mile radius from the Pentagon and would limit improvements at existing defense and military facilities in that area to projects costing less than \$500,000. Secretary Rumsfeld was quoted in the press, *“there is no question but that I have said to some staff people that I think that for a variety of reasons it would be a good idea if we knew before it happened any Defense Department-related entity that plans to build or lease within a hundred miles of Washington DC.”*² Members of the Virginia and Maryland Federal delegation responded with a letter (see attachment 1) to Secretary Rumsfeld on July 9, 2002, which stated in part *“We are writing to express our concerns regarding any policy that will disadvantage the National Capital Region by imposing restrictions on moves, consolidations, and construction that are not applied to other areas of the Nation which host military facilities...If you must have a policy directive on moves, consolidations, and construction, it should apply equally across the nation and all commands. The directive should also be consistent with regard to policies for moves, leases, and construction of other Federal Departments. (emphasis added)”*³

Secretary Rumsfeld replied (see attachment 2) on July 26, 2002 that *“I am interested in keeping our facility expansion activities to a minimum throughout the country. However, because the Washington D.C. area is unique in its concentration of DoD facilities, I am asking that the Deputy or I be notified of any proposed major land acquisition in the area.”*

The Secretary of Defense issued guidance (see attachment 3) to the Department of Defense on November 17, 2002 which stated, *“I am concerned with the acquisition of real property throughout the United States and particularly with the concentration of Defense activities in the Washington D.C. area.”* The Secretary of Defense did not mention any impact this memorandum would have on the 2005 BRAC round.

¹ H&SA JCSG Memo for OSD BRAC Clearinghouse, July 28, 2005 subject: OSD BRAC Clearinghouse Tasker 0670-Request for Information

² Quoted by Bill Gertz, Rumsfeld Wants to Curb Nearby Defense Building Washington Times, June 28, 2002

³ Letter of July 9, 2002 to U.S. Secretary of Defense Donald Rumsfeld from United States Senate (Senators John Warner, George Allen, Representative Tom Davis et al)

The Department of Defense published draft selection criteria for the 2005 BRAC round on December 23, 2003 in accordance with the BRAC law. On February 10, 2004, Deputy Secretary of Defense Wolfowitz forwarded to the United States Senate Armed Services Committee the final selection criteria to be used for the 2005 BRAC round. (see attachment 4) The letter included an analysis of public comments, which stated, "*Both the BRAC legislation and DoD implementation of it ensure that all installations will be treated equally in the base realignment and closure process.*" The Department made no attempt to include criteria to address the impact to military operations and readiness resulting from a concentration of military installations in any specific region of the country. The Department also did not address within the final selection criteria the issue of force protection provided by military installations or the goal to reduce the number of military installations designated as leased space.

The Department of Defense provided another statement to Congress and the public of their position on the treatment of military installations in March 2004, "*Only a comprehensive BRAC analysis can determine the exact nature or location of potential excess. In preparing a list of realignment and closure recommendations in May 2005, the Department will conduct a thorough review of its existing infrastructure in accordance with the law and Department of Defense BRAC 2005 guiding procedures, ensuring that all military installations are treated equally and evaluated on their continuing military value to our nation.*"⁴ The Department submitted separate lists of owned and leased military installations to Congress in March 2005 (see attachment 5), which satisfied the statutory requirement⁵ for a comprehensive inventory of installations world-wide. This inventory was required by BRAC law to be used by the Secretary of Defense to prepare "*a description of the infrastructure necessary to support the force structure described in the force structure plan (and) ...a discussion of categories of excess infrastructure and infrastructure capacity.*"⁶ In the submission to Congress, the Department of Defense did not include an assessment or concern that the force structure or the infrastructure inventory of military installations was concentrated in certain regions of the country.

At the start of the BRAC process, the Department of Defense proposed a linear approach (see attachment 6) for the development of BRAC recommendations. This approach would rely on a "*data-driven/strategy verified*" methodology using certified data and the force structure as the basis to determine excess capacity. Once the extent of excess capacity was determined, the selection criteria would be used to assess the military value of installations. The selection criteria would also be only standard used to develop recommendations to reduce the excess capacity, while enhancing military value as well as defense strategy.

On November 15, 2002, the Secretary of Defense announced his intent to use the 2005 BRAC process to not only to reduce excess infrastructure, but to transform the Department "*by rationalizing the our infrastructure with defense strategy.*"⁷ To achieve this goal, he directed that "*a comprehensive infrastructure rationalization requires an analysis that examines a wide range of options for stationing and supporting forces and functions, rather than simply reducing capacity in a status-quo configuration. To that end, in accordance with the force structure plan and the selection criteria, the ISG (Infrastructure Steering Group) will recommend to the IEC*

⁴ Department of Defense, Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003, (March 2004), pg 3

⁵ Section 2912 (a)(1)(B) of the Defense Base Closure and Realignment Act of 1990, as amended

⁶ Ibid, Section 2912 (a)(2)

⁷ SECDEF Memorandum dated November 15, 2002 to multiple DOD recipients, Subject: Transformation Through Base Realignment and Closure.

*(Infrastructure Executive Council) for my approval a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. The Military Departments and the joint cross-service analytical teams must consider all options endorsed by the IEC in the course of their analysis. The analytical teams may consider additional options, but they may not modify or dismiss those endorsed by the IEC without my approval.”*⁸

The Secretary of Defense established seven joint cross-service teams to analyze the common business-oriented support functions of the Department, including a group dedicated to Administration, re-designated in April, 2003 as the Headquarters and Support Activities (HSA). The HSA Joint Cross Service Group was established with the intent to analyze major headquarters and administrative functions. Early on in the process, the HSA JCSG established general guiding principles, which formed an overarching strategy for subsequent activities. The activities of the group shifted from “*data driven/strategy verified*” to “*strategy driven/data verified*,” a shift that eventually led to disregard for objective analysis and equal treatment of military installations. According to the Government Accountability Office (GAO)⁹ the group adopted the following objectives:

- Improve jointness;
- Eliminate redundancy, duplication, and excess capacity;
- Enhance force protection;
- Utilize best business practices;
- Increase effectiveness, efficiency, and interoperability; and
- Reduce costs.

From its inception, the HSA JCSG recognized the need to incorporate previously established goals of the Department into their analysis. Quoting the Initial Report of the Administration Joint Cross Service Group in March, 2003, “*the following assumptions are pertinent to the joint review and analysis of administrative related headquarters and functions:..Thinning of headquarters in the National Capitol Region (NCR) remains a DoD objective. Moving from leased spaces to military installations will contribute to security of these functions.*”¹⁰ The JCSG’s intent to focus analysis on leased space and activities in the NCR was established before the determination of BRAC selection criteria, before the assessment of excess capacity, and before the analysis of military value, as required by the BRAC law. An independent DOD Red Team established to review the Department’s recommendations and to ensure compliance with BRAC law noted “*Memorandum in approximately November of 2003 (sic) stresses the need to move out of the NCR or outside of 100 mile radius of the Pentagon*”¹¹ and subsequently noted the fact that, “*BRAC law requires all military installations in the U.S. to be considered equally (beware of statements such as “removed from further review due to...”)*”¹²

As a consequence of the establishment of the intent to address DOD objectives, all subsequent strategy and analysis leading to the development of scenarios by the H&SA JCSG was guided by the DOD goal as opposed to the selection criteria. The Secretary of Defense stated

⁸ SECDEF Memorandum dated November 15, 2002 to multiple DOD recipients, Subject: Transformation Through Base Realignment and Closure.

⁹ Government Accountability Office Report GAO 05-785, July 2005, Military Bases Analysis of DOD’s 2005 Selection Process and Recommendations for Base Closures and Realignments, pg 145

¹⁰ Memorandum for USD (AT&L) subject: Initial Report of the Administration JCSG, March 31, 2003

¹¹ BRAC Red Team Headquarters and Support Activities JCSG 2nd Briefing Notes, March 31, 2005

¹² BRAC Red Team, Talking Paper: Meeting with IEC, April 6, 2005

in his report to the BRAC Commission on the activities of the HSA JCSG, "Following assignment of functions, Subgroups further developed the strategy as follows:

- Rationalize single function administrative installations
- Rationalize headquarters presence within a 100-mile radius of the Pentagon
- Eliminate leased space
- Consolidate headquarters and back-shop functions
- Consolidate/regionalize installation management
- Consolidate the Defense Finance and Accounting Service
- Create a Joint corrections enterprise
- Consolidate military personnel functions
- Consolidate civilian personnel functions
- Establish Joint pre/re-deployment mobilization sites

These helped to guide the HSA JCSG's scenario development, deliberation and declaration of Candidate Recommendations (CRs).¹³ Note that two factors in the HSA JCSG's strategy relate to a type of installation, leased space, and to a targeted region of the country, the NCR.

Over time, the HSA JCSG reduced the breadth and scope of their analysis as a result of limited resources, time, manpower, the inability to collect accurate and certified data on many installations and functions, and consistent emphasis by the ISG to focus on the Secretary of Defense's objectives and goals established outside the BRAC process.

Applying Objectives to Target a Region in the BRAC Process

Leadership in the Department of Defense specifically and consistently emphasized the DOD objective to reduce the footprint in the DC area throughout the internal deliberative process, thereby subjectively influencing the focus of analysis and final recommendations. On April 1, 2004, the HSA JCSG received clear direction from a representative of the Secretary of Defense, "The OSD Member met with Mr. DuBois and received the following guidance: - The Secretary of Defense wants to reduce footprint and headcount in the Statutory NCR. HSA JCSG is strongly encouraged to develop proposals to support this goal. -Moving activities from the Statutory NCR is good but moving activities beyond the 100-mile radius of the Pentagon is better. If necessary, proposals may maintain liaison office and a small command support staff inside the NCR. -No agency within the NCR is too large to consider moving.¹⁴ The Secretary of Defense's goal was even more clearly conveyed to the OSD member of the HSA JCSG on October 5, 2004: "The OSD Member met with Mr. DuBois and gave him an NCR update. Mr. DuBois stated the leadership expectations include four items: (1) significant reduction of leased space in the NCR; (2) reduce DOD presence in the NCR in terms of activities and employees; (3) MDA, DISA, and the NGA are especially strong candidates to move out of the NCR; and (4) HSA JCSG should propose bold candidate recommendations and let the ISG and IEC temper those recommendations if necessary."¹⁵

The HSA JCSG repeatedly received clear direction from the senior leadership of the Department as to their expectations without regard to the BRAC law, which would require an

¹³ H&SA Joint Cross Service Group, Volume VII, Final BRAC 2005 Report, May 13, 2005

¹⁴ H&SA Meeting Minutes, October 5, 2004

¹⁵ H&SA Meeting Minutes, January 5, 2005

assessment of excess capacity and BRAC recommendations to be developed as a result of an objective analysis of the military value of the functions and activities in the NCR as set forth by the selection criteria. *“Was it DOD guidance to get out of leased space? Yes, but there is no supporting documentation -- there was the general sense that being in the NCR is not good -- most space in the NCR is leased, so the connection was made that vacating leased space is favorable.”*¹⁶ The recommendations were not based on the force structure or selection criteria pursuant to Section 2913(f) of the BRAC law. They were based on an unjustified objective to undo 50 years of dedicated effort to enhance cooperation and coordination in one area for the Nation’s military command structure. The decision that a concentration of military headquarters activities in the NCR was no longer in the nation’s national security interest, was not communicated to Congress, nor addressed in the selection criteria. This type of decision requires an analysis of the effects beyond the BRAC process and should not be carried out as BRAC recommendations.

On September 16, 2003, the HSA JCSG Chair, Mr. Don Tison, provided the ISG with a briefing on the HSA JCSG’s proposed approach to excess capacity analysis for major headquarters and administrative activities across the United States. The HSA briefed that *“the (Major Admin/HQs Activities subgroup) is divided into two teams. Major Admin/HQs within 100 miles of the bldg (Pentagon) and all US-based Major Admin/HQs outside that radius.”* In the same briefing, Mr. Tison also proposed refinements to the Major Admin Headquarters Activities subgroup’s functions previously approved by the Secretary of Defense which *“expands current NCR to within 100 miles of the Pentagon. (recognizes intent of SECDEF memo, 17 Nov 02, subject: Land Acquisition & Leasing of Office Space in the US)”* (see attachment 3) The HSA JCSG clearly understood their predetermined charter and established an internal organizational structure to target the Washington DC area for focused analysis. In an effort to clarify the scope of the Secretary’s intent, the HSA JCSG addressed the issue of targeting a large region of the country with an extremely high concentration of military installations and personnel, *“Deputy Chair presented draft briefing for DUSD (I&E): OSD Member concurred and stated 100-mile radius was instituted for non-BRAC reasons and may not be applicable to BRAC analyses. Chairman concurred and indicated analysis of activities within statutory NCR might have different impact than analysis of those beyond NCR but within 100-mile radius. Consensus was this should be a discussion point with DUSD (I&E).”*¹⁷ Despite the acknowledgment of the institution of the goal for *“non-BRAC reasons,”* and the absence of final selection criteria, the ISG and IEC reinforced the requirement for the HSA JCSG to submit recommendations that would reduce the footprint in the NCR. As a result, the HSA JCSG’s Capacity Analysis Report included the assumption prior to the receipt of any certified data that *“Security will be a prime driver for realignments within the DC Area with realignments from leased space to military installations contributing to enhanced security for DoD activities.”* Further, existing leased space is generally more expensive in the long run. Therefore, the most important attribute in this model is to identify the type of space – leased, temporary, or owned – that an activity occupies... Locations in leased space are viewed as having a very high need for realignment. Temporary space is viewed as only slightly better than leased space and given a relatively high priority for realignment – presumably to permanent space.¹⁸

¹⁶ H&SA Meeting Minutes, February 15, 2005

¹⁷ H&SA Meeting Minutes, April 1, 2004

¹⁸ H&SA Joint Cross Service Group, Volume VII, Final BRAC 2005 Report, May 13, 2005

From the inception of the BRAC process, DOD policy was adopted that would institutionalize the discordant treatment of installations in the NCR. As a result the Department did not ensure that the collection of certified data and subsequent capacity analysis was equally conducted for all installations supporting headquarters and administration functions. The DOD Red Team for BRAC noted of the efforts of the JCSGs, *“There is no consistency in approach taken in capacity analysis.”*¹⁹ The Department did not ensure that the complete inventory of leased administrative facilities and installations, which were submitted to Congress as part of the force structure report²⁰ would be considered during by the Military Departments and JCSGs during the BRAC process, as previously declared to Congress.²¹ In response to a request by the Senate Armed Services Committee on June 28, 2005 as to whether all leased space was considered for closure or realignment, a representative of the HSA JCSG responded, *“The list of buildings (taken from DOD infrastructure inventory) that you included as an attachment to the request for information was not part of the certified data collected by DoD during the formal data collection process for BRAC 2005. That list was provided to DoD in advance of and separate from the submission of certified data, and represented data available at the time of submission. Under the rules of engagement for the BRAC process, the HSA JCSG was permitted to deal only with certified data. As such, it would not be appropriate to attempt to correlate the data gathered during the formal BRAC collection process with your list.”*²² On March 11, 2005, the DOD Red Team noted, *“Universe- The entire process is undermined, if the Department cannot say confidently and convincingly that all installations, functions, and activities were considered”*²³ The public record is clear—all installations functions, and activities were not considered equally by the HSA JCSG. The BRAC process was undermined by the partial receipt of certified data, a selective approach to capacity assessment, and no discernable attempts to obtain capacity data from all installations.

Limiting the BRAC Analysis to Specified Installations

The Department had originally proposed a sequence of analysis intended to facilitate an objective and equal assessment of the nature and extent of excess capacity by activity and function with data collected by the military departments and defense agencies. Once the excess capacity was identified, a study of military value, using only the selection criteria as required by BRAC law, would result in a prioritized list of installations. Scenarios and candidate recommendations would then be developed to reduce excess infrastructure of lower military value. These candidate recommendations would then be reviewed to analyze the potential costs and savings using the Cost of Base Realignment Actions (COBRA), military value, the economic

¹⁹ BRAC Red Team, BRAC 2005 Discussion Topics, March 14, 2005

²⁰ Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003, (March 2004)

²¹ *Only a comprehensive BRAC analysis can determine the exact nature or location of potential excess. In preparing a list of realignment and closure recommendations in May 2005, the Department will conduct a thorough review of its existing infrastructure in accordance with the law and Department of Defense BRAC 2005 guiding procedures, ensuring that all military installations are treated equally and evaluated on their continuing military value to our nation.* “ Department of Defense, Report Required by Section 2912 of the Defense Base Closure and Realignment Act of 1990, as amended through the National Defense Authorization Act for Fiscal Year 2003, (March 2004), pg 3

²² Memorandum for OSD BRAC Clearinghouse, Subject: OSD BRAC Clearinghouse Tasker 0260 – Subject: Request for Information on Leased Space, June 28, 2005

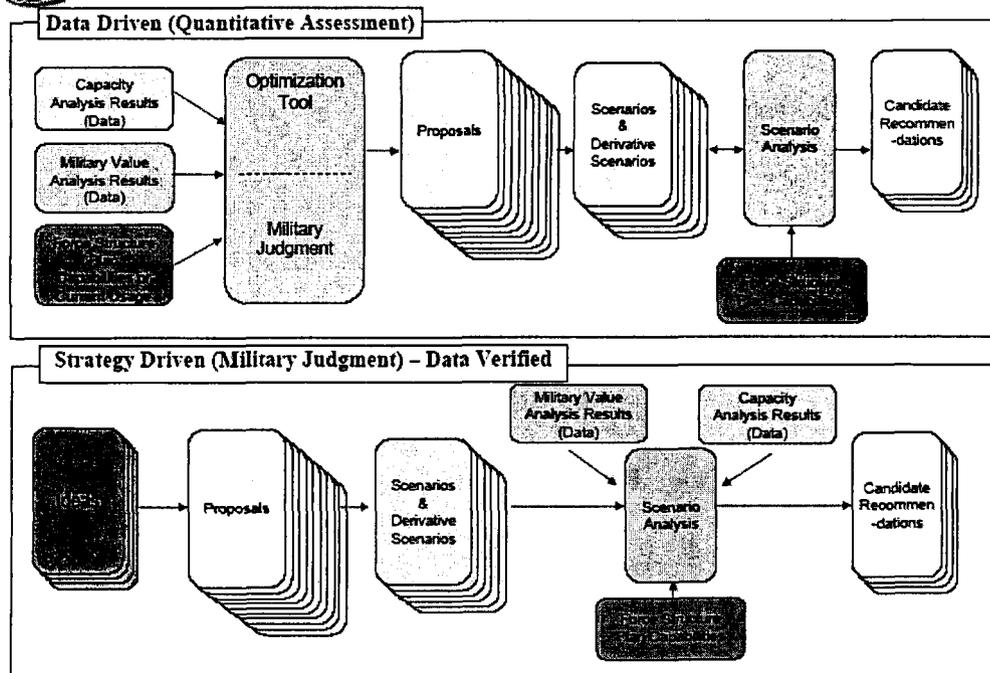
²³ BRAC Red Team White Paper, March 11, 2005

impact to communities, environmental considerations, and the impact to other federal agencies. Final recommendations would then be vetted by two executive groups to review the overall effects, resolve conflicts between recommendations, and to decide matters related to special considerations of the recommendations.

In July 2004, the linear process, collapsed under the pressure of time and a slow response to numerous capacity and military value data calls. (see attachment 6 for detailed analysis) The Department realized the need to recognize alternate methods for the development of candidate recommendations for base realignments and closures. A “data driven-strategy verified approach was supplanted by the use of military judgment and “a strategy driven-data verified” approach to the development of candidate recommendations.



Scenario Development and Analysis



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This approach would facilitate the development of candidate recommendations at the same time capacity and military value data was still being collected from the field. To justify the use of military judgment, the Deputy Secretary of Defense provided guidance to the ISG on September 3, 2004. He stated “*The Department has determined that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation.*”²⁵ He implemented a set of principles that were to

²⁴ ISG Meeting Minutes, September 24, 2004

²⁵ Memorandum from DEPSECDEF to IEC Members, September 3, 2004, subject: BRAC 2005 Military Value Principles

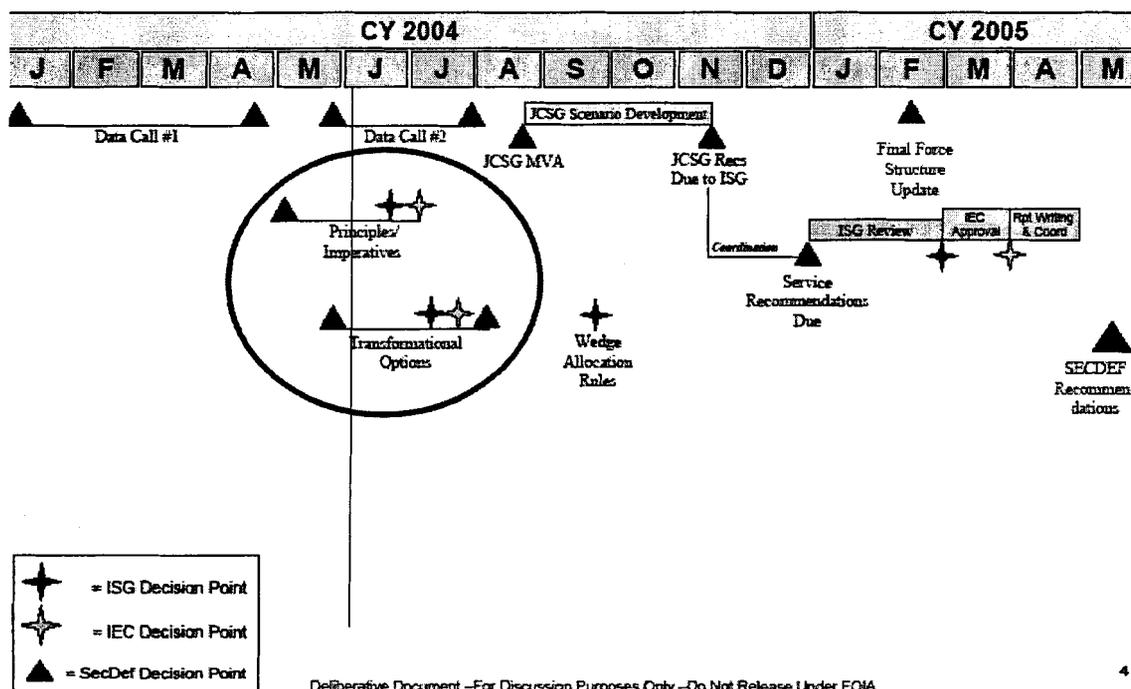
that were to “enumerate the essential elements of military judgment to be applied in the BRAC process.”²⁶ The record is clear that military judgment was exercised well before the foundation of quantitative analysis was completed.

Other Criteria Used to Develop Recommendations

At the same time principles were established to support military judgment, the ISG was developing a series of Transformation Options (TOs), also referred to as imperatives, to be approved by the Secretary of Defense. Both were published in September, 2004.



BRAC Timeline



The ISG attempted to solicit recommended transformation options from the Military Departments and JCSG's. "The ISG agreed that well thought out transformational options would help ensure a BRAC process that encourages the JCSGs and the Military Departments to "stretch" their analysis as broadly as possible."²⁷ According to the DUSD (AT&L), these options would "constitute a minimum analytical framework upon which the Military Departments and Joint Cross-Service Groups (JCSGs) will conduct their respective BRAC analyses."²⁸ The JCSGs questioned the potential application of transformation options with in the BRAC process, "Discussion took place regarding the development of policy imperatives... The JCSG members asked if the imperatives are considerations or mandates. The OSD BRAC representative stated that SecDef approved imperatives are mandates and would

²⁶ Ibid

²⁷ BRAC 2005 ISG Meeting Minutes of July 18, 2003

²⁸ DUSD (AT&L) Memorandum for ISG, September 8, 2004; subject: Transformation Options for BRAC 2005

*need to be reflected in scenarios/recommendations. Many of the draft imperatives were reworded by the members. They emphasized the need to ensure imperatives are not pre-decisional. The deputy chair took the action to update the draft for the next HSA JCSG meeting.*²⁹

The Department used the imperatives not only to provide a set of recommendation for the analyses conducted by the JCSG's, but also to guide their analyses of the military value of installations. *"He (Mr. DuBois) noted that if one drew a line at the end of the military value phase, everything to the left of the line could be thought of in terms of an auditable and rigid, or quantitative process that lays the foundation for the scenario and recommendations phases. Everything to the right of the line is the part of the process in which decisions remain auditable, but are more fluid to achieve a flexible process that results in a rationalized infrastructure. He noted it is during this part that principles and imperatives shape the scenarios and final recommendations; they also shape military value."*³⁰ The analysis of the military value provided by the installation drifted from an objective process based on the application of selection criteria to a tool used to justify BRAC recommendations advancing transformation options. Absent the availability of firm analysis and conclusions based on certified data, the ISG directed the JCSGs to use TOs to develop scenarios. *"Mr. Potochney noted that draft Transformational Options are being consolidated for ISG review, the JCSGs are working on capacity analysis and the next step is to develop scenarios. The ISG proceeded to discuss how scenarios will work and agreed with the Chairs recommendations to have each JCSG and Military Department develop three notional scenarios to be reviewed at the next ISG meeting... The Joint Cross Service Group representatives agreed to this approach and stated that they intended to use their draft transformational options to develop the scenarios since the JCSGs have not finalized their data analysis."*³¹

The TOs eventually guided scenario development, deliberation and declaration of candidate recommendations, despite never being formally approved by the Secretary of Defense. The GAO noted in its July 1, 2005 report that *"while furthering transformation was one of the BRAC goals, there was no agreement between DOD and its components on what should be considered a transformational option."* However, the record will show that these options were extensively used by the military departments and Joint Cross Service Groups, and eventually cited as justification for the final BRAC recommendations provided to the BRAC Commission.

Concerns about the use of the BRAC process to implement transformational options were raised by the Department's BRAC Red Team on March 22, 2005: *"since transformation is not one of the final selection criteria, transformational justifications have no legal basis and should be removed."*³² However, as late as July 1, 2005, the Executive Director of the Technical Joint Cross-Service Group confirmed that *"Transformation options guided TJCSG recommendations."*³³

Two transformation options, *"rationalize presence in the DC Area. Assess the need for headquarters, commands and activities to be located within 100 miles of the Pentagon. Evaluation will include analysis of realignment of those organizations found to be eligible to*

²⁹ H&SA Meeting Minutes, January 29, 2004

³⁰ ISG Meeting Minutes, April 2, 2004

³¹ ISG Meeting Minutes of July 23, 2004

³² BRAC Red Team Briefing Notes, March 22, 2005

³³ TJCSG Memo to Mr Cord Sterling, July 1, 2005, subject: Use of Certified Data in Technical Joint Cross Service Group Recommendations

move to DoD-owned space outside of a 100-miles radius... (and) to minimize leased space across the US and movement of organizations residing in leased space to DoD-owned space”³⁴ were proposed, and then used by the HSA JCSG to justify their recommendations related to leased space in the NCR. Senior DOD officials reminded subordinates of the options in their weekly deliberations and meetings. Ultimately, many of the HSA JCSG’s final recommendations were based on the two OSD imperatives to realize, “(1) significant reduction of leased space in the NCR; (2) reduce DOD presence in the NCR in terms of activities and employees.” These goals were then reiterated as part of the justification for the final recommendations to BRAC Commission. The use of transformational options by the Secretary of Defense to justify final base closure and realignment recommendations, as opposed to the final selection criteria, is clearly a violation of Section 2913(f) of the BRAC law.

The time constraints in the DOD BRAC process also resulted in the decision to reduce the scope of analysis of certain functions and activities, while targeting specific functions and installations for “big payoff” proposals. The DC area was the only region of the Country specifically targeted for complete analysis. This decision to target a specific region was not the result of excess capacity analysis or a preliminary military value assessment, but rather the result of a realization of the lack of adequate certified data and a need to expedite the process in order to justify predetermined BRAC recommendations. In response to direction by the ISG to provide scenarios for realignments and closures by August 2004, the HSA JCSG realized in July 2004 that the group would have to make recommendations unsupported by the data. “Capacity Analysis – Major Admin HQs Support Activities: To date, capacity data generally is 35-40 percent usable/acceptable. At this point, the conclusion is that capacity data will not be fixed in time to enable the JCSG to analyze within the given timeframe. The data is not providing the level of decision-making ability anticipated and needed; therefore, recommending serious scope reduction to enable the JCSG to meet the November 15 deadline....The Subgroup recommended the membership agree on the following: Produce a new list of target installations and activities based on scope reduction. Consider policy on how to incorporate large amounts of excess capacity into scenario development. Continue preparing data for military value scoring model. During scenario development, limit the number of scenarios that go into assessment phase; may group smaller activities by MILDEP for scenario consideration; and will need military value scoring plan output to frame inside/outside DC area for scenarios. (emphasis added)”³⁵ The HSA JCSG acknowledged that certified data did not exist to complete a comprehensive capacity assessment or to initiate a military value analysis. Any standard or criteria other than the final selection criteria introduced into the BRAC process that would serve to limit or discriminate the number of installations being considered for realignment and closure is a violation of BRAC law. The decision to target certain installations for focused analysis and eventual BRAC recommendations was based on factors other than the final selection criteria, a violation of BRAC law. “Red Team Briefing Update:-The Chair wants to tie the candidate recommendations to the OSD Guiding Principles and Transformational Options and build strategy linkage for the Red Team....The Deputy asked how HSA defines its success and suggested net present value, jointness, the number of personnel moved out of the DC area.”³⁶ While it should have been clear to senior leadership in the Department that the HSA JCSG’s lack of certified data would preclude equal treatment of all military installations across the US supporting administrative

³⁴ DUSD (AT&L) Memorandum for ISG, September 8, 2004; subject: Transformation Options for BRAC 2005

³⁵ H&SA Meeting Minutes, July 29, 2004

³⁶ H&SA Meeting Minutes, March 15, 2005

functions, *“The OSD BRAC representative stated that lack of data should not prohibit the JCSG from conducting scenario development...He reminded the membership that scenario development is based on a three-pronged approach of optimization, military judgment, and transformational options.”*³⁷ The record is clear—the Department of Defense directed JCSG’s to develop scenarios without the benefit of either a capacity or a military value analysis as intended by Congress. As a result, the JCSG’s turned to transformation options as the guide for candidate recommendations. *“The Deputy asked the OSD BRAC Representative for a cut-off date for candidate recommendations and TO status- it is too late to take TOs out of the BRAC 2005 process because the draft TOs are already being used in the justifications for the scenarios.”*³⁸ Clearly, the Department did not conduct a comprehensive and objective capacity assessment of all owned and leased installations in the United States, resulting in the inability to consider the majority of leased space outside the Washington DC area for realignment and closure, a violation of Section 2903 (c)(3)(A) of the BRAC law.

Military Value Assessed to Achieve DOD Objectives

The HSA JCSG continued to target the DC area in the military value scoring phase of the BRAC analysis, *“The (MAH) subgroup requested approval for the following: ...In the interest of time, run only certain installations through military value scoring plan and optimization model. All installations within the DC area included.”*³⁹ No doubt, the decision to specifically include all DC installations for further analysis was influenced by DOD direction to achieve certain results with the BRAC process. *“Mr. Wynne opened the meeting and asked Mr. Don Tison, the chair of the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) to brief the ISG on his group’s approach to military value...During the opening portion of his briefing, he highlighted the JCSG’s effort to review the size of the National Capitol Region footprint...Mr. Tison next focused on the effort to assess the military value of major administrative functions and headquarters. He noted that measuring the military value of these functions was complicated and sensitive. The discussion prompted the ISG to discuss how and when policy imperatives would be developed.”*⁴⁰ The Department realized that a military value assessment of administration functions was complicated and sensitive, and therefore would have to be guided by policy imperatives in order to ensure certain BRAC recommendations would be maintained through the process and justified as final recommendations.

As a result of OSD guidance, the HSA JCSG developed a military value model to be used to prioritize installations with the specific intent to yield results that would justify the reduction of leased space in the Washington DC area. As stated in the Secretary of Defense’s report to the BRAC Commission, the HSA JCSG developed a military value model that incorporated the goal, *“Scope. This modeling effort will result in a priority ranking of activities that will be considered for realignment both within and outside of the District of Columbia (DC) area. The focus inside the DC Area will be on the total Department of Defense (DOD) real estate footprint of administrative space within a 100 mile radius of the Pentagon (leased and owned). Outside the DC Area, the focus will be on specified administrative and command and control (C2) headquarters including the combatant commands, their service component commands and*

³⁷ H&SA Meeting Minutes, July 29, 2004

³⁸ H&SA Meeting Minutes, November 30, 2004

³⁹ H&SA Meeting Minutes, August 12, 2004

⁴⁰ ISG Meeting Minutes, February 23, 2004

*supporting activities, reserve component commands, recruiting commands, and reserve force management organizations (leased and owned).*⁴¹ As a result, the military value model used by the HSA JCSG did not prioritize all installations and facilities supporting headquarters and administrative functions across the US, choosing instead to select “*specified*” functions for military value analysis outside the DC area. The HSA JCSG did not establish, nor include for the record, any formal process, parameters, or objective rationale to determine which installations and functions would be removed from further military value evaluation. From the record, it cannot be determined why all installations were not treated equally, only that not all installations included in the category of major headquarters and administrative functions were included in the analysis and ranking of military value.

Furthermore, the assumptions used to guide the analysis and to select specific functions were not based on certified data or the selection criteria, but on predetermined DOD objectives established independently from the BRAC process. For the military value evaluation of major administrative and headquarters functions, the HSA JCSG adopted the following; “*The assumptions for this analysis are as follows: a. All leased locations and temporary locations are ranked as less desirable than owned space. b. The concentration of a large quantity of activities within the DC Area is viewed as a negative. As such, realignment outside of the DC Area for appropriately identified activities is a positive outcome. c. Anti-Terrorism/Force Protection (AT/FP) standards for security – Each leased building will be analyzed for compliance with AT/FP standards for buildings. A series of questions will yield one conclusion for each building that will be aggregated by Activity and used in this model. Buildings on installations are assumed to be contained within controlled perimeters and deemed to meet AT/FP standards. d. Higher military value scores indicate more suitable locations.*”⁴² The HSA JCSG incorporated assumptions into the model that were derived from TO’s and DOD senior leadership guidance. Therefore, the results of the model, if carried out according to the plan, would yield a military value rating that supported the assumptions. In simple terms--the military value model was rigged. When an HSA JCSG group member questioned the status of the assumption used in the military value, a representative from OSD supported their inclusion. “*The Marine Corps member brought up the issue of leases and the JCSG’s assumption that leases are bad and agencies should be moved out of the DC area when possible. He asked if this assumption had been formally approved. The OSD BRAC representative stated that if these assumptions are included in the Military Value report provided to the ISG, their approval would also apply to those assumptions.*”⁴³ Clearly the Department of Defense did not ensure that an objective assessment of military value would result in a fair treatment of all installations. The Red Team noted late in the BRAC process, “*There is no consistency in approach taken in military value analysis. Overall some groups imbed military judgment within the military value calculation, while others apply military judgment to the results of military value calculations (i.e. ex ante vs. ex post application of military judgment)*”⁴⁴ The record is clear--the intent of Congress to apply the selection criteria for an objective assessment of military value was not adhered to. Selective assumptions applied without any uniformity or justification were backed into the military value model in order to generate predetermined results.

⁴¹ H&SA Joint Cross Service Group, Volume VII, Final BRAC 2005 Report, May 13, 2005

⁴² Ibid

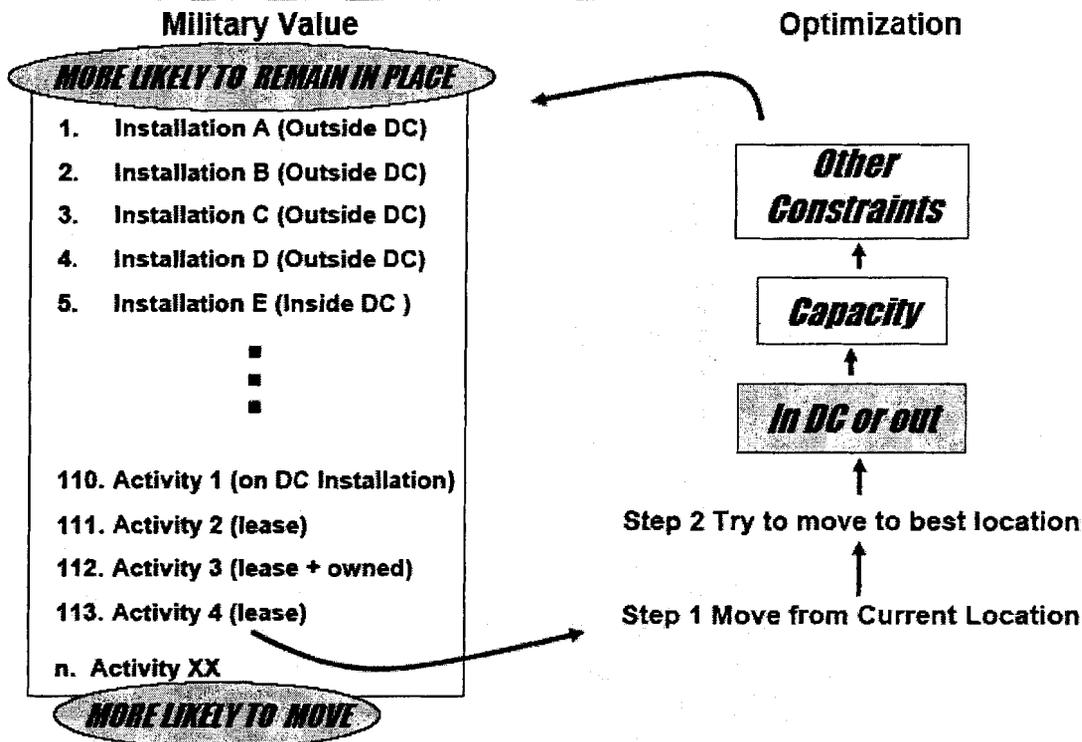
⁴³ H&SA Meeting Minutes, May 27, 2004

⁴⁴ BRAC Red Team, BRAC 2005 Discussion Topics, March 14, 2005

The HSA JCSG briefed the ISG on their approach to the military value model on September 24, 2004 (chart below); on the same date the HSA JCSG also briefed to the ISG the presence of 128 ideas, 105 proposals and 14 declared scenarios for candidate recommendations. By the time the HAS JCSG was able to input the data from the final military data calls in the Spring of 2005, most candidate recommendations for realignments and closures were accepted by the ISG. Military value models did not influence most of the HSA JCSG's recommendations.



Major Admin and Headquarters—Modeling



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As was expected, the results of military value analysis conducted by the HSA JCSG were consistent with the assumptions that had been incorporated into the model. *"The team considered a subset of installations/activities within the DC area and reminded the members that the military value results are not absolute. Based on 167 activities, 144 were inside the DC area. The scores ranged from a high of .5212 (CAA) to a low of .1210 (DFAS). The significant drivers of the model were total square feet leased or temporary space; single/multiple locations; AT/FP compliance; mission category; types of space (leased, temporary or owned)... The team used the mean values of the contact metrics for the inside DC (peer group) to determine the analysis cut-off point (421 contacts with senior leadership and/or 38 contacts with Congress). [note- this metric was later dropped from the military value model after determining the data could not be*

⁴⁵ Briefing to the Infrastructure Steering Group September 24, 2004

certified⁴⁶, resulting in even worse military value scores for activities in the NCR], *Seventy-one activities are considered eligible to move out of the DC area. A detailed review indicates that nine activities on eligible list are currently subject to a move out scenario. The Navy Member requested the team provide members a list of the nine activities that are in leased space, the amount of leased space, and the number of people in those activities. The Chairman stated that perhaps the team should focus on the statutory National Capital Region (NCR) rather than the DC area (100-mile radius of the Pentagon). The OSD Member agreed with the Chairman and stated he believes the membership should be much more aggressive about moving DOD entities out of the NCR. Membership requested the team provide a list of activities inside the statutory NCR and those inside the DC area.*⁴⁷ By incorporating certain assumptions and specific factors designed to yield a predetermined outcome, the military value model and subsequent analysis conducted by the HSA JCSG became a superficial exercise to satisfy the letter of the BRAC law, but not the intent. Furthermore, representatives of the Office of the Secretary of Defense consistently urged the HSA JCSG to disregard the process built on a foundation of sound quantitative analysis, in favor of aggressively pursuing DOD objectives. Ultimately, the Department of Defense did not objectively conduct a military value assessment in a way that applied the selection criteria equally to all installations within a functional area.

In certain cases, the military value results were intentionally disregarded in favor of satisfying DOD objectives. In the minutes of the Technical Joint Cross-Service Group of January 19, 2005, relating to the recommendation to move the extramural research elements (DARPA, ONR, AFOSR, ARO, DTRA) to Bethesda is the statement that *“the military value analysis is irrelevant as this scenario strives to get out of leased space per the OSD imperative and there is currently no military value for research at Anacostia.”*⁴⁸ (emphasis added) The DOD Red Team recommended a similar justification in their review of Technical JCSG recommendations, by noting, *“Since ONR and DARPA are in leased space currently, there is no need to justify installation military value decisions as compared to Anacostia. Suggest dropping research manager discussion which is confusing and focusing on force protection and joint office synergy in co-location.”*⁴⁹ To support the DOD objective, the HSA JCSG aggressively pursued the removal of all functions out of the NCR, eventually adopting a policy of requiring the Military Departments to justify what functions were required to remain in the NCR. *“The Navy leadership expressed that HSA JCSG had not demonstrated a compelling argument to move Military Sealift Command (MSC) out of the National Capital Region (NCR). The Marine Corps Member’s suggested reply to that statement if asked of the Chair at the ISG meeting is: there are approximately two Pentagons of leased space in the NCR, HSA JCSG has not come close to clearing it all out, and the Navy has not demonstrated a compelling reason to keep MSC in the NCR.”*⁵⁰ Note that the discussion was not about the military value of keeping the MSC in the NCR or the military value to be gained by relocating the MSC to another installation. The record is clear—the DOD objective to reduce the military footprint in the NCR was the priority consideration—not military value and not the selection criteria.

⁴⁶ H&SA Memorandum for ISG, February 16, 2005, Subject: Refinements to Scoring Plans within the Headquarters & Support Activities JCSG Military Value Analysis Report

⁴⁷ H&SA Meeting Minutes, September 30, 2004

⁴⁸ TJCSG Meeting Minutes, January 19, 2005

⁴⁹ BRAC Red Technical JCSG Office Call Notes – March 10, 2005

⁵⁰ H&SA Meeting Minutes, February 10, 2005

As a result of the selective analysis by the HSA JCSG, installations inside the DC were significantly and unequally affected in the Department's final recommendations to the BRAC Commission. *"The Mobilization Subgroup analyzed the function of Joint Mobilization. The MAH Subgroup analyzed all Headquarters located within 100 miles of the Pentagon (the "DC Area"), selected Headquarters outside the 100-mile radius, and common support functions (Headquarters back-shop functions). Analyses resulted in the development of 21 BRAC recommendations. Implementation of recommendations will vacate 65% of the leased space in the National Capitol Region (NCR) and relocate about 17,000 personnel, including contractors, from the NCR; both vastly improving the Department's force protection posture."*⁵¹ This last point implies that certified data was collected on the current condition of force protection posture –no such certified data was received that could be used in the analysis. Also note that the HSA JCSG did not provide numbers and percentages for the total amount of leased space housing administrative functions in the DOD inventory reduced as a result of the recommendations, because they were directed only to concentrate on leased space in the NCR. The same force protection concerns exist for military personnel working out of leased space across the U.S., but these facilities were not considered within the BRAC process.

Illustrating the devastating impact of the recommendations on one region of the country, of the total of 39,091 military and civilian personnel affected by the recommendations of the Major Administrative/Headquarters subgroup, 29,781 are currently located within the NCR. Of the remaining 9,266 affected personnel who reside outside the NCR, 4,869 are affected as a result of the consolidation of Defense Finance and Accounting Service (DFAS) sites, and 2,093 are affected by a single recommendation to relocate an Army Human Resources Command function out of St Louis MO. Over 71% of the total of 9.5 million gross square feet of leased space to be eliminated in the recommendations developed by the HSA JCSG would occur within the NCR. Within the Department of Defense's recommendations to collocate miscellaneous leased office space for all military departments and defense agencies, out of the 120 total leases to be vacated, only 2 were coded as outside the NCR, and those two were in Lexington Maryland.⁵²

In addition to the detrimental impact of the Department's targeted recommendations, opportunities to objectively assess whether the military value of certain functions would increase as a result of relocating to the NCR were denied before an objective assessment could be undertaken. *"U.S. Army scenario to realign Ft McPherson by relocating Headquarters NETCOM to Ft. Meade...Headquarters NETCOM is located at Ft Huachuca also and the Army recommends moving it to Ft Meade with its leadership and the technology people. Ft Meade has a higher military value for the Army. The Chairman said he does not want to move Headquarters NETCOM into the DC area and asked the Army liaison if she had any other locations to recommend."*⁵³ Other recommendations met the minimum requirement to relocate out of the NCR, despite the military value afforded the function on the gaining installation. *"Military Value is lowest at Ft. Meade in the HSA JCSG model; higher in the Technical JCSG model. DISA is currently in leased space. The impact to the Washington, DC, area if DISA remains at Ft. Meade, MD: 3,840 personnel remain and 511K usable square feet leased space would be*

⁵¹ H&SA Joint Cross Service Group, Volume VII, Final BRAC 2005 Report, May 13, 2005

⁵² Data from attachment entitled enclosure.xls to July 28, 2005 memo to BRAC Commission; subject: OSD BRAC Clearinghouse Tasker 0664 – Leased Facilities in the NCR Interim Response

⁵³ H&SA Meeting Minutes, December 14, 2004

*vacated. Ft. Meade, MD, is technically out of the NCR.*⁵⁴ The record is clear—the DOD objective to reduce the footprint in the National Capitol Region was used as a primary discriminator, overruling all other objective analysis. This practice demonstrated a blatant regard for provision in the BRAC law, which required all installations to be treated equally, and only the selection criteria to be used to make BRAC recommendations.

Data Used to Justify DOD Objectives not Certified

The Department of Defense, in justifying the BRAC recommendation to collocate miscellaneous leased locations as developed by the HSA JCSG, listed two objectives with regard to leased space in the NCR and enhanced security for DoD Activities. The justification noted a significant variation in the assessed military value of leased locations as compared to owned military installations., because the military value model was established with specific weights and disparate factors to achieve a predetermined result.

The Department included, in its official justification the statement, *“Implementation will reduce the Department’s reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01.”*⁵⁵ Despite numerous attempts to collect data on the extent of force protection to personnel in leased space and the costs of leases, the Department was not able to certify the accuracy of data that would validate the statements in their reports. The record is clear-- the Department justified their recommendations using data that was not certified. Analysts in the BRAC Commission received confirmation about the lack of certified data on June, 11, 2005, from a representative of the HSA JCSG, who stated, *“Some requested information about the specific lease agreements which encumber these spaces, including lease expiration dates and the exact location of each lease within a building, is not available because this data was not collected as part of the BRAC process.”*⁵⁶ As recently as August 3, 2005, the Deputy Director of the HSA JCSG responded to a specific request by the Commission by stating, *“we have worked with Washington Headquarters Services (WHS) to gather information pertaining to the request for “cost of lease in FY 2004 dollars” and “lease termination date.” This information was provided to the HSA JCSG in “raw” form by WHS, and the HSA JCSG has pulled the requested data from various information sources. This data is not certified and we cannot guarantee complete accuracy.”*⁵⁷

When the data collection for capacity, military value, and costs for leased space in the DC area did not meet minimum acceptable requirements, DOD leadership allowed the HSA JCSG to use uncertified data and derived data from outside sources to augment, or in certain cases, to strengthen the justification for final BRAC recommendations. *“In addition, the subgroup would identify all missing or unacceptable data for the remaining target installations and activities and ask the MILDEPs and 4th Estate to provide correct data -The HSA JCSG has not been successful in gathering enough acceptable space standards data to make a supportable recommendation. The subgroup will formulate a substitute space standards recommendation by*

⁵⁴ H&SA Meeting Minutes, March 31, 2005

⁵⁵ SECDEF Report to the BRAC Commission, May 13, 2005

⁵⁶ Memorandum for OSD BRAC Clearinghouse Subject: OSD BRAC Clearinghouse Tasker #0290 – Subject: Request for Additional Information on BRAC Impact on GSA Leased Space

⁵⁷ Memorandum for OSD BRAC Clearinghouse; subject: OSD BRAC Clearinghouse Tasker 0664-JCS #22 Leased Facilities in the NCR (follow-on reply)

*mid-August.*⁵⁸ The HSA JCSG also requested approval from the ISG to substitute assumptions in the place of certified data for the cost of leases in the NCR.⁵⁹ Despite the objections of the Department of Defense Inspector General, Office of the Secretary of Defense General Counsel, and the Government Accountability Office, the HSA JCSG substituted derived assumptions to replace gaps in certified data in order to maintain the viability of recommendations expected by senior DOD leadership. *“The Deputy stated that the DoD IG and the GAO are providing HSA JCSG with conflicting guidance on analysis assumptions and methodology. The DoD IG wants assumptions and methodology certified by the JCSG. The GAO and OSD General Counsel agree that assumptions and methodology cannot be certified because they are not facts.”*⁶⁰ Disregarding the auditability and legality of using assumptions in place of certified data, the Department accepted the risk in order to preserve recommendations considered a priority by the Secretary of Defense.

When significant problems were identified with the receipt of military value data related to force protection issues in leased space, a deliberate decision was made to change the military value model in order to preserve the justifications for the recommendations. This decision was made in February 2005, well after most of the candidate recommendations for closures and realignments had been presented to the ISG. *“OSD BRAC Update: The OSD BRAC Representative is concerned about scoring plan changes this late in the BRAC process. The HSA JCSG Deputy stated if we do not fix the scoring plan, most of HSA’s candidate recommendations would be compromised...Major Admin Headquarters (MAH) Anti-Terrorism/Force Protection (AT/FP) Data Issues Briefing: The Installation Query tool was sent to the field with an error. There were six questions but room for only five answers. This caused an incorrect application of the approved scoring plan for leased space. There were nine cases where HSA received different answers because some installations answered for the building, which were correct, but other installations answered for the activity within the building...The analysts recommended amending HSA JCSG Military Value Scoring Plan to three levels/values. Amending the scoring plan will have minimal impact on analysis because most leased buildings are not AT/FP compliant and the current candidate recommendations should remain supported by the data. The analysts tried running the models without the AT/FP metric but it changed the numbers too much.”*⁶¹ The HSA JCSG never considered, at least in the public record, the impact to the integrity and fairness of the process by changing the military value scoring plan to work around the lack of accurate, certified data. The HSA did consider what impact the changes would have on their overarching strategy to meet the DOD objective for leased space in the NCR. *“The implication of this metric change is that all leased space will now be largely scored poorly. The formalization of this methodology has a minimal impact on the military value results. The results of this change are consistent with the strategy used by HSA JCSG to pursue leased space.”*⁶²

The Department also did not ensure accurate and certified data was obtained for use in the COBRA cost assessments for factors pertaining to anti-terrorism/force protection measures in leased space in the NCR in violation of Section 2903(3)(C)(5)(A) of the BRAC law. Yet the Department cited these savings in the justification for recommendations pertaining to leased

⁵⁸ H&SA Meeting Minutes, July 29, 2004

⁵⁹ H&SA Memorandum for ISG, December 22, 2004 subject: Request for Approval to Use Lease Market Data

⁶⁰ H&SA Meeting Minutes, March 31, 2005

⁶¹ H&SA Meeting Minutes, February 1, 2005

⁶² H&SA Memorandum for ISG, February 16, 2005, Subject: Refinements to Scoring Plans within the Headquarters & Support Activities JCSG Military Value Analysis Report

space in the final report to the BRAC Commission. DOD adjusted the potential savings obtained by the recommendations to vacate leased space in the NCR by considering cost avoidances for actions planned for future years, an unprecedented consideration not extended to other COBRA analyses. The ISG originally and correctly decided that future costs for force protection, like other future facility and construction requirements, should not be a part of the COBRA analysis “*H&SA 0056 moves AF organizations from several leased locations to Andrews Air Force Base and has more than a 100-year payback period. The ISG noted that cost avoidances associated with force protection upgrades that the Department would ultimately have to make to the leased locations, although not appropriate COBRA costs, should be noted and explained in the justification for the recommendation so decision makers understand the broader financial implications.*”⁶³ Yet the Department inexplicably allowed these future year potential costs to be accounted for in the cost models in order to subjectively increase the estimated pay-back for recommendations related to leased space in the NCR. Furthermore, no certified data existed to actually determine the future year costs or to support the claims of future year increases in leased costs. As a result, the ISG approved a HSA request to derive an arbitrary amount per square foot to be saved, regardless of any consideration whether the facility in question actually met force protection/anti-terrorism standards. “*Anti-Terrorism/Force Protection (AT/FP) Sensitivity Analysis: Unified Facilities Criteria (UFC-4-010-01), dated July 31, 2002, requires all existing leases to meet AT/FP standards by October 1, 2009. Requirements include large standoff areas and/or structural hardening. Because of these requirements, the Analytical Team expects lease costs to rise tremendously and perceive a chaotic period in mid 2008 where agencies in noncompliant AT/FP leased space try to find space that meet the standards. -This increase in cost must be reflected in COBRA. There is currently no analytically sound planning factor in existence for these costs. There is an Administrative Space Leasing Strategy Study from March 2004 by Gensler for DoD Washington Headquarters Service that cites rental premiums of 15 percent to harden building structure and 35 percent to acquire sufficient standoff space. Therefore, the team proposed using rental or lease premium of 20 percent as a rough estimate. The Analytical Team conducted sensitivity analysis on the AT/FP leased premium. The team compared military construction expenditures and movement costs with lease savings. They used HSA-0005, Personnel Mega-Center at Ft. Leavenworth, KS, as a starting point to determine required square feet and personnel movement. The conclusions are if AT/FP premium is zero, leased space is still more expensive, and the larger the AT/FP premium is, the more expensive leased space becomes. In their sensitivity analysis, the leased cost break point is \$15.46. If the leased cost per gross square feet (including all fees such as GSA fees, security fees, and AT/FP costs) is less than \$15.46, the cost to build and the cost to lease are approximately equal...The OSD BRAC Representative stated it appears the HSA JCSG may be putting a premium on leased space certified data. The Analytical Team Chief stated that assumption was incorrect.”⁶⁴ The HSA JCSG specifically targeted a dollar amount per square foot that would preserve the affordability of the cost to build over the cost to lease. The group settled on a cost of \$28.28 per square foot without the benefit of any certified data from the field on the actual costs to provide adequate anti-terrorism/force protection measures for leased space. This derived number was questioned by senior DOD officials, “*At the February 8, 2005 HSA JCSG meeting, membership reviewed the methodology the HSA JCSG used to develop an AT/FP compliance leased space premium of \$28.28. The OSD Member met with Mr. DuBois on this subject on February 10,**

⁶³ ISG Meeting Minutes, February 4, 2005

⁶⁴ H&SA Meeting Minutes, November 16, 2004

2005. Mr. DuBois spoke to the OSD BRAC Director who believes it would be difficult to defend the assumed premium on the Hill without being accused of working the numbers. Mr. DuBois stated that neither he, nor anyone at his level had sympathized with the HSA JCSG that the work conducted, with the knowledge of OSD BRAC and the ISG, over the last year now has to be changed. (Note: The following week, OSD BRAC Deputy gave HSA JCSG permission to use the AT/FP compliance leased space premium of \$28.28.)⁶⁵ Despite explicit reservations about the ability to defend the force protection premium in the public domain, senior leadership in the Department granted permission to the HSA JCSG to include the cost avoidance estimate which would increase the net present value of recommendations to vacate leased space.

Certain considerations, such as anti-terrorism/force protection (AT/FP) measures on military installations were only used in the assessment of owned versus leased installations by the specific group assessing function in the DC area, resulting in a deficient score for all leased space despite the lack of certified data to inform the analysis. Again, another special consideration was granted to allow the HSA JCSG to achieve an objective of the Secretary of Defense, while disregarding the requirement for certified data in the BRAC law.

Integrity of the Process Questioned within the Department of Defense

The integrity and objectivity of the processes established by the Department of Defense to develop BRAC recommendations were compromised by the introduction of undue and unjustified influence by leadership in the Department to achieve certain objectives developed outside the BRAC process. The Department did not ensure a complete capacity and assessment and military value analysis was completed for all installations in the United States, allowing instead for certain Joint Cross-Service Groups to use discriminators to facilitate the implementation of DOD objectives. Concerns about the use of DOD objectives to justify certain DOD BRAC recommendations were raised within the Department, yet not addressed in the final report to the BRAC Commission. *“The Deputy Secretary opened the meeting by highlighting the fact that there are sensitive issues to consider in the BRAC process, adding that the Secretary must be able to support the Department’s recommendations. Therefore, it is particularly important that the Department follow its own rules so as not to discredit the BRAC process. Mr. Haynes, DOD General Counsel, noted that whenever additional factors are considered during the process, it is important to apply them evenly.”*⁶⁶ The Department most definitely did not apply additional factors evenly throughout the BRAC process. Whether the Department followed their own rules is a matter of public record and for the BRAC Commission to ultimately decide. But within the Department, consistent concerns were expressed by individuals involved with the process. *“Notions that we marshaled data to support pre-existing or preferred solutions will be difficult, if not impossible, to dispel.”*⁶⁷ The BRAC Red Team noted, *“Be careful how you pitch the transformation options because you have to maintain objectivity of the process. You don’t want to make it sound like you have the answer before you start the review process and look at the data.”*⁶⁸ Despite these observations, the final recommendations pertaining to leased space in the NCR speak for themselves. They are justified by the goal to vacate leased space without

⁶⁵ H&SA Meeting Minutes, February 10, 2005

⁶⁶ IEC Meeting Minutes, February 7, 2005.

⁶⁷ Don DeYoung, Capabilities Integration Team (alternate) U.S. Navy, Technical Joint Cross Service Group, internal deliberation memo Proposed Contingency Plan, Issue #08-06-04-02,

⁶⁸ BRAC Red Team Supply and Storage JCSG Briefing Notes – February 21, 2005

substantiation of the assumptions about the cost or condition of the existing facilities. As a result, certain BRAC recommendations were submitted to the BRAC Commission without regard to the law or the intent of Congress. Other recommendations were properly withheld in order for the Department to pursue other methods of achieving DOD objectives (see Attachment 7). In no way were all installations in the United States treated equally.

These are the facts taken from the records of the internal deliberations of the Department of Defense. They are irrefutable. The Department implemented a set of pre-established objectives which permeated all phases of the BRAC process with a complete disregard of the basic provisions of BRAC law and Congressional intent. The Commission must now consider whether these facts render the resulting recommendations potentially unlawful. If determined to be so, the Commission must act to remove them from the list of BRAC recommendations submitted to the President.

OK

United States Senate

RECEIVED
WASHINGTON, DC 20570 OFFICES
ARMED SERVICES COMMITTEE

02 JUL 11 PM 1:42

July 9, 2002

The Honorable Donald Rumsfeld
Secretary of Defense
1000 Defense Pentagon
Washington, D.C. 20310

Dear Mr. Secretary:

The recent press accounts and discussions between our staffs regarding your review of the Department's policies on moves, leases, and construction within 100 miles of Washington, D.C. are creating uncertainty, instability, and apprehension among our constituents- -not only Federal employees and their families, but also the business community that for many years has provided loyal support to the Department of Defense establishment in this area. We are writing to express our concerns regarding any policy that will disadvantage the National Capital Region by imposing restrictions on moves, consolidations, and construction that are not applied to other areas of the Nation which host military facilities.

As the Secretary of Defense, you have the responsibility to ensure that our military facilities are located where they best support our national security. However, issuing a directive that would specifically identify a broad area around the Nation's Capitol for special review prejudices current and future basing plans Virginia and Maryland.

If you must have a policy directive on moves, consolidations, and construction, it should apply equally across the nation and all commands. The directive should also be consistent with regard to policies for moves, leases and construction of other Federal Departments.

Thank you in advance for your consideration of this matter.

Sincerely,

Tom Davis

John Warner

George Allen

Bob Frost

Jo Ann Davis

Ed Schrod

Frank Johnson

Frank Johnson

Frank Johnson

Frank Johnson

Frank Johnson

Bob Goodlatte

Lee Center

Virgil Goode



775C



THE SECRETARY OF DEFENSE RECEIVED
WASHINGTON MINORITY OFFICES
ARMED SERVICES COMMITTEE

04 JUL 29 AM 9:29
JUL 26 2002 PM 5:25

The Honorable John Warner
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator Warner:

Thank you for the letter you signed with your colleagues regarding the Department's review of major land acquisitions within 100 miles of the Pentagon.

I am interested in keeping our facility expansion activities to a minimum throughout the country. However, because the Washington, DC, area is unique in its concentration of DoD facilities, I am asking that the Deputy or I be notified of any proposed major land acquisition in this area. There has been a similar notification requirement in place for several years; I am simply elevating the reporting for such acquisitions in this region. All other such actions will continue to require approval of the Under Secretary of Defense for Acquisition, Technology and Logistics.

With best wishes,

Sincerely,



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

NOV 17 2002

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY AND LOGISTICS)
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
CHIEF, NATIONAL GUARD BUREAU

SUBJECT: Land Acquisition and Leasing of Office Space in the United States

I am concerned with the acquisition of real property throughout the United States and particularly with the concentration of Defense activities in the Washington, DC, area. I am therefore revising and expanding the existing land acquisition moratorium policy, currently reflected in memoranda from the Deputy Secretary of Defense dated September 13, 1990, and December 1, 1994. This memorandum supercedes those memoranda and any other memoranda inconsistent with the guidance reflected herein.

Effective immediately, no major land acquisition proposals within the Washington, DC, area may be made public through a request for proposals, notice of intent to perform environmental analysis, request for legislation or budget line item, press release, or other official notice without my approval or that of the Deputy Secretary. All previously approved or announced major land acquisitions within the Washington, DC, area for which binding documents have not been executed, as of the date of this memorandum, may not proceed until approved by me or the Deputy Secretary, after review by the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)). In addition, no major land acquisition proposals outside the Washington, DC, area may be made public, in the manner discussed above, without the approval of the USD(AT&L).

National Guard major land acquisitions which are to be funded in whole or in part by Federal funds are subject to the moratorium. Civil Works programs managed by the U.S. Army Corps of Engineers shall not be subject to the moratorium. Renewals of existing leases, withdrawals, permits, or other use agreements (other than those at bases being closed or realigned) are not subject to the moratorium.



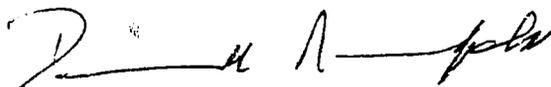
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Additionally, effective immediately, no proposals for relocating into or within the Washington, DC, area that exceed \$500,000 in relocation costs may be made public, in the manner discussed above, without approval by me or the Deputy Secretary. Requests for approval of such relocations shall be submitted to the Director, Washington Headquarters Services (WHS), who shall submit such requests for my approval, through USD(AT&L). All previously approved or announced relocations that have not occurred as of the date of this memorandum may not proceed until approved by me or the Deputy Secretary, after review by the USD(AT&L).

Finally, the authority of the Director, WHS to administer the DoD Administrative Space Management Program within the National Capital Region, granted by DoD Directive 5110.4 and specifically described in DoD Instruction 5305.5, is hereby expanded to the Washington, DC, area.

A major land acquisition is defined as the purchase, withdrawal from public domain, lease or permit from individuals or government entities, or any other type of use agreement involving more than 1,000 acres, or land whose estimated purchase price or annual lease price exceeds \$1 million. The Washington, DC, area is defined generally as the geographic area that falls within 100 miles of the Pentagon.

The USD(AT&L) shall issue such instructions or implementing memoranda as may be necessary to implement this policy, including a specific delineation of those jurisdictions to which it applies. In implementing these policies, USD(AT&L) shall obtain the coordination of the USD(Comptroller) and the DoD General Counsel before submitting actions for approval as described herein.



cc:
Chairman of the Joint Chiefs
Under Secretary of Defense (Personnel and Readiness)
Under Secretary of Defense (Policy)
Director, Defense Research and Engineering
Assistant Secretaries of Defense
Inspector General of the Department of Defense
Director, Operational Test and Evaluation
Assistants to the Secretary of Defense
Directors of Defense Agencies
Directors of DoD Field Activities





DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010



FEB 10 2004

The Honorable John Warner
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

As required by Section 2913(a) of the Defense Base Closure and Realignment Act of 1990, Public Law 101-510, as amended, 10 U.S.C. 2687 note (BRAC statute), the Department published the criteria it proposed to use in making recommendations for the closure or realignment of military installations in the *Federal Register* on December 23, 2003, for a 30-day public comment period. To be considered in the development of the final criteria, comments had to be received no later than 5 P.M. EST, January 30, 2004.

The Department has reviewed all the comments received in response to this notice. Additionally, before publication of the draft criteria for comment, the Department received a number of letters from members of Congress regarding selection criteria. The Department has treated those letters as though they were sent in response to the request for comments.

In accordance with Section 2913(e) of the BRAC statute, the Department hereby forwards its final selection criteria and the notice publishing the final selection criteria, posted today at the *Federal Register* for publication February 12, 2004, which includes an analysis of comments received in response to the initial notice.

The enclosed final selection criteria create a solid basis for arriving at closure and realignment recommendations. They provide a consistent analytical structure that will accommodate the diversity of missions and functions existing within the Department. I appreciate your support of BRAC as a key element of our efforts to advance transformation, maximize joint capabilities, and convert waste to war fighting.

Sincerely,

Enclosures

cc: The Honorable Carl Levin
Ranking Member

DEPARTMENT OF DEFENSE

Billing Code 5001-06

Office of the Secretary

Department of Defense Selection Criteria for Closing and Realigning Military Installations

Inside the United States.

AGENCY: Department of Defense (DoD).

ACTION: Final Selection Criteria.

SUMMARY: The Secretary of Defense, in accordance with Section 2913(a) of the Defense Base Closure and Realignment Act of 1990, Public Law 101-510, as amended, 10 U.S.C. 2687 note, is required to publish the final selection criteria to be used by the Department of Defense in making recommendations for the closure or realignment of military installations inside the United States.

EFFECTIVE DATE: February 12, 2004.

FOR FURTHER INFORMATION CONTACT: Mr. Mike McAndrew, Base Realignment and Closure Office, ODUSD(I&E), (703) 614-5356.

SUPPLEMENTARY INFORMATION:

A. Final Selection Criteria

The final criteria to be used by the Department of Defense to make recommendations for the closure or realignment of military installations inside the United States under the Defense Base

Closure and Realignment Act of 1990, Public Law 101-510, as amended, 10 U.S.C. 2687 note, are as follows:

In selecting military installations for closure or realignment, the Department of Defense, giving priority consideration to military value (the first four criteria below), will consider:

Military Value

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.
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.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

B. Analysis of Public Comments

The Department of Defense (DoD) received a variety of comments from the public, members of Congress, and other elected officials in response to the proposed DoD selection criteria for closing and realigning military installations inside the United States. The Department also received a number of letters from members of Congress regarding BRAC selection criteria before publication of the draft criteria for comment. The Department has treated those letters as comments on the draft criteria and included the points raised therein in our assessment of public comments. The comments can be grouped into three categories: general, military value, and other considerations. The following is an analysis of these comments.

(1) General Comments:

(a) Numerous commentors expressed support for the draft criteria without suggesting changes and used the opportunity to provide information on their particular installations. DoD understands and greatly appreciates the high value that communities place on the installations in their area and the relationships that have emerged between the Department and local communities. Both the BRAC legislation and DoD's implementation of it ensure that all installations will be treated equally in the base realignment and closure process.

(b) Several commentors gave various reasons why a particular installation, type of installation, or installations designated by Congress as unique assets or strategic ports, should be eliminated from any closure or realignment evaluation. Public Law 101-510 directs DoD to evaluate all installations equally. The Department has issued guidance to all DoD Components instructing them to treat all installations equally.

(c) Some commentors indicated the selection criteria should reflect the statutory requirement of section 2464 of title 10, United States Code, to maintain a core logistics capability, and the statutory limitation of Section 2466 that the Department spend no more than 50% of its depot-level maintenance and repair funds to contract for the performance of such workload. Consistent with the development and application of the criteria used in all previous rounds, it is inappropriate to include any statutory constraints in the selection criteria because they are too varied and numerous and could preclude evaluation of all installations equally. The absence of

these requirements in the text of the criteria, however, should not be construed as an indication that the Department will ignore these or any other statutory requirements or limitations in making its final recommendations.

(d) The Department did not receive any requests from local governments that a particular installation be closed or realigned pursuant to section 2914 (b)(2) of Public Law 101-510, which states that the Secretary shall consider any notice received from a local government in the vicinity of a military installation that the local government would approve of the closure or realignment of the installation. A few private citizens, however, asked that a particular installation be closed or that operations be restricted to limit noise or other community impacts.

(e) A few commentors expressed concern over the broad nature of the criteria and requested greater detail, including in some cases requests for definitions, specificity regarding select functions, and explanations of when a closure as opposed to a realignment was appropriate. While the Department appreciates a desire for detail, the inherent mission diversity of the Military Departments and Defense Agencies makes it impossible for DoD to specify detailed criteria that could be applied to all installations and functions within the Department. Broad criteria allow flexibility of application across a wide range of functions within the Department.

(f) A few commentors recommended assigning specific weights to individual criteria and applying those criteria uniformly across the Department. It would be impossible for DoD to specify weights for each criterion that could be applied uniformly to all installations and functions because of the inherent mission diversity within the Department. Other than the

requirement to give the military value criteria priority consideration, the numbering reflected in the listing of the criteria are not intended to assign an order of precedence to an individual criterion.

(g) One commentator suggested that section 2687 of title 10, United States Code, requires the Department to exclude military installations with less than 300 authorized civilian positions from consideration for closure or realignment under BRAC. While section 2687 allows the Department to close or realign such installations outside the BRAC process, it does not preclude their consideration within BRAC. In order for the Department to reconfigure its current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency, it must undertake an analysis of the totality of its infrastructure, not just those with 300 or more authorized civilian positions.

(h) Some commentators were concerned that BRAC would be used as a "back door" method of privatizing civilian positions. DoD's civil service employees are an integral part of successful accomplishment of defense missions. Section 2904 specifically limits the ability of the Secretary of Defense to carry out a privatization in place of a military installation recommended for closure or realignment to situations where that option is specified in the recommendations of the Commission and determined by the Commission to be the most cost-effective method of implementation of the recommendation. Therefore, if any closure or realignment recommendation includes privatization, it will be clearly stated in the recommendation.

(i) One commentator suggested that the Department needed to conduct a comprehensive study of U.S. military installations abroad and assess whether the existing U.S. base infrastructure meets the needs of current and future missions. The BRAC statute applies to military installations inside the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other commonwealth, territory, or possession of the United States. As a parallel action, the Secretary of Defense has already undertaken a comprehensive study of global basing and presence – the Integrated Global Presence and Basing Strategy (IGPBS). BRAC will accommodate any decisions from that study that relocate forces to the U.S. DoD will incorporate our global basing strategy into a comprehensive BRAC analysis, thereby ensuring that any overseas redeployment decisions inform our recommendations to the BRAC Commission.

(j) A few commentators cautioned the Department against using the authority provided by Section 2914(c) to close and retain installations in inactive status because of the negative effect such action might have on the relevant local community. The Department recognizes that job creation gained through the economic reuse of facilities is critically important to mitigate the negative impact of BRAC recommendations. As such, the Department will exercise the utmost caution and consideration when exercising its authority to retain installations in an inactive status. It should be noted that the Department has always had this authority, even though its appearance in the authorizing legislation for the 2005 round would indicate it is a new authority. As such, the Department's actions in the four previous base closure rounds demonstrate that it will be exercised judiciously.

(k) A few commentors asked the Department to give priority to relocating activities within the same state or local community. The Department recognizes that the economic impact of BRAC reductions can be lessened by moving functions to geographically proximate locations. As specified in the BRAC legislation, however, military value must be the primary consideration when making these decisions. Specifically, those factors that are set out in criteria one through four are the most important considerations when selecting receiving locations.

(2) Military Value Comments:

(a) A majority of comments received dealt with the military value criteria. In the aggregate, military value refers to the collection of attributes that determine how well an installation supports force structure, functions, and or missions.

(b) One commentor was concerned that the Department would lose sight of the value of service-unique functions when applying criteria that include reference to jointness. The Department recognizes the distinct military value provided by both service-unique functions and those functions that are performed by more than one service. Accordingly, the Secretary established a process wherein the Military Departments are responsible for analyzing their service-unique functions, while Joint Cross-Service Groups, which include representatives from each of the military services, analyze the common business-oriented support functions.

(c) A few commentors were concerned that criterion two, which captures the legislative requirements set out in Section 2913(b)(1)-(3), did not recite verbatim the language in the BRAC

statute. They urged incorporation of "Preservation of" into the final criteria to ensure that the 2005 BRAC round preserve the infrastructure necessary to support future military requirements. Selection criteria must facilitate discriminating among various military installations, assessing the value of each and comparing them against each other to see which installations offer the greatest value to the Department. Criteria one through three compare the respective assets of different military installations against each other, valuing those with more of those assets more highly than those without those assets. By valuing the installations with more of these assets higher, the Department "preserves" these valuable assets set out in the criteria. If the Department were to modify the criteria to include "preservation," as suggested in the comment, we would be forced to assess how an installation "preserves" something rather than whether an installation possesses the assets worthy of preservation, potentially undercutting the statutory factors rather than furthering those factors. While the criteria proposed by the Secretary do not recite the statutory language verbatim, they do fully reflect the nine factors set out in the statute, and as such are legally sufficient. Additionally, the Department does not agree with the assertion that the criteria must contain the word "preservation" in order to comply with congressional intent. The report of the Committee of Conference to accompany S. 1438, the National Defense Authorization Act for Fiscal Year 2002, refers to the preceding list of requirements as "factors that must be evaluated and incorporated in the Secretary's final list of criteria." The BRAC statute does not require, as a matter of law, a verbatim recitation of the factors set out in section 2913. On the contrary, a requirement for a verbatim recitation is inconsistent with the requirements for publication of draft criteria, an extensive public comment period, and finalization of criteria only after reviewing public comments. If the Secretary were bound to

adopt the statutory language as his criteria, the detailed publication process required by Congress would be meaningless.

(d) A few commentors stressed the importance of maintaining a surge capacity. Surge requirements can arise for any number of reasons, including contingencies, mobilizations, or extended changes in force levels. Criteria one and three capture the concept of surge capacity as they are currently drafted. As was the case with the criteria used in the past three rounds of BRAC, criterion one requires the Department to consider "current and future" mission capabilities and criterion three assesses the "ability to accommodate contingency, mobilization and future total force requirements". In 1999, after three rounds of BRAC using these criteria (and similar criteria used in the first round of BRAC), the Department looked closely at its ability to accommodate increased requirements and found that even after four rounds of base realignments and closures it could accommodate the reconstitution of 1987 force structure - a significantly more robust force than exists today - which is a more demanding scenario than a short term mobilization. Further, as required by Section 2822 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136), the Secretary, as part of his assessment of probable threats to national security, will determine the "potential, prudent, surge requirements to meet those threats."

(e) Numerous commentors stated that previous BRAC rounds failed to evaluate research, development, test and evaluation, engineering, procurement, and technical facilities accurately, because of the lack of effective criteria to consider the features essential to their performance. They noted that the criteria applied to such facilities in previous rounds were largely the same

criteria that were applied to operations, training and maintenance facilities serving very different functions. DoD highly values its research, development, test and evaluation, engineering, procurement, and technical facilities. Research, development, engineering, procurement and other technical capabilities are elements of military value captured within criteria one through four. The Department will consider military value in a way that incorporates these elements.

(f) Several commentors also raised concerns that the criteria did not take into account the availability of intellectual capital, critical trade skills, a highly trained work force, allied presence, and the synergy among nearby installations and between DoD facilities and nearby industrial clusters and academic institutions. DoD appreciates the importance of having an available pool of intellectual capital and critical trade skills that make up, and allow us to recruit and retain, a highly trained and experienced work force, as well as the synergy provided by nearby facilities. To the extent that the availability of highly skilled civilian or contractor work forces and relationships with local institutions and other installations influence our ability to accomplish the mission, they are captured in criteria one, three and seven.

(g) Some commentors urged DoD to consider strategic location and irreplaceable properties and facilities as part of military value. The availability and condition of land and facilities are an integral part of military value, specifically covered under criterion two. Furthermore, the strategic location of DoD facilities informs criteria one and three.

(h) Some commentors said that an installation's demonstrated ability to transform, streamline business operations, and manage successful programs should be considered as part of military

value. In some instances commentators praised the outstanding work of a particular installation or group of installations. DoD recognizes and appreciates the outstanding work done by its installations. Criteria one and three capture both the ability to perform a mission and the quality of that work – both of which, in turn, capture the willingness to transform and streamline.

(i) Some commentators recommended that DoD consider an installation's role in homeland defense, security, domestic preparedness, and the war on terrorism as a part of military value. Some suggested that an installation's proximity to and ability to protect vital national assets, transportation facilities, major urban centers and international borders was a key consideration, while others indicated that geographic diversity or complete isolation should be the real objective in order to enhance security. The security of our nation, whether expressed as homeland defense, domestic preparedness, or fighting the war on terrorism, is an important DoD mission. Both the BRAC legislation and DoD's implementation of it ensure that homeland defense and security are considered in the BRAC process. Specifically, criterion two requires DoD Components to consider "[t]he availability and condition of land, facilities and associated airspace . . . as staging areas for the use of the Armed Forces in homeland defense missions." Additionally, as a mission of DoD, all of these issues are captured by the requirements of criteria one and three.

(j) Some commentators noted that, in some areas of the country, expanding civilian use of adjacent lands is encroaching upon military properties and has impacted critical training requirements and preparations for deployments. Some said that installations located in rural regions with access to large areas of operational airspace over land and water as well as direct ingress/egress routes from water to land will be key to future military operational and training

requirements. The issue of encroachment is captured by criterion two which requires the Department to consider the availability and condition of land, facilities and associated airspace.

(k) Some commentors recommended that DoD consider the difficulty of relocating missions and functions requiring federal nuclear licenses or environmental permits, as part of military value. DoD recognizes the importance of federal licenses and permits. The ability to accommodate current and future force requirements, which includes Federal licensing and permitting requirements, is covered under criteria one, two and three. Furthermore, the impact of environmental compliance activities (i.e., permits and licenses) is also specifically captured in criterion eight.

(l) A few commentors were concerned that the "cost of operations" language in criterion four would not be a meaningful measure of military value because it would appear to encourage the closure or realignment of an installation in a high cost of living area, despite important strategic reasons for retaining that installation. Because DoD operates in a resource constrained environment, all resources – land, facilities, personnel, and financial – have value. Monetary resources are an inextricable component of military value because all equipment, services, and military salaries are dependent on the availability of this resource. Therefore, the extent to which one installation can be operated at less cost than another is worthy of consideration, particularly for business operations, although the importance of this will vary depending on the function involved.

(3) Other Considerations:

(a) Criteria five through eight deal with other considerations, such as costs and savings and economic, community, and environmental impacts.

(b) Some commentors recommended a standardized interpretation of the cost criteria. The Department agrees that costs and savings must be calculated uniformly. To that end, we are improving the Cost of Base Realignment Actions (COBRA) model used successfully in previous BRAC rounds to address issues of uniformity and will provide it to the Military Departments and the Joint Cross-Service Groups for calculation of costs, savings, and return on investment in accordance with criterion five.

(c) Several commentors stated that total mission support costs associated with reestablishing or realigning a military activity should be considered, including such things as the costs of reestablishing intellectual capital and relationships with nearby businesses and academic institutions, the costs associated with mission disruption, the costs of contractor relocations, and the availability and reliability of raw materials and supplies. DoD has improved the Cost of Base Realignment Actions (COBRA) model used in prior BRAC rounds to more accurately and appropriately reflect the variety of costs of base realignment and closure actions. DoD will provide it to the Military Departments and the Joint Cross-Service Groups for calculation of costs, savings, and return on investment in accordance with criterion five.

(d) A few commentors stated DoD should consider the total resource impact of a recommendation to the Federal Government and reflect both costs and savings. The Department understands the decision making value of comprehensive consideration of costs. In accordance with section 2913(d), the Department's application of its cost and savings criterion will "take

into account the effect of the proposed closure or realignment on the costs of any other activity of the Department of Defense or any other Federal agency that may be required to assume responsibility for activities at the military installations.” The Department will issue guidance to the Military Departments and the Joint Cross Service Groups that incorporates this requirement in the application of criterion five.

(e) Some commentors asked that DoD consider the impact of closing or realigning an installation on the local community and on military retirees in the area who rely on the installation’s medical facilities, commissary, and other activities. While military value criteria must be the primary consideration, the impact of a closure or realignment on the local community, including military retirees residing therein, will be considered through criteria five, six, and seven. The DoD Components will calculate economic impact on existing communities by measuring the effects on direct and indirect employment for each recommended closure or realignment. These effects will be determined by using statistical information obtained from the Departments of Labor and Commerce. This is consistent with the methodology used in prior BRAC rounds to measure economic impact.

(f) Some commentors asked that DoD recognize that their state, facility or community was affected by closures and realignments in prior BRAC rounds and that it, therefore, be protected in this round. These and other commentors suggested that the Department view economic impact cumulatively or take into account the need of a community for an economic boost. Still others suggested that the current BRAC round respect decisions made in prior BRAC rounds – and not take any action inconsistent with a prior recommendation. DoD recognizes the impact that BRAC can have on local communities, and makes every effort in the implementation phase

of BRAC to soften the effect of closures and realignments on local communities. The BRAC statute, however, specifically requires the Secretary to consider all military installations in the United States equally, without regard to whether that installation has previously been considered for closure or realignment.

(g) The United States General Accounting Office (GAO) stated that the draft criteria, if adopted, would add an element of consistency and continuity in approach with those of the past three BRAC rounds. It noted that its analysis of lessons learned from prior BRAC rounds affirmed the soundness of these basic criteria and generally endorsed their retention for the future, while recognizing the potential for improving the process by which the criteria are used in decision-making. It suggested that DoD clarify two issues: (1) the Department's intention to consider potential costs to other DoD activities or federal agencies that may be affected by a proposed closure or realignment recommendation under the criterion related to cost and savings, and (2) the extent to which the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities will be included in cost and savings analyses of individual BRAC recommendations.

As discussed above, DoD recognizes that the BRAC legislation required it to consider cost impacts to other DoD entities and Federal agencies in its BRAC decision-making and will issue implementing guidance to ensure that such costs are considered under criterion five.

On the second point raised by GAO, which was echoed by a few other commentators, DoD policy guidance has historically stipulated that environmental restoration costs were not to be factored

into analyses of costs and savings when examining potential installations for realignment and closure, since DoD was obligated to restore contaminated sites on military installations regardless of whether or not they were closed. DoD concurs with GAO that determining such costs could be problematic in advance of a closure decision, since reuse plans for BRAC properties would not yet be determined and studies to identify restoration requirements would not yet be completed. As suggested, DoD will issue guidance to clarify consideration of environmental costs.

(h) A few commentors suggested that criterion seven – the ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel – be included in military value and receive priority consideration. DoD has demonstrated in previous BRAC rounds that factors falling within this criterion can be applied within the military value criteria if they directly relate to the elements of criteria one through four.

(i) A few commentors asked the Department to consider the social as well as the economic impact on existing communities. The Department recognizes that its installations can be key components of the social fabric of the communities in which they are located, in both a positive or negative sense. For instance, the BRAC statute requires that the Department consider any notice received from a local government in the vicinity of a military installation that it would approve of the closure or realignment of the installation. Additionally, because social impact is an intangible factor that would be difficult for the Department to quantify and measure fairly, issues of social impact are best addressed to the BRAC Commission during its process of receiving public input.

(j) A few commentors wanted to ensure that, as the Department considers the ability of community infrastructure to support the military, DoD view that ability as evolving, and consider the willingness and capacity of the community to make additional investments. The infrastructure provided by the communities surrounding our installations is a key component in their efficient and effective operation. As the BRAC legislation has established a stringent timetable for the Secretary to arrive at recommendations, the Department must focus on the existing, demonstrated ability of a community to support its installation, especially as potential investment actions may not translate into reality.

(k) One commentor requested clarification that criterion eight – environmental impact – includes consideration of the impact of the closure or realignment on historic properties. As has been the case in prior rounds of base closure, the Department will consider historic properties as a part of criterion eight.

(l) Several commentors stated that the criteria should consider the effect of closures and realignments on the quality of life and morale of military personnel and their families. The Department agrees that the quality of life provided to its military personnel and their families significantly contributes to the Department's ability to recruit and retain quality personnel. Military personnel are better able to perform their missions when they feel comfortable that their needs and those of their families are taken care of. Quality of life is captured throughout the criteria, particularly criterion seven.

C. Previous Federal Register References

1. 55 FR 49678, November 30, 1990: Draft selection criteria and request for comments.
2. 55 FR 53586, December 31, 1990: Extend comment period on draft selection criteria.
3. 56 FR 6374, February 15, 1991: Final selection criteria and analysis of comments.
4. 57 FR 59334, December 15, 1992: Final selection criteria.
5. 59 FR 63769, December 9, 1994: Final selection criteria
6. 68 FR 74221, December 23, 2003: Draft selection criteria and request for comments.
7. 69 FR 3335, January 23, 2004: Extend comment period on draft selection criteria.

L.M. BYNUM
Alternate OSD Federal Register
Liaison Officer
Department of Defense



Leases Mar by the Army

Location	Command	Active or Reserve	Purpose
CONUS Locations			
10541 CALLE LEE , LOS ALAMITOS, CA, 90720,	Army Forces Command	Active	Administrative
218 N CHARLES ST, APT 230 , BALTIMORE, MD, ,	Army Forces Command	Active	
245 S BRAGG BLVD FACNO L0024, SPRING LAKE, NC, 28390,	Army Forces Command	Active	
4035 Ridge Top, Road , Fairfax, VA, 22030,	Army Forces Command	Active	
EMJAY WAY , CARTHAGE, NY, 13619,	Army Forces Command	Active	
HEMLOCK DRIVE , LOWVILLE, NY, ,	Army Forces Command	Active	
JEWETT STREET , CALCIUM, NY, 13616,	Army Forces Command	Active	
LARCH CIRCLE , GOUVERNEUR, NY, 13642,	Army Forces Command	Active	
LYNN CIRCLE , CALICUM, NY, 13616,	Army Forces Command	Active	
NC STATE ROAD 1323 , RAEFORD, NC, 28376,	Army Forces Command	Active	
PW , Fort Riley, KS, ,	Army Forces Command	Active	
TAMARACK DRIVE , WEST CARTHAGE, NY, 13619,	Army Forces Command	Active	
UTILITY ROAD FACNO 17051, ANNVILLE, PA, 17003,	Army Forces Command	Active	
BOX SPRINGS MOUNTAIN , MORENO VALLEY, CA, 92557,	Armed Forces Courier Service	Active	
1ST FL, O'KEEFE BLDG , ATLANTA, GA, ,	Army Materiel Command	Active	
4300 GOODFELLOW BLVD BLDG 102, SAINT LOUIS, MO, 63120,	Army Materiel Command	Active	
4901 UNIVERSITY SQ , HUNTSVILLE, AL, 35816,	Army Materiel Command	Active	Administrative
5001 Eisenhower Avenue , Alexandria, VA, 22332,	Army Materiel Command	Active	
8230 N. HICKORY , KANSAS CITY, MO, 64118,	Army Materiel Command	Active	
5500 AMELIA EARHEART DR. , SALT LAKE CITY, UT, 84116,	Army Test and Evaluation Command	Active	
1099 14th Street NW , Washington, DC, 20005,	Headquarters Department Of The Army	Active	Administrative
1100 COMMERCE ST , DALLAS, TX, 75242,	Headquarters Department Of The Army	Active	Administrative
1213 Jefferson Davis High , Arlington, VA, 22202,	Headquarters Department Of The Army	Active	Administrative
1555 Wilson Boulevard , Arlington, VA, 22209,	Headquarters Department Of The Army	Active	BUILDING
1616 Anderson Road , McLean, VA, 22102,	Headquarters Department Of The Army	Active	
1700 North Moore Street , Alexandria, VA, 22209,	Headquarters Department Of The Army	Active	
1941 Jefferson Davis Hwy , Arlington, VA, 22202,	Headquarters Department Of The Army	Active	
2320 Mill Road , Alexandria, VA, 22314,	Headquarters Department Of The Army	Active	
4401 Ford Avenue , Alexandria, VA, 22302,	Headquarters Department Of The Army	Active	
4501 Ford Avenue , Alexandria, VA, 22309,	Headquarters Department Of The Army	Active	BUILDING
4890 UNIVERSITY SQ SUITE 3, HUNTSVILLE, AL, 35816,	Headquarters Department Of The Army	Active	Administrative
5109 Leesburg Pike , Falls Church, VA, 22041,	Headquarters Department Of The Army	Active	
5201 Leesburg Pike , Falls Church, VA, 22041,	Headquarters Department Of The Army	Active	
5211 Leesburg Pike , Falls Church, VA, 22041,	Headquarters Department Of The Army	Active	
5775 General Washington D , Alexandria, VA, 22312,	Headquarters Department Of The Army	Active	
601 North Fairfax Street , Alexandria, VA, 22314,	Headquarters Department Of The Army	Active	
6425 Leesburg Pike , Falls Church, VA, 22041,	Headquarters Department Of The Army	Active	
6601 Springfield Center D , Alexandria, VA, 22151,	Headquarters Department Of The Army	Active	
8120 Woodmont Avenue , Bethesda, MD, 20814,	Headquarters Department Of The Army	Active	
8401 Gaither Road , Gaithersburg, MD, 20877,	Headquarters Department Of The Army	Active	
8850 Richmond Highway , Alexandria, VA, 22309,	Headquarters Department Of The Army	Active	
901 North Stuart Street , Arlington, VA, 22203,	Headquarters Department Of The Army	Active	
IMPERIAL PLAZA 6767 N WICKHAM RD, MELBOURNE, FL, 32940,	Headquarters Department Of The Army	Active	
NAVIGATION LIGHT SAMSON STATE PARK, ROMULUS, NY, 14541,	Headquarters Department Of The Army	Active	
101 EAST LAKEWOOD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
10115 SW 13TH ST , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
102 LEXINGTON STREET , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
103 EAST LAKEWOOD DR , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
104 S 34TH , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
10405 NW 43RD TERR , MIAMI, FL, 33178,	Headquarters Department Of The Army	Active	Administrative

Leases Mar by the Army

Location	Command	Active or Reserve	Purpose
10420 SQ 158 COURT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10420 SW 158TH COURT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
105 DAVID CIRCLE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	Administrative
10510 SW 157TH CT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10521 SW 158 COURT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10521 SW 158TH CT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
106 EAST LAKEWOOD DR , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
10605 HAMMOCK BLVD , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
10629 HAMMOCK BLVD , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10630 SW 158TH COURT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10633 HAMMOCK BLVD , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
10645 HAMMOCK BLVD , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	Administrative
107 OAK DRIVE , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	Administrative
108 SIS CIRCLE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
109 DAVID CIRCLE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	Administrative
10945 SW 16TH ST , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
110 PECAN GROVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
11055 SW 15TH STREET , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
116 GARDEN LANE , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	BUILDING
119 BELLAIRE DRIVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
1206 WINDSOR DRIVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	Administrative
122 COMANCHE DRIVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	Administrative
125 S 12TH AVENUE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	Administrative
1255 SW 101ST TERR , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
126 ROUTE 46 EAST , LODI, NJ, 07644,	Headquarters Department Of The Army	Active	Administrative
1265 SW 101 TERRACE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
1265 SW 101ST WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
1280 SW 101ST TERR , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
1295 SW 101ST TERR , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
1375 SW 101ST WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
140 EAST SECOND AVEE , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	
1467 BEACHWOOD DRIVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	BUILDING
1470 SW 101ST TERR , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	BUILDING
1525 SW 101ST WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	BUILDING
1555 SW 109 AVE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	BUILDING
15770 SW 104TH TER , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	BUILDING
15770 SW 106TH CT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
15771 SW 104TH TERR. , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
15771 SW 106TH TERR , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
15781 SW 106TH TERR , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
15821 SW 104TH CT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
15821 SW 104TH TERR , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
163 NORTHGATE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
17 HILL ROAD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
1711 E CENTRAL TX , KILLEEN, TX, 76544,	Headquarters Department Of The Army	Active	
18850 NW 57TH AVE , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
1896A MANOR DRIVE , UNION, NJ, 07083,	Headquarters Department Of The Army	Active	
19040 NW 57TH AVE , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
19521 SW 158TH COURT , MIAMI, FL, 33196,	Headquarters Department Of The Army	Active	
20 ACORN , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
200 PALM WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	

Leases Made by the Army

Location	Command	Active or Reserve	Purpose
202 SOUTH 28TH AVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
203 PINWOOD DRIVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
205 BRYANT STREET , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	
207 WEATHERBY ROAD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
21 NICOLE DRIVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
214 S 37TH AVENUE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
218 HAROLD TUCKER RD , PURVIS, MS, 39475,	Headquarters Department Of The Army	Active	
219 RAYBURN DRIVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
221 SOUTH 24TH AVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
2234 OAK GROVE ROAD , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
240 E. PROSPECT AVE. , MOUNT VERNON, NY, 10551,	Headquarters Department Of The Army	Active	
2711 OAK GROVE ROAD , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	BUILDING
2904 LARIMIE CIRCLE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
2915 WILLIAMSBURG RD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
2920 JAMESTOWN ROAD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
300 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
300 PALM CIRCLE WEST , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
301 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
305 WEATHERSBY LANE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
35 SHADOW RIDGE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
350 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
351 PALM WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
38 ANGIE DRIVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
4 KIM LANE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
400 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
400 PALM CIRCLE WEST , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
400 PALM WAY , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
44 HILLCREST ROAD , PERKINSTON, MS, 39573,	Headquarters Department Of The Army	Active	
450 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
450 PALM CIRCLE WEST , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	
46 COUNTRY CLUB LAND , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
4685 HIGHWAY 29 , RICHTON, MS, 39476,	Headquarters Department Of The Army	Active	
49 HILL ROAD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	Administrative
50 OVERLOOK POINT , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
59 BELLE TERRE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
601 COX AVENUE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
601 LAMAR DRIVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
609 HACIENDA , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
6170 NW 173 ST , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
6190 173RD ST , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
6240 NW 173RD ST , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
6290 NW 173RD ST , MIAMI, FL, 33015,	Headquarters Department Of The Army	Active	
68 SANDY LANE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
7 CORY DRIVE , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	
709 HILLENDALE AVE , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
715 MONTERREY AVE , HATTIESBURG, MS, 39401,	Headquarters Department Of The Army	Active	
7305 SW 134TH COURT , MIAMI, FL, 33183,	Headquarters Department Of The Army	Active	
8 EASTOVER DRIVE , PETAL, MS, 39465,	Headquarters Department Of The Army	Active	
81 J M BURGE RD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	
9351 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9353 FONTAINEBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative

Leases Made by the Army

Location	Command	Active or Reserve	Purpose
9355 FONTAINEBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9357 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9359 FOUNTAINVLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9365 FOUNTAINVLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9367 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9369 FONTAINEBLEAU . , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9371 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9375 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9375 FOUNTAINBLEAU B , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9451 PALM CICLE S , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
9491 PALM CIRCLE , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
9491 PALM CIRCLE S , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
9491 PALM CIRCLE W , PEMBROKE PINES, FL, 33025,	Headquarters Department Of The Army	Active	Administrative
953-B TATUM CAMP RD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	STORAGE
953-C TATUM CAMP RD , HATTIESBURG, MS, 39402,	Headquarters Department Of The Army	Active	STORAGE
9561 FONTAINEBLEAU B , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9601 FONTAINEBLEAU B , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FONTAINEBLEAU . , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FONTAINEBLEAUVD , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FOULTAINBLEAU M , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FOUNTAINBLEAU D , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FOUNTAINBLEAU M ; MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9619 FOUTAINBLEAU BL , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9621 FONTAINEBLEAU B , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
9621 FOUNTAINBLEAU , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	Administrative
APT. 11B & 19H , MILLVILLE, NJ, 08332,	Headquarters Department Of The Army	Active	
BUILDING 10651 , MIAMI, FL, 33172,	Headquarters Department Of The Army	Active	
CUMBERLAND GREEN APT , MILLVILLE, NJ, 08332,	Headquarters Department Of The Army	Active	
LOT 10 PRATT RD , WIGGINS, MS, 39577,	Headquarters Department Of The Army	Active	
NO. 20 , MENANDS, NY, 12204,	Headquarters Department Of The Army	Active	
1 Taft Court , Rockville, MD , ,	Army Medical Command	Active	
11820 Coakley Circle , Rockville, MD, 20850,	Army Medical Command	Active	Administrative
1600 E. Gude Drive , Rockville, MD, 20850,	Army Medical Command	Active	
2451 Crystal Drive , Arlington, VA, 22202,	Army Medical Command	Active	
3 Taft Court , Rockville, MD, 20850,	Army Medical Command	Active	
8403 Colesville Road , Silver Spring, MD, 20910,	Army Medical Command	Active	
MACDILL FED CU BLDG 102, TAMPA, FL, 33686,	Army Medical Department Of The Army	Active	
11801 PEMBROKE ROAD , PEMBROKE PINES, FL, 33025,	OSD/MEPCOM	Active	
11TH ST & PENN AVE , PITTSBURGH, PA, 15222,	OSD/MEPCOM	Active	Administrative
1206 POPLAR POINTE , COLLEGE PARK, GA, 30349,	OSD/MEPCOM	Active	Administrative
122 CHESTNUT APT.206 122 CHESTNUT STREET, SPRINGFIELD, MA,	OSD/MEPCOM	Active	Administrative
122 CHESTNUT STREET APT.502, SPRINGFIELD, MA, 01103,	OSD/MEPCOM	Active	Administrative
143 , HARRISBURG, PA, 17111,	OSD/MEPCOM	Active	BUILDING
207 S HOUSTON FEDERAL BUILDING, DALLAS, TX, 75242,	OSD/MEPCOM	Active	
2136 SO OSWEGO WAY , AURORA, CO, 80014,	OSD/MEPCOM	Active	
25 & UNIVERSITY , WEST DES MOINES, IA, 50265,	OSD/MEPCOM	Active	
302 E PINE HOLLOW LN , OAK CREEK, WI, 53154,	OSD/MEPCOM	Active	
340 ARBOR DRIVE , RIDGELAND, MS, 39157,	OSD/MEPCOM	Active	
3520 WEST WATER AVE , TAMPA, FL, 33600,	OSD/MEPCOM	Active	
401 SOUTH FIRST ST. , MINNEAPOLIS, MN, 55401,	OSD/MEPCOM	Active	
4401 PARK GLEN RD , ST LOUIS PARK, MN, 55416,	OSD/MEPCOM	Active	

Leases Made by the Army

Location	Command	Active or Reserve	Purpose
4493 SOUTH HANNIBALY , AURORA, CO, 80015,	OSD/MEPCOM	Active	
45 WILLOW STREET APARTMENT # 622, SPRINGFIELD, MA, 01103,	OSD/MEPCOM	Active	
4501 PARK GLEN ROAD , SAINT LOUIS PARK, MN, 55416,	OSD/MEPCOM	Active	
4650 NELSON RD , LAKE CHARLES, LA, 70605,	OSD/MEPCOM	Active	
493 WESTBROOK ST , SOUTH PORTLAND, ME, 04106,	OSD/MEPCOM	Active	Administrative
601 N TWIN OAKS , TEMPLE, TX, 76504,	OSD/MEPCOM	Active	
6100 MEADOWCREST DR. , JOHNSTON, IA, 50131,	OSD/MEPCOM	Active	
6202 MEADOWCREST DR. , JOHNSTON, IA, 50131,	OSD/MEPCOM	Active	
7128 DUCKETTS LANE , ELKRIDGE, MD, 21227,	OSD/MEPCOM	Active	
7530 BROMPTON RD , HOUSTON, TX, 77025,	OSD/MEPCOM	Active	
8115 N HICKORY , KANSAS CITY, MO, 64118,	OSD/MEPCOM	Active	
917 SW 123RD TERR , PEMBROKE PINES, FL, 33025,	OSD/MEPCOM	Active	
9400 COPPER MILL TR , RICHMOND, VA, 23294,	OSD/MEPCOM	Active	
APT B-352 DARTMOUTH , HARRISBURG, PA, 17109,	OSD/MEPCOM	Active	
APT. #11 , MENANDS, NY, 12204,	OSD/MEPCOM	Active	
APT. #8 , AMHERST, NY, 14228,	OSD/MEPCOM	Active	
ARBORS OF GAHANNA , GAHANNA, OH, 43230,	OSD/MEPCOM	Active	
15 E MONT X-RD , SAVANNAH, GA, 31406,	Military Traffic Management Command	Active	BUILDING
205 DENTAL DRIVE , WARNER ROBINS, GA, 31088,	Military Traffic Management Command	Active	
1255 MAIN STREET , BEAUMONT, TX, 77701,	Military Traffic Management Command	Active	Administrative
4040 Fairfax Drive , Alexandria, VA, 22203,	Military Traffic Management Command	Active	
5611 Columbia Pike , Arlington, VA, 22210,	Military Traffic Management Command	Active	
801 Randolph Street , Arlington, VA, ,	Military Traffic Management Command	Active	
10 CAMP MABRY , AUSTIN, TX, 78763,	National Guard Bureau	Guard	
3525 CASTLE DR , ALCOA, TN, 37701,	National Guard Bureau	Guard	
FIRST NAT'L TOWER , LAS CRUCES, NM, 88004,	National Guard Bureau	Guard	
LAKELAND LINDER , LAKELAND, FL, 33801,	National Guard Bureau	Guard	
1725 Jefferson Davis High , Arlington, VA, 22202,	G1/PERSCOM	Active	
200 Stoval Street , Alexandria, VA, 22332,	G1/PERSCOM	Active	
2461 Eisenhower Avenue , Alexandria, VA, 22331,	G1/PERSCOM	Active	
5150 Eisenhower Avenue , Alexandria, VA, 22202,	G1/PERSCOM	Active	
1227 CORRAL CREEK AVE FACNO 95527, PASO ROBLES, CA, 93446,	Space and Missile Defense Command	Active	Administrative
2810 Old Lee Highway , Fairfax, VA, 22312,	Space and Missile Defense Command	Active	BUILDING
1111 Jefferson Davis High , Arlington, VA, 22202,	Training & Doctrine Command	Active	Administrative
PIKE 105 FACNO L006M, TROY, AL, 36081,	Training & Doctrine Command	Active	
26 FEDERAL PLAZA , NEW YORK, NY, 10278,	Army Corps of Engineers	Active	BUILDING
25361 US HWY 98 , DAPHNE, AL, 36526,	Army Corps of Engineers	Active	
316-20 6TH ST. , SIOUX CITY, IA, 51101,	Army Corps of Engineers	Active	
FIVE SKYLINE S-602 , FALLS CHURCH, VA, 22041,	Army Corps of Engineers	Active	
FOUR SKYLINE S-400 , FALLS CHURCH, VA, 22041,	Army Corps of Engineers	Active	
MMI BUILDING , MADISON, WI, 53711,	Army Corps of Engineers	Active	
100 CETENNIAL MALL , LINCOLN, NE, 68508,	Army Corps of Engineers	Active	BUILDING
100 MORRAN BOULEVARD , PORT HURON, MI, 48060,	Army Corps of Engineers	Active	LAND
100 N. MAIN , LITTLE ROCK, AR, 72201,	Army Corps of Engineers	Active	
1001 E. 5TH STREET , BENICIA, CA, 94510,	Army Corps of Engineers	Active	
10125 SW 16TH ST , PEMBROKE PINES, FL, 33025,	Army Corps of Engineers	Active	Administrative
106 WYNN DR NW , HUNTSVILLE, AL, 35805,	Army Corps of Engineers	Active	Administrative
11420 N KENDALL DR , MIAMI, FL, 33176,	Army Corps of Engineers	Active	BUILDING
12 KIM DRIVE , HATTIESBURG, MS, 39402,	Army Corps of Engineers	Active	Administrative
121 W PARK DRIVE , HATTIESBURG, MS, 39402,	Army Corps of Engineers	Active	Administrative
122 CHESTNUT ST , SPRINGFIELD, MA, 01103,	Army Corps of Engineers	Active	Administrative

Leases Mar by the Army

Location	Command	Active or Reserve	Purpose
1220 SW THIRD , PORTLAND, OR, 97204,	Army Corps of Engineers	Active	Administrative
1240 EAST NINTH ST , CLEVELAND, OH, 44101,	Army Corps of Engineers	Active	Administrative
1247 MARINA POINT , CASSELBERRY, FL, 32707,	Army Corps of Engineers	Active	Administrative
1312 ADAMS COURT , WOODLAND, CA, 95776,	Army Corps of Engineers	Active	
1317 W.NORTHERN LTS , ANCHORAGE, AK, 99503,	Army Corps of Engineers	Active	
1400 NATURE DRIVE , JACKSONVILLE, NC, 28546,	Army Corps of Engineers	Active	
1429 E. SOTHESBY ST. , MERIDIAN, ID, 83642,	Army Corps of Engineers	Active	BUILDING
14405 LAUREL PLACE , LAUREL, MD, 20707,	Army Corps of Engineers	Active	BUILDING
1448 SEAGULL DR , PALM HARBOR, FL, 34685,	Army Corps of Engineers	Active	BUILDING
145 RESEARCH BLVD , MADISON, AL, 35756,	Army Corps of Engineers	Active	BUILDING
1462 WEST CENTER 248 , MANTECA, CA, 95336,	Army Corps of Engineers	Active	BUILDING
15 KIM DRIVE , HATTIESBURG, MS, 39402,	Army Corps of Engineers	Active	BUILDING
150 TROY-SCHENECTADD , WATERVLIET, NY, 12189,	Army Corps of Engineers	Active	BUILDING
1523 S 12TH ST , BISMARCK, ND, 58501,	Army Corps of Engineers	Active	BUILDING
16199 E 48TH AVE , DENVER, CO, 80239,	Army Corps of Engineers	Active	
165 CENTRE STREET , MALDEN, MA, 02148,	Army Corps of Engineers	Active	
18840 NW 57TH AVENUE , MIAMI, FL, 33015,	Army Corps of Engineers	Active	
19010 NW 57TH AVE , MIAMI, FL, 33015,	Army Corps of Engineers	Active	
1911 SOUTH 102ND STR , WEST ALLIS, WI, 53227,	Army Corps of Engineers	Active	
20 Massachusetts Avenue N , Washington, DC, 20002,	Army Corps of Engineers	Active	
200 N. HIGH ST. , COLUMBUS, OH, 43215,	Army Corps of Engineers	Active	
201 ST MICHAEL ST , MOBILE, AL, 36602,	Army Corps of Engineers	Active	
205 N PARK STREET , OKEECHOBEE, FL, 34972,	Army Corps of Engineers	Active	
2051 EAST DIRAC DR , TALLAHASSEE, FL, 32310,	Army Corps of Engineers	Active	
2115 CASSIA CIRCLE , KISSIMMEE, FL, 34741,	Army Corps of Engineers	Active	
212 SAM RAYBURN , HATTIESBURG, MS, 39401,	Army Corps of Engineers	Active	
2204 E 11TH , HUTCHINSON, KS, 67501,	Army Corps of Engineers	Active	
2232 DELL RANGE BLVD , CHEYENNE, WY, 82009,	Army Corps of Engineers	Active	
2250 N UNIVERSITY PK , PROVO, UT, 84601,	Army Corps of Engineers	Active	
240 LAKE STREET , OAK HARBOR, OH, 43449,	Army Corps of Engineers	Active	
2505 PERIMETER PL DR , NASHVILLE, TN, 37214,	Army Corps of Engineers	Active	
2874 SUNSHINE STREET , FAIRFIELD, CA, 94533,	Army Corps of Engineers	Active	Administrative
3218 SW 35TH BLVD , GAINESVILLE, FL, 32601,	Army Corps of Engineers	Active	
3590 SOUTH ORION CIR , WEST VALLEY, UT, 84119,	Army Corps of Engineers	Active	
36 GASLIGHT DR APT 5 , SOUTH WEYMOUTH, MA, 02190,	Army Corps of Engineers	Active	
3878 BEVERLY DR , SALEM, OR, 97302,	Army Corps of Engineers	Active	
401 TEXAS , FORT WORTH, TX, 76102,	Army Corps of Engineers	Active	
408 GALVIN RD , BELLEVUE, NE, 68005,	Army Corps of Engineers	Active	
411 EAST FRANKLIN ST , RICHMOND, VA, 23230,	Army Corps of Engineers	Active	
414 W SOLEDAD AVE , AGANA GUAM, GU, 96910,	Army Corps of Engineers	Active	
436 PRATT ROAD , WIGGINS, MS, 39577,	Army Corps of Engineers	Active	
4500 BLK LANSDOWNE , SAINT LOUIS, MO, 63116,	Army Corps of Engineers	Active	
4725 50TH ST. W. , BRADENTON, FL, 34210,	Army Corps of Engineers	Active	
4730 50TH STREET , BRADENTON, FL, 34210,	Army Corps of Engineers	Active	Administrative
479 DELAWARE AVE #4 , BUFFALO, NY, 14202,	Army Corps of Engineers	Active	Administrative
485 RTE 1 SO. BLDG A , ISELIN, NJ, 8830,	Army Corps of Engineers	Active	Administrative
5000 BRADFORD , HUNTSVILLE, AL, 35805,	Army Corps of Engineers	Active	
5224 N. VALENTINE , FRESNO, CA, 93711,	Army Corps of Engineers	Active	
53200 AVENIDA , LA QUINTA, CA, 92253,	Army Corps of Engineers	Active	
5344 N VALENTINE 102 , FRESNO, CA, 93711,	Army Corps of Engineers	Active	
542 W HIGHWAY 24 , TOPEKA, KS, 66617,	Army Corps of Engineers	Active	

Leases Mar by the Army

Location	Command	Active or Reserve	Purpose
5450 DOUGLAS DR , MINNEAPOLIS, MN, 55429,	Army Corps of Engineers	Active	
600 SEVENTH AVE. , SEATTLE, WA, 98122,	Army Corps of Engineers	Active	
6019 GREENDALE CIRC , JOHNSTON, IA, 50131,	Army Corps of Engineers	Active	
608 WALT WHITMAN ROD , MELVILLE, NY, 11747,	Army Corps of Engineers	Active	
6155 CEDAR CREST DR , JOHNSTON, IA, 50131,	Army Corps of Engineers	Active	
638 CONGRESS ST , PORTLAND, ME, 4101,	Army Corps of Engineers	Active	
640 E JOHN ROWAN BLD , BARDSTOWN, KY, 40004,	Army Corps of Engineers	Active	
708 MONTLIMAR PARK , MOBILE, AL, 36693,	Army Corps of Engineers	Active	
7379 ADDICKS CLODINE , HOUSTON, TX, 77083,	Army Corps of Engineers	Active	
801 LAKEVIEW , PORT HURON, MI, 48060,	Army Corps of Engineers	Active	LAND
818 ST. ANDREWS DR , WILMINGTON, NC, 28412,	Army Corps of Engineers	Active	
819 WEST SUMMITT AVE , LADYSMITH, WI, 54848,	Army Corps of Engineers	Active	
8401 NW 53RD TERRACE , MIAMI, FL, 33166,	Army Corps of Engineers	Active	
8800 GLACIER HWY. , JUNEAU, AK, ,	Army Corps of Engineers	Active	
909 FULTON ST , GARDEN CITY, KS, 67846,	Army Corps of Engineers	Active	
911 LEE AVENUE , LAFAYETTE, LA, 70501,	Army Corps of Engineers	Active	
9444 HARBOUR POINT R , ELK GROVE, CA, 95758,	Army Corps of Engineers	Active	
9619 FONTAINEBLEAU , MIAMI, FL, 33172,	Army Corps of Engineers	Active	Administrative
AREA T , HACKENSACK, NJ, 7602,	Army Corps of Engineers	Active	
BALCONES DE EMAUS , BOGOTA, CO, 99999,	Army Corps of Engineers	Active	
C857 BEECHLAWN COURT , EAST LANSING, MI, 48823,	Army Corps of Engineers	Active	
CARRERA 4 NO. 77-32 , BOGOTA, CO, 99999,	Army Corps of Engineers	Active	
CR5 #71-18 EDIFICIO , BOGOTA, CO, 99999,	Army Corps of Engineers	Active	
EXECUTIVE OFC BLDG , PAGO PAGO, AS, 96799,	Army Corps of Engineers	Active	
FOLLY BEACH PIER , FOLLY BEACH, SC, 29439,	Army Corps of Engineers	Active	
FT. LEWIS COMM. SITE , FORT LEWIS, WA, 98433,	Army Corps of Engineers	Active	
GW FEDERAL BLDG , PORTLAND, OR, 97200,	Army Corps of Engineers	Active	
LAZ PARKING INC , BOSTON, MA, 02108,	Army Corps of Engineers	Active	
MIDTOWN MALL , SANFORD, ME, 4073,	Army Corps of Engineers	Active	
MT SCOTT RADIO SITE , PORTLAND, OR, 97208,	Army Corps of Engineers	Active	
NATL GUARD ARMORY , NEW BERN, NC, 28560,	Army Corps of Engineers	Active	
POST OFFICE BLDG , ST ALBANS, VT, 5478,	Army Corps of Engineers	Active	
ROBERT DUNCAN PLAZA , PORTLAND, OR, 97204,	Army Corps of Engineers	Active	
ROCKY MTN ARSENAL , COMMERCE CITY, CO, 80022,	Army Corps of Engineers	Active	STORAGE
SEC 15 , GRAND ISLAND, NE, 68803,	Army Corps of Engineers	Active	STORAGE
SEC 22 T18S R3W , MCPHERSON, KS, 67460,	Army Corps of Engineers	Active	STORAGE
SEC 27 T11S R6E , JUNCTION CITY, KS, 66441,	Army Corps of Engineers	Active	STORAGE
SHARKEY COUNTY , ROLLING FORK, MS, 39159,	Army Corps of Engineers	Active	
STATE ROAD 1105 , ENGELHARD, NC, 27824,	Army Corps of Engineers	Active	
TOWER FACILITY , MANORVILLE, NY, 11949,	Army Corps of Engineers	Active	
TOWN & COUNTRY SHPG , BECKLEY, WV, 25801,	Army Corps of Engineers	Active	
TRACTS 2402E1 THRU 5 , STOCKTON, MO, 65785,	Army Corps of Engineers	Active	
UNALAKLEET NGS , UNALAKLEET, AK, 99684,	Army Corps of Engineers	Active	
UNION COUNTY , EL DORADO, AR, 71730,	Army Corps of Engineers	Active	
UNIV. PLAZA HOTEL , SEATTLE, WA, 98105,	Army Corps of Engineers	Active	
USAR CENTER PHELPS , EAST WINDSOR, CT, 6016,	Army Corps of Engineers	Active	BUILDING
W 920 RIVERSIDE AVE , SPOKANE, WA, 99201,	Army Corps of Engineers	Active	
101 CITATION DRIVE , DANVILLE, KY, 40422-9200,	Army Reserve	Reserve	
1026 BLAINE LANE , HELENA, MT, 59601-9410,	Army Reserve	Reserve	Administrative
11 EAGLE ROAD , DANBURY, CT, 06810,	Army Reserve	Reserve	Administrative
1100 EAST EUREKA ST , LIMA, OH, 45801,	Army Reserve	Reserve	Administrative

Leases Made by the Army

Location	Command	Active or Reserve	Purpose
200 WINTERGREEN AVENUE , NEW HAVEN, CT, 06515-1096,	Army Reserve	Reserve	
3111 S. WILLOW STR. , NORTH PLATTE, NE, 69103,	Army Reserve	Reserve	
3810 MCINTYRE AV , EAU CLAIRE, WI, 54701,	Army Reserve	Reserve	
443 DONNELSON PIK , NASHVILLE, TN, 37214,	Army Reserve	Reserve	
505 E MARKET ST , TIFFIN, OH, 44883,	Army Reserve	Reserve	
5502 NORDIC DR , CEDAR FALLS, IA, 50613,	Army Reserve	Reserve	
5600 RICKENBACKER ROAD , BELL, CA, 90201,	Army Reserve	Reserve	
6401 IMPERIAL DR , WACO, TX, 76710,	Army Reserve	Reserve	
7070 PATTERSON DRIVE FACNO R0001, GARDEN GROVE, CA, ,	Army Reserve	Reserve	
80 S. PLAZA WAY , CAPE GIRARDEAU, MO, 63701,	Army Reserve	Reserve	
9700 PAGE BLVD BLDG 100, OVERLAND, MO, 63132,	Army Reserve	Reserve	BUILDING
Airport Industrial Park H , Camden, AR, 71701-3415,	Army Reserve	Reserve	STORAGE
BLDG S-5, KELLY SPT FAC , OAKDALE, PA, 15071-5001,	Army Reserve	Reserve	BUILDING

CONUS Leases Managed by Navy

Base	Location		Active or Reserve	Purpose
	Street, City, State			
DFR WEST	San Pedro, CA		Active	Operations & Training
FACSFAC	Boucher Hill, CA		Active	Supply
FISC	San Diego, CA		Active	Operations & Training
FLEASWTRACENPAC	San Diego, CA		Active	Operations & Training
NAF EL CENTRO	EI Centro, CA		Active	Community Facilities
SILVER STRAND BEACH AREA	San Diego, CA		Active	Operations & Training
RR access	San Diego, CA		Active	Operations & Training
Operate Water Well	Warner Springs, CA		Active	Operations & Training
19th St.	San Diego, CA		Active	Operations & Training
19th St. West	San Diego, CA		Active	Operations & Training
Hanger-Brownfield	Imperial Beach, CA		Active	Operations & Training
Drop Zone	Chula Vista, CA		Active	Operations & Training
Utility Poles	Seal Beach, CA		Active	Operations & Training
Santa Ynez Optical Site	China Lake, CA		Active	Operations & Training
Earthquake Monitoring System	China Lake, CA		Active	Operations & Training
Santa Cruz Island	China Lake, CA		Active	Administrative
Antenna Platform	China Lake, CA		Active	Operations & Training
Port Hueneme Hsg	Oxnard, CA		Active	Operations & Training
Radio site	Port Hueneme, CA,		Active	Operations & Training
Parking and access	Gila River, CA		Active	Community Facilities
OICC Southwestdiv	Elephant Butte, NM		Active	Operations & Training
AAUSN Office	San Diego, CA		Active	Operations & Training
AAUSN Office	1317 Foothill Blvd. Upland, CA		Active	Administrative
AAUSN Office	475 W Broadway, San Diego, CA		Active	Administrative
AAUSN Office	Equity Office Properties, Los Angeles, CA		Active	Administrative
AAUSN Office	525 B Street, San Diego, CA		Active	Administrative
ONR Office	4520 Executive Drive, San Diego, CA		Active	Administrative
PACFLT Office	720 E San Ysidro Blvd. San Diego, CA		Active	Administrative
Green Valley Tech Plaza, NAVSEA	Green Valley Tech Plaza, Fairfield, CA		Active	Administrative
Ronald Dellums Bldg, NAVPERS	Ronald Dellums Bldg Oakland, CA		Active	Administrative
Pacific Plaza, NAVFAC	Pacific Plaza, Dale City, CA		Active	Administrative
Pacific Plaza, NAVFAC	Pacific Plaza, Dale City, CA		Active	Administrative
Navy TOC Clinic, BUMED	Navy TOC Clinic, San Diego, CA		Active	Hospital and Medical
Costco Plaza, BUMED	Costco Plaza Chula Vista, CA		Active	Hospital and Medical
Federal Cir South Bldg	Federal Cir South Bldg 2F, Alameda, CA		Active	Administrative
Apartment	American Red Cross, Bahrain		Active	Housing
NWS EARLE, COLTS NECK, NJ 07722	GENERAL ELECTRIC FACILITIES & SPECIAL PROGRAMS, RT. 38 LDG 206-2, MOORESTOWN, NJ		Active	Operations & Training
NMCR, 3 PORTER AVENUE, BUFFALO, NY 14202	LAURELWOOD INC., BLDG C-2, OFFICE SERVICES, COLTS NECK, NJ 07722		Reserve	Housing
NMCR, 3 PORTER AVENUE, BUFFALO, NY 14202	NMCR, 3 PORTER AVENUE, BUFFALO, NY 14202		Reserve	Operations & Training

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
NMCRC	LATHAM, NY	Reserve	Operations & Training
NRC GLEN FALLS, NY	42 RIDGE STREET, GLEN FALLS, NY	Reserve	Operations & Training
NRC WATERTOWN, NY COMMANDING OFFICER, NRC	327 MULLIN STREET BOX 247, Watertown, NY	Reserve	Operations & Training
ONR, APPLIED RESEARCH	PENN STATE UNIV. PO BOX 30 STATE COLLEGE, PA 16804	Active	Research, Development, Test, and Evaluation
CHALET NAVAL PROPERTIES SUBBASE NLON, CT	NEW LONDON, CT	Active	Community Facilities
Land	NEW LONDON, CT	Active	Operations & Training
ROICC CUTLER	ROUTE 1, JONESBORO, ME	Active	Administrative
NAVSTA NEWPORT, RI	NEWPORT, RI	Active	Community Facilities
NUWC NEWPORT, RI	NEWPORT, RI	Active	Research, Development, Test, and Evaluation
BALLSTON SPA	ONE WEST AVENUE SARATOGA SPRINGS, NY	Active	Hospital and Medical
AEGIS CSEDS MOORESTOWN NJ	Moorestown, NJ	Active	Housing
		Active	Housing
		Active	Housing
121 Roxboro Circle, Apt. 4, Mattydale, NY 13211 located in Orchard Estates.	121 Roxboro Circle, Apt. 4, Mattydale, NY 13211 located in Orchard Estates.	Active	Housing
NAVMARCORESCEN BUFFALO	3818 Teachers Lane, Orchard Park, NY	Reserve	Housing
NAVMARCORESCEN ALBANY NY	119 Country Garden Apartments, STE #1, Troy, NY	Reserve	Housing
Long Island Courthouse/FOB Central Islip, NY	Long Island Courthouse/FOB Central Islip, NY	Active	Administrative
Federal Bldg 201 Varick St. NY	Federal Bldg 201 Varick St. NY	Active	Administrative
Groton Business Ctr Groton CT	Groton Business Ctr Groton CT	Active	Administrative
Thomas J. McIntyre FB, Portsmouth NH	Thomas J. McIntyre FB, Portsmouth NH	Active	Administrative
465 SAWMILL ROAD	465 SAWMILL ROAD #115, WEST HAVEN, CT 06516 AT VIP APTS	Active	Housing
NSWC Dahlgren	Leonardtown, MD	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Charles County, MD	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	King George County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Colonial Beach, MD	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Colonial Beach, MD	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSF Thurmont	Thumont, MD	Active	Supply
NAS Patuxent River	Point Lookout, MD	Active	Operations & Training
NAS Patuxent River	Patuxent River, MD	Active	Supply
NAS Patuxent River	Patuxent River, MD	Active	Administrative
NAS Patuxent River	Patuxent River, MD Gates Hudson Building	Active	Administrative
NSWC Dahlgren	St. Clements Island, MD	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NSWC Dahlgren	Westmoreland County, VA	Active	Research, Development, Test, and Evaluation
NDW	Woodbridge, VA	Active	Housing
NAS Patuxent River	Westmoreland County, VA	Active	
NAVCOMTELSTA Puget Sound	Maynard Peak, Jefferson Co, Silverdale WA	Active	Operations & Training
MARS Seattle	Tiger Mountain, King County, Seattle WA	Active	Operations & Training
NAS Whidbey Island	Oak Harbor, WA	Active	Operations & Training
NAS Whidbey Island	Oak Harbor, WA	Active	Operations & Training
NAS Whidbey Island	Oak Harbor, WA	Active	Operations & Training
Intra Fleet Supply Support Puget Sound	5650 Imperial Way, Port Orchard, WA	Active	Supply
NAVMARCORESCEN Billings	North Park, Billings, MT	Reserve	Operations & Training
NUWC DIV Keyport	Puyallup, WA	Active	Operations & Training
NUWC DIV Keyport	Shelton, WA airport	Active	Operations & Training
NUWC DIV Keyport	14723 Kestral Place NE, Poulsbo, WA	Active	Operations & Training
HRSC-NW Silverdale	3230 NW Randall Way, Silverdale, WA	Active	Administrative
HRSC-NW Silverdale	3230 NW Randall Way, Silverdale, WA	Active	Operations & Training
NUWC DIV Dabob Bay	Jefferson Co., WA	Active	Operations & Training
NAVMARCORESCEN Eugene	Eugene, OR	Reserve	Operations & Training
NUWC DIV Keyport	Octopus Mountain, Jefferson Co, WA	Active	Operations & Training
NAVSTA Bremerton	NAD Marine Park, Bremerton, WA	Active	Operations & Training

CONUS Leases Managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
Pacific Beach Recreation Conference & Training Ctr	Pacific Beach, WA	Active	Community Facilities
NAVRESCEN Central Point	Central Point, OR	Reserve	Operations & Training
NUWC DIV Keyport	Arlington, WA	Active	Operations & Training
NUWC DIV Keyport	Port Angeles, WA airport	Active	Operations & Training
NUWC DIV Keyport	Cottle Hill, Vancouver Island, BC, Canada	Active	Operations & Training
NUWC DIV Whitney Point	Dabob Bay, Wa	Active	Operations & Training
NAVSTA Everett Magnolia Housing	Everett, WA	Active	Community Facilities
NAVSTA Everett Family Housing	Everett, WA	Active	7 families
NAS Whidbey Island	Whidbey Island, WA	Active	
NAS Whidbey Island	Whidbey Island, WA	Active	
ONR RESIDET REP Seattle (GSA)	U-District, Seattle WA	Active	Administrative
NAVSECGRUDET Yakima Family Housing	Selah, WA	Active	Housing
NAVMARCORESCEN Portland BLH	Vancouver, WA	Active	Housing
NAVSECGRUDET Yakima Family Housing	Selah, WA	Active	Housing
NUWC DIV Keyport	SR 308 Right of Way, Keyport WA	Active	Operations & Training
NUWC DIV Keyport	SR 308 Right of Way, Keyport WA	Active	Operations & Training
NUWC DIV Keyport	SR 308 Right of Way, Keyport WA	Active	Operations & Training
NUWC DIV Keyport	SR 308 Right of Way, Keyport WA	Active	Operations & Training
NCIS Bangor	Land Title Building,, Silverdale WA	Active	Administrative
NAVSECGRUDET Yakima Family Housing	Selah, WA	Active	Housing
The Village Apartments	Central Point, OR "	Active	Housing
Lake Aspen Apartments	Yakima, WA	Active	Housing
NUWC DIV Keyport	Keyport, WA	Active	Operations & Training
NAS Whidbey Island	Oak Harbor, WA	Active	Operations & Training
Federal Bldg 900 First Ave Seattle Ave, WA	Federal Bldg 900 First Ave Seattle Ave, WA	Active	Administrative
Park Place Seattle, WA	Park Place Seattle, WA	Active	Administrative
1000 2nd Ave	1000 2nd Ave Seattle, WA	Active	Administrative
Warehouse No. 8 Auburn, WA	Warehouse No. 8 Auburn, WA	Active	Supply
Creekside Center	Creekside Center, Poulsbo, WA	Active	Administrative
Federal Ctr South Bldg	Federal Ctr South Bldg, Seattle, WA	Active	Administrative
NPGS Monterey	Marina, California	Active	Operations & Training
NPGS Monterey	Marina, California	Active	Operations & Training
NPGS Monterey	Monterey, California	Active	Operations & Training
NMCRC San Jose	Alameda, California	Reserve	Operations & Training
NAS Fallon	Schurz, Nevada	Active	Operations & Training
NAS Fallon	Eureka County, Nevada	Active	Operations & Training
NAS Fallon	Lander County, Nevada	Active	Operations & Training
NAS Fallon	Nye County, Nevada	Active	Operations & Training
NAS Fallon	Austin, Nevada	Active	Operations & Training
PACMISRANFAC HAWAIIAN AREA	Niihau, HI	Active	Research, Development, Test, and Evaluation

CONUS Leases Managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
PACMISRANFAC HAWAIIAN AREA	NIIHAU ISLAND, HI (2 radar sites)	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Makaha Ridge, Kauai, HI	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Kauai, HI (multiple sites)	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Oahu, HI (Campbell Estate -Mauna Kapu)	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Milolii Ridge, Kauai (three 200 sf sites)	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Kauai, HI (Port Allen open storage #77; A &B)	Active	Research, Development, Test, and Evaluation
PACMISRANFAC HAWAIIAN AREA	Kauai, HI	Active	Research, Development, Test, and Evaluation
NCTAMS PAC HONOLULU HI	Oahu, HI	Active	Operations & Training
NCTAMS PAC HONOLULU HI	Oahu, HI	Active	Operations & Training
NAVSHIPYD AND IMF PEARL HARBOR	Nanakuli, Oahu, HI	Active	Operations & Training
Waipahu Comm. Bldg. Honolulu, HI	Waipahu Comm. Bldg. Honolulu, HI	Active	
Prince Kuhio FB, Honolulu, HI	Prince Kuhio FB, Honolulu, HI	Active	
COMNAVMARIANAS GUAM	TINIAN, SAIPAN, FARALLON DE MEDINILLA	Active	
GUAM AIRPORT WELCOME CENTER	GUAM AIRPORT WELCOME CENTER	Active	Community Facilities
NAVREGCONTRCTR SINGAPORE	SINGAPORE	Active	Administrative
Robert N C Nix FB, USPO	Robert N C Nix FB, USPO, Philadelphia, PA	Active	Administrative
Bourse Bldg.	Bourse Bldg. Philadelphia PA	Active	Administrative
Bourse Bldg.	Bourse Bldg. Philadelphia PA	Active	Administrative
Greenbrier C C Ctr.	Greenbrier C C Ctr. Chesapeake, VA	Active	Administrative
Pembroke Five	Pembroke Five, Virginia Beach, VA	Active	Administrative
Armanda/Hoffler Ctr. II	Armanda/Hoffler Ctr. II, Norfolk, VA	Active	Administrative
James Byne Courthouse	James Byne Courthouse, Philadelphia, PA	Active	Administrative
Philadelphia Airport Business Center	Philadelphia Airport Business Center, Philadelphia, PA	Active	Administrative
Norfolk Commercial Ctr. V	Norfolk Commercial Ctr. V, Norfolk, VA	Active	Administrative
Bldgs. G & J	Bldgs. G & J, Lester, PA	Active	Administrative
Norfolk Corp. Center, Robin Hood Rd.	Norfolk Corp. Center, Robin Hood Rd. VA	Active	Administrative
Konikoff Proff. Ctr.	Konikoff Proff. Ctr. Virginia Beach, VA	Active	Administrative
Greenbrier Station	Greenbrier Station, Chesapeake, VA	Active	Administrative
William S Moorhead Fed. Bldg.	William S Moorhead Fed. Bldg. Pittsburg, PA	Active	Administrative
First Virginia Tower	First Virginia Tower, Norfolk, VA	Active	Administrative
4 Bldgs Camp Pendelton, VA	Camp Pendelton, VA	Reserve	Operations & Training
21 ac North Rake Station Site Tangier Island	Accomack, VA	Active	Operations & Training
Special Use Agreement for Aircraft Target Facility, Stumpy Point (Pamlico Sound, NC)	Stumpy Point (Pamlico Sound, NC)	Active	Operations & Training

CONUS Leases Managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
Land on Tangier Island, Accomack County, VA - R.O.W. for access to Navy's Fleet Lofting Range Facilities	Tangier Island, Accomack County, VA	Active	Operations & Training
Land for construction of a 500' antenna tower and related equipment shelter and access road Elizabeth City and Pasquotank Co., NC	Elizabeth City and Pasquotank Co., NC	Active	Operations & Training
Tower space approx 195' -205' above ground for mounting 3 antennas together w/space in Pinnacle equip shelter, Kitty Hawk NC	Kitty Hawk NC	Active	Operations & Training
Portion of 450 ft ROHN Communication Tower at Woods Corner Portion of 450' ROHN tower for paging system equipment	FCTCLANT DAM NECK	Active	Operations & Training
20 SF of rooftop space at the Dolphin Inn for a rooftop antenna, and space in the stairwell below the elevator room for equipment, VA Beach, VA	VA Beach, VA	Active	Operations & Training
Tower space approx 320' to 340' up on which to mount two 3.7 foot VHF Whip Antennas and two 12"x4' UHF Yagi Antennas with adjacent area VA Beach, VA	VA Beach, VA	Active	Operations & Training
Maritime Building Morehead City Port's Control Office	Room 114 in NC Maritime Building Morehead City Port's Control Office., Morehead City, NC	Active	Administrative
NAVHOSP CAMP LEJEUNE TRICARE		Active	Hospital and Medical
NAVSPECWARDEVGRU DAM NECK VA	NAVSPECWARDEVGRU DAM NECK VA	Active	Housing
Woodbridge Crossing, Newport News, VA	Woodbridge Crossing, Newport News, VA	Active	Housing
2601 West Ave. Newport News VA	2601 West Ave. Newport News VA	Active	Housing
2601 West Ave, Newport News VA	2601 West Ave, Newport News VA	Active	Housing
503, 611, 807, 905, 911, 1203 and 1403 & 1505 Newport News VA	503, 611, 807, 905, 911, 1203 and 1403 & 1505 Newport News VA	Active	Housing
Apt 1804 Newport News VA	Apt 1804 Newport News VA	Active	Housing
APT # 256-201 Field Stone Ln, NN, VA	APT # 256-201 Field Stone Ln, NN, VA	Active	Housing
Apt #s 202, 205, 305, 505 & 1102 and apt. #604 at 2601 West Ave, NN, VA	Apt #s 202, 205, 305, 505 & 1102 and apt. #604 at 2601 West Ave, NN, VA	Active	Housing
2601 West Ave, NN, VA	2601 West Ave, NN, VA	Active	Housing
2601 West Ave, NN, VA	2601 West Ave, NN, VA	Active	Housing
Apt # 258-201 Field Stone Lane, NN, VA	Apt # 258-201 Field Stone Lane, NN, VA	Active	Housing
2601 West Ave, Newport News, VA	2601 West Ave, Newport News, VA	Active	Housing
RIVER PK TWRS.	RIVER PK TWRS.	Active	Housing
327-202 Split Rail Cr; & 436-201 Old Oak Dr. Newport News VA	327-202 Split Rail Cr; & 436-201 Old Oak Dr. Newport News VA	Active	Housing
3A, 75A, AND 127A MARINER'S COVE; 21A BEACON'S WAY, HAMPTON, VA 23666	3A, 75A, AND 127A MARINER'S COVE; 21A BEACON'S WAY, HAMPTON, VA 23666	Active	Housing

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
73C AND 106B MARINER'S COVE RD, HAMPTON, VA 23666	73C AND 106B MARINER'S COVE RD, HAMPTON, VA 23666	Active	Housing
402, 1001, 1104 AND 1204, 2601 WEST AVENUE, NEWPORT NEWS, VA 23602	402, 1001, 1104 AND 1204, 2601 WEST AVENUE, NEWPORT NEWS, VA 23602	Active	Housing
704, 1201 AND 1405, 2601 WEST AVE., NEWPORT NEWS, VA 23602	704, 1201 AND 1405, 2601 WEST AVE., NEWPORT NEWS, VA 23602	Active	Housing
104K MISTY COVE RD.; 103F AND 103H, SUNRISE COVE Hampton VA	104K MISTY COVE RD.; 103F AND 103H, SUNRISE COVE Hampton VA	Active	Housing
107M CRYSTAL COVE RD Hampton VA	107M CRYSTAL COVE RD Hampton VA	Active	Housing
11104 TERRELL LANE, HAMPTON, VA 23666	11104 TERRELL LANE, HAMPTON, VA 23666	Active	Housing
APARTMENT NUMBERS 707 AND 722, 260 MARCELLA RD., HAMPTON, VA 23666	APARTMENT NUMBERS 707 AND 722, 260 MARCELLA RD., HAMPTON, VA 23666	Active	Housing
2114 AUBURN LANE, HAMPTON, VA 23666	2114 AUBURN LANE, HAMPTON, VA 23666	Active	Housing
35B,51A,57A, AND 93C MARINER'S COVE RD., HAMPTON, VA 23666	35B,51A,57A, AND 93C MARINER'S COVE RD., HAMPTON, VA 23666	Active	Housing
7C MARINER'S COVE RD., HAMPTON, VA 23666	7C MARINER'S COVE RD., HAMPTON, VA 23666	Active	Housing
316-101 SPLIT RAIL CIRCLE, NEWPORT NEWS, VA 23602	316-101 SPLIT RAIL CIRCLE, NEWPORT NEWS, VA 23602	Active	Housing
436-101 OLD OAK DR., AND 203-101 FIELD STONE LN., NEWPORT NEWS, VA 23602	436-101 OLD OAK DR., AND 203-101 FIELD STONE LN., NEWPORT NEWS, VA 23602	Active	Housing
RIVER PARK TOWER, NOS. 1005 & 1803, 2601 WEST AVE., NEWPORT NEWS, VA	RIVER PARK TOWER, NOS. 1005 & 1803, 2601 WEST AVE., NEWPORT NEWS, VA	Active	Housing
1007, 2601 WEST AVE., NEWPORT NEWS, VA 23607	1007, 2601 WEST AVE., NEWPORT NEWS, VA 23607	Active	Housing
721 & 818, 260 MARCELLA RD., HAMPTON, VA 23666	721 & 818, 260 MARCELLA RD., HAMPTON, VA 23666	Active	Housing
904 & 908at The Township in Hampton Woods, HAMPTON, VA 23666	904 & 908at The Township in Hampton Woods, HAMPTON, VA 23666	Active	Housing
1302 & 9116 TERRELL LANE; & 9213 & 10101 AUBURN LANE AT HAMPTON CENTER Hampton VA	1302 & 9116 TERRELL LANE; & 9213 & 10101 AUBURN LANE AT HAMPTON CENTER Hampton VA	Active	Housing
724 AND 809 AT 260 MARCELLA RD., HAMPTON, VA 23666	724 AND 809 AT 260 MARCELLA RD., HAMPTON, VA 23666	Active	Housing
101C AND 103I Crystal Cove Rd. Hampton, VA	101C AND 103I Crystal Cove Rd. Hampton, VA	Active	Housing
Units 906 and 1402 at River Park Tower, 2601 West Avenue, Newport News, VA 23607.	Units 906 and 1402 at River Park Tower, 2601 West Avenue, Newport News, VA 23607.	Active	Housing
1418 St. Michaels Way at Chesapeake Bay Apts. in Newport News, VA 23606	1418 St. Michaels Way at Chesapeake Bay Apts. in Newport News, VA 23606	Active	Housing
1611 St. Michaels Way, Chesapeake Bay Apartments Newport News, VA 23606	1611 St. Michaels Way, Chesapeake Bay Apartments Newport News, VA 23606	Active	Housing
Unit 1601 at 2601 West Ave., River Park Tower Newport News VA	Unit 1601 at 2601 West Ave., River Park Tower Newport News VA	Active	Housing

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
Apt. Number 803 at The Township in Hampton Woods. Hampton VA	Apt. Number 803 at The Township in Hampton Woods. Hampton VA	Active	Housing
Tradewinds Apartments. Newport News VA	Tradewinds Apartments. Newport News VA	Active	Housing
Spring House Apartments. 323 Split Rail Circle #201 and 336 Split Rail Circle #202 Newport News VA	Spring House Apartments. 323 Split Rail Circle #201 and 336 Split Rail Circle #202 Newport News VA	Active	Housing
Hampton Center Apartments. Hampton VA	Hampton Center Apartments. Hampton VA	Active	Housing
The Township in Hampton Woods. Hampton VA	The Township in Hampton Woods. Hampton VA	Active	Housing
Hampton Center Apartments. Hampton VA	Hampton Center Apartments. Hampton VA	Active	Housing
Hampton Center Apartments Hampton, VA	Hampton Center Apartments Hampton, VA	Active	Housing
River Mews. NN, VA	River Mews. NN, VA	Active	Housing
5104 Auburn Lane at Hampton Center Apartments. Hampton VA	5104 Auburn Lane at Hampton Center Apartments. Hampton VA	Active	Housing
APT. NOS. 303E, 303H, 318A, 318C, AND 322G ST. THOMAS DR Newport News, VA	APT. NOS. 303E, 303H, 318A, 318C, AND 322G ST. THOMAS DR Newport News, VA	Active	Housing
Two units at Hampton Harbor Apartments: 16C and 49A Mariner's Cove Road Hampton VA	Two units at Hampton Harbor Apartments: 16C and 49A Mariner's Cove Road Hampton VA	Active	Housing
Apartment numbers 1503 and 502 at River Park Tower Apartments. Newport News VA	Apartment numbers 1503 and 502 at River Park Tower Apartments. Newport News VA	Active	Housing
336H St. Thomas Drive at Forest Lake at Oyster Point Apartments Newport News, VA	336H St. Thomas Drive at Forest Lake at Oyster Point Apartments Newport News, VA	Active	Housing
334C St. Thomas Drive at Forest Lake at Oyster Point Apartments Newport News, VA	334C St. Thomas Drive at Forest Lake at Oyster Point Apartments Newport News, VA	Active	Housing
5202 Auburn Lane at Hampton Center Hampton VA	5202 Auburn Lane at Hampton Center Hampton VA	Active	Housing
16A Bimini Crossing at Tradewinds Apartments Newport News VA	16A Bimini Crossing at Tradewinds Apartments Newport News VA	Active	Housing
3K Andros Isle at Tradewinds Apartments Newport News VA	3K Andros Isle at Tradewinds Apartments Newport News VA	Active	Housing
12K Bimini Crossing at Tradewinds Apartments Newport News VA	12K Bimini Crossing at Tradewinds Apartments Newport News VA	Active	Housing
16K Bimini Crossing, 14E Tradewinds Quay, and 15I Antigua Bay. Tradewinds Newport News VA	16K Bimini Crossing, 14E Tradewinds Quay, and 15I Antigua Bay. Tradewinds Newport News VA	Active	Housing
9F Antigua Bay at Tradewinds Apartments. Newport News VA	9F Antigua Bay at Tradewinds Apartments. Newport News VA	Active	Housing
Three units at Forest Lake - 328C, 332E, and 338G St. Thomas Drive Newport News, VA	Three units at Forest Lake - 328C, 332E, and 338G St. Thomas Drive Newport News, VA	Active	Housing
One unit at Forest Lake - 330A St. Thomas Drive. Newport News, VA	One unit at Forest Lake - 330A St. Thomas Drive. Newport News, VA	Active	Housing
Eight units at Forest Lake - 319A, 322E, 329F, 342H, 345E, 346B, 348E, and 348F St. Thomas Drive. Newport News, VA	Eight units at Forest Lake - 319A, 322E, 329F, 342H, 345E, 346B, 348E, and 348F St. Thomas Drive. Newport News, VA	Active	Housing

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
Seven units at Forest Lake - 303G, 312A, 333E, 333G, 333H, 342G, and 346E St. Thomas Drive. Newport News, VA	Seven units at Forest Lake - 303G, 312A, 333E, 333G, 333H, 342G, and 346E St. Thomas Drive. Newport News, VA	Active	Housing
Two units at Forest Lake - 317C and 341H St. Thomas Drive Newport News, VA	Two units at Forest Lake - 317C and 341H St. Thomas Drive Newport News, VA	Active	Housing
One unit at Forest Lake - 314D St. Thomas Drive. Newport News, VA	One unit at Forest Lake - 314D St. Thomas Drive. Newport News, VA	Active	Housing
20A Bimini Crossing at Tradewinds Apartments Newport News VA	20A Bimini Crossing at Tradewinds Apartments Newport News VA	Active	Housing
16D Bimini Crossing and 3C Antigua Bay at Tradewinds Apartments. Newport News VA	16D Bimini Crossing and 3C Antigua Bay at Tradewinds Apartments. Newport News VA	Active	Housing
7H Antigua Bay at Tradewinds Apartments. Newport News VA	7H Antigua Bay at Tradewinds Apartments. Newport News VA	Active	Housing
509E, 531E, and 536D Water's Edge Drive at The Harbours. Newport News, VA	509E, 531E, and 536D Water's Edge Drive at The Harbours. Newport News, VA	Active	Housing
517 Marcella Road Apt. #9 at Bridgewater on the Lake. Hampton VA	517 Marcella Road Apt. #9 at Bridgewater on the Lake. Hampton VA	Active	Housing
105 Waterway Apt. #11 at Bridgewater on the Lake. Hampton VA	105 Waterway Apt. #11 at Bridgewater on the Lake. Hampton VA	Active	Housing
Apt. 204 at River Park Tower. Newport News VA	Apt. 204 at River Park Tower. Newport News VA	Active	Housing
536B Water's Edge at The Harbours Newport News, VA	536B Water's Edge at The Harbours Newport News, VA	Active	Housing
519I, 530E, and 525H Water's Edge at The Harbours. Newport News, VA	519I, 530E, and 525H Water's Edge at The Harbours. Newport News, VA	Active	Housing
10204 Terrell Lane at Hampton Center Apartments. Hampton VA	10204 Terrell Lane at Hampton Center Apartments. Hampton VA	Active	Housing
10115 Auburn Lane at Hampton Center Apartments Hampton VA	10115 Auburn Lane at Hampton Center Apartments Hampton VA	Active	Housing
105J Windy Cove at Spinnaker Cove Apartments Hampton VA	105J Windy Cove at Spinnaker Cove Apartments Hampton VA	Active	Housing
107 Marcella Road #1, 509 Marcella Road #4, 509 Marcella Road #16, and 107 Marcella Road #8 at Bridgewater Apartments Hampton VA	107 Marcella Road #1, 509 Marcella Road #4, 509 Marcella Road #16, and 107 Marcella Road #8 at Bridgewater Apartments Hampton VA	Active	Housing
107 Marcella Road #17 and 105 Marcella Road #21 at Bridgewater Apartments Hampton VA	107 Marcella Road #17 and 105 Marcella Road #21 at Bridgewater Apartments Hampton VA	Active	Housing
105 Marcella Road #19 at Bridgewater Apartments Hampton VA	105 Marcella Road #19 at Bridgewater Apartments Hampton VA	Active	Housing
330H St. Thomas Drive at Forest Lake Apts. Newport News VA	330H St. Thomas Drive at Forest Lake Apts. Newport News VA	Active	Housing
1304 Terrell Lane at Hampton Center Apartments Hampton VA	1304 Terrell Lane at Hampton Center Apartments Hampton VA	Active	Housing
Apartment 250-16 Sawtooth Dr., Fayetteville, NC	Apartment 250-16 Sawtooth Dr., Fayetteville, NC	Active	Housing

CONUS Leases managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
NAVAIR	GRANITE CITY, IL	Active	
NROTC CHAMPAIGN	RANTOUL, IL	Active	Operations & Training
NMCRG INDIANAPOL	INDIANAPOLIS, IN	Active	Supply
NROTC CHAMPAIGN	WELDON, IL	Active	Operations & Training
NSOC, ROSEMOUNT	ROSEMOUNT, MN	Active	Administrative
NRF GWINN, MI	GWINN, MI	Active	
NROTC CHAMPAIGN	CLINTON, IL	Active	Operations & Training
NRC DAYTON, OH	DAYTON, OH	Reserve	Operations & Training
NRC CLEVELAND	CLEVELAND, OH	Reserve	Operations & Training
NRC SAGINAW	SAGINAW, MI	Reserve	Operations & Training
AAUSN	Mid-Continental Plaza, Chicago, IL	Active	Administrative
NAVPERs	A J Celebreeze FB, Cleveland, OH	Active	Administrative
NRC LACROSSE, WI	LACROSSE, WI	Reserve	Operations & Training
NAVSTA GUANTANAMO BAY	19,620.848 acres land, 9,196.512 acres water. Guantanamo, Cuba	Active	Operations & Training
NAS WHITING	PENSACOLA, FL	Active	Operations & Training
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
MIUW 205, GC, SC	WILMINGTON, NC	Active	Operations & Training
NAS PENSACOLA	PENSACOLA, FL	Active	Housing
NROTC COLUMBIA, SC	COLUMBIA, SC	Active	Operations & Training
NAS MEMPHIS, TN	MEMPHIS, MILLINGTON, TN	Active	Administrative
NWSC, CHASN, SC	TAMPA, FL	Active	Administrative
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
NAVSTA INGLESIDE	INGLESIDE, TX	Active	Supply
Santa Fe Federal Bldg Dallas, TX	Santa Fe Federal Bldg Dallas, TX	Active	Administrative
Griffin St. Auto Park, Dallas, TX	Griffin St. Auto Park, Dallas, TX	Active	Administrative
Landmark Office Bldg, Arlington, TX	Landmark Office Bldg, Arlington, TX	Active	Administrative
Warehouse Farm Rd, Ingleside, TX	Warehouse Farm Rd, Ingleside, TX	Active	Supply
Federal Ctr Warehouse 3, Fort Worth, TX	Federal Ctr Warehouse 3, Fort Worth, TX	Active	Supply
Federal Ctr Warehouse 3, Fort Worth, TX	Federal Ctr Warehouse 3, Fort Worth, TX	Active	Supply
Federal Ctr Warehouse 4, Fort Worth, TX	Federal Ctr Warehouse 4, Fort Worth, TX	Active	Supply
Alfred P Murrah Parking, Oklahoma City, OK	Alfred P Murrah Parking, Oklahoma City, OK	Active	Administrative
Alfred P Murrah Parking, Oklahoma City, OK	Alfred P Murrah Parking, Oklahoma City, OK	Active	Administrative
Federal Ctr Warehouse 3, Felix St. TX	Federal Ctr Warehouse 3, Felix St. TX	Active	Supply
Federal Rec. Ctr 100, Overland, MO	Federal Rec. Ctr 100, Overland, MO	Active	Administrative

CONUS Leases Managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
Federal Bldg 100, Overland, MO	Federal Bldg 100, Overland, MO	Active	Administrative
Federal Rec. Ctr 100, Overland, MO	Federal Rec. Ctr 100, Overland, MO	Active	Administrative
DFC Building 49B, Lakewood, CO	DFC Building 49B, Lakewood, CO	Active	
DFC Building 49C, Lakewood, CO	DFC Building 49C, Lakewood, CO	Active	
DFC Building 49D, Lakewood, CO	DFC Building 49D, Lakewood, CO	Active	
NAVSEA	East Park IV, Aurora, CO	Active	
NAS JAX, FL	JAX, FL	Active	Supply
NAS WHITING	MILTON, FL	Active	Supply
NAS WHITING	MILTON, FL	Active	Supply
NAS WHITING	MILTON, FL	Active	Operations & Training
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NSWC BETHESDA	CAPE CANAVERAL, FL	Active	
NSWC CHASN SC	CAPE CANAVERAL, FL	Active	
NAVSTA PASCAGO	GAUTIER, MS	Active	Administrative
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NUSC NEWPORT	BUGG SPRINGS, FL	Active	Operations & Training
NRRC MIDSOUTH	MERIDIAN, MS	Reserve	Operations & Training
NAS KINGSVILLE	BEEVILLE, TX	Active	Operations & Training
NAS KINGSVILLE	BEEVILLE, TX	Active	Operations & Training
NAS KINGSVILLE	BEEVILLE, TX	Active	Operations & Training
NSWS FT. LAUDER	FT. LAUDERDALE, FL	Active	Operations & Training
SPAWAR NOLA	METARIE, LA	Active	Administrative
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
ISSOT MAYPORT	MAYPORT, FL	Active	Supply
NAS JAX, FL	JAX, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NAS JAX, FL	JAX, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NRC LINCOLN, NE	NORMAN, OK	Reserve	Operations & Training
ISSOT MAYPORT	ATLANTIC BEACH, FL	Active	Supply
NRC LINCOLN, NE	LINCOLN, NE	Reserve	Operations & Training
NAS CORPUS	ROCKPORT, TX	Active	Operations & Training
SPARWARS CHASN	TAMPA, FL	Active	Administrative
NRCC NOLA	ORLANDO, FL	Reserve	Administrative
NAS WHITING	BREWTON, AL	Active	Operations & Training
NCBC GULFPORT	GULFPORT, MS	Active	Operations & Training
NCBC GULFPORT	GULFPORT, MS	Active	Operations & Training
NWIRP MCGREGOR	MCGREGOR, TX	Active	
NS MAYPORT	MAYPORT, FL	Active	Housing

CONUS Leases Managed by Navy

Location		Active or Reserve	Purpose
Base	Street, City, State		
CSS PANAMA CITY	PANAMA CITY, FL	Active	
NSWC PANAMA CITY	INGLESIDE, TX	Active	
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NWAC ORLANDO	ORLANDO, FL	Active	Administrative
NAS WHITING	MILTON, FL	Active	Operations & Training
NAS WHITING	MILTON, FL	Active	Operations & Training
NAS WHITING	MILTON, FL	Active	Operations & Training
NAS WHITING	MILTON, FL	Active	Operations & Training
NAS WHITING	MILTON, FL	Active	Operations & Training
CSS PANAMA CITY	PANAMA CITY, FL	Active	Supply
NRC AUGUSTA	AUGUSTA, GA	Reserve	Operations & Training
MSC BEAUMONT	BEAUMONT, TX	Active	Administrative
SUPSHIP PASCAGOULA	PASCAGOULA, MS	Active	Supply
NMRC MOBILE	MOBILE, AL	Reserve	Operations & Training
NAS KINGSVILLE	KINGSVILLE, TX	Active	Operations & Training
50' x 1800' access road to Flamenco Point on Culebra Island, PR.	Culebra Island, PR.	Active	Operations & Training
Warehouse space located at 529 Highway 70 West. Havelock, NC	529 Highway 70 West. Havelock, NC	Active	Supply
East Plaza - Office space located at 909 E. Main Street Havelock, NC	909 E. Main Street Havelock, NC	Active	Administrative
East Pointe Business Ctr. Jacksonville, FL	East Pointe Business Ctr. Jacksonville, FL	Active	Administrative
Plaza West, Pascagoula MS	Plaza West, Pascagoula MS	Active	Administrative
5000 North Park Bldg, Raleigh, NC	5000 North Park Bldg, Raleigh, NC	Active	Administrative
Sam Nunn Federal Ctr. Atlanta, GA	Sam Nunn Federal Ctr. Atlanta, GA	Active	Administrative
Sam Nunn Federal Ctr. Atlanta, GA	Sam Nunn Federal Ctr. Atlanta, GA	Active	Administrative
AUTEC Bldg. West Palm Beach, FL	AUTEC Bldg. West Palm Beach, FL	Active	
One Pensacola Plaza, Romana St., FL	One Pensacola Plaza, Romana St., FL	Active	Administrative
Navy Building, North Charleston SC	Navy Building, North Charleston SC	Active	Administrative
GSA Building 1, North Charleston, SC	GSA Building 1, North Charleston, SC	Active	
Richard B Russell, Atlanta, GA	Richard B Russell, Atlanta, GA	Active	
Riverside Corp CIR, Macon, GA	Riverside Corp CIR, Macon, GA	Active	Administrative
GSA Center, Insular Road, 28 San Juan, PR	GSA Center, Insular Road, 28 San Juan, PR	Active	Administrative

Leases Manager Air Force

Location				Active or Reserve	Purpose
Base	City	State	Command		
GSA Leased Buildings/Property					
Langley	Hampton	VA	ACC	Active	Admin
Langley	Newport News	VA	ACC	Active	Admin
Peterson	Colorado Springs	CO	AETC	Active	Admin
Peterson	Colorado Springs	CO	AETC	Active	Admin
N/A	Asheville	SC	HQ AF (XOO)	Active	Admin
N/A	Asheville	SC	HQ AF (XOO)	Active	Admin
Langley	Hampton	VA	ACC	Active	Admin
N/A	Atlanta	GA	HQ AF (ILE)	Active	Admin
N/A	Dallas	TX	HQ AF (ILE)	Active	Admin
N/A	San Francisco	CA	HQ AF (ILE)	Active	Admin
N/A	Indianapolis	IN	AFMC	Active	Admin
N/A	Battle Creek	MI	AFMC	Active	Admin
N/A	Battle Creek	MI	AFMC	Active	Admin
N/A	Battle Creek	MI	AFMC	Active	Admin
N/A	Fort Worth	TX	AFMC	Active	Admin
N/A	Clearfield	UT	AFMC	Active	Admin
N/A	Chicago	IL	AFNEWS	Active	Admin
N/A	Los Angeles	CA	AFNEWS	Active	Admin
N/A	New York	NY	AFOSI	Active	Admin
N/A	Central Islip	NY	AFOSI	Active	Admin
N/A	Syracuse	NY	AFOSI	Active	Admin
N/A	Media	PA	AFOSI	Active	Admin
N/A	Melbourne	FL	AFOSI	Active	Admin
N/A	Smyrna	GA	AFOSI	Active	Admin
N/A	Swansea	IL	AFOSI	Active	Admin
N/A	Indianapolis	IN	AFOSI	Active	Admin
N/A	Overland	MO	AFOSI	Active	Admin
N/A	Wichita	KS	AFOSI	Active	Admin
N/A	San Antonio	TX	AFOSI	Active	Admin
N/A	Arlington	TX	AFOSI	Active	Admin
N/A	Sacramento	CA	AFOSI	Active	Admin
N/A	Phoenix	AZ	AFOSI	Active	Admin
N/A	Alameda	CA	AFOSI	Active	Admin
N/A	San Antonio	TX	AETC (AFPC)	Active	Admin
N/A	Middle River	MD	HQ AF (AFPDO)	Active	Warehouse
Warner-Robins	Warner-Robins	GA	AFRC	Active	Warehouse
Warner-Robins	Warner-Robins	GA	AFRC	Active	Admin

Leases Manager Air Force

Base	Location			Active or Reserve	Purpose
	City	State	Command		
Warner-Robins	Warner-Robins	GA	AFRC	Active	Admin
Warner-Robins	Warner-Robins	GA	AFRC	Active	Admin
Warner-Robins	Warner-Robins	GA	AFRC	Active	Admin
Warner-Robins	Warner-Robins	GA	AFRC	Active	Admin
N/A	Colorado Springs	CO	AFSPC	Active	Admin
N/A	Colorado Springs	CO	AFSPC	Active	Admin
Randolph	San Antonio	TX	HQ AF (ILV)	Active	Admin
Randolph	San Antonio	TX	HQ AF (ILV)	Active	Admin
Randolph	San Antonio	TX	HQ AF (ILV)	Active	Admin
N/A	Overland	MO	ANG	Active	Admin
N/A	Commerce City	CO	ARPC	Active	Warehouse
Brooks City Base	San Antonio	TX	AFMC	Active	Admin
N/A	Atlanta	GA	HFO-ER	Active	Admin
N/A	San Francisco	CA	HFO-WR	Active	Admin
N/A	San Antonio	TX	HQ AF (ILG)	Active	Warehouse/Admin
N/A	Chelmsford	MA	HQ AF (ILG)	Active	Warehouse/Admin
N/A	Colorado Springs	CO	HQ AF (ILG)	Active	Warehouse/Admin
N/A	Colorado Springs	CO	HQ AF (ILG)	Active	Warehouse/Admin
N/A	San Antonio	TX	HQ AF (TriCare SW)	Active	Admin
N/A	Miami	FL	US South	Active	Admin
USAF Academy	Colorado Springs	CO	USAFA	Active	Admin
Langley	Hampton	VA	ACC	Active	Admin
CHARLESTON	Charleston	SC	AMC	Active	Admin
LOS ANGELES 01	Los Angeles	CA	AMC	Active	Admin
LOS ANGELES 01	Los Angeles	CA	AMC	Active	Admin
CAMP BLANDING TNG	Starke	FL	ANG	Active	Admin
CAMP BLANDING TNG	Starke	FL	ANG	Active	Admin
ELLSWORTH	Rapid City	SD	ACC	Reserve	Admin
CAMP BLANDING TNG	Starke	FL	ANG	Reserve	Warehouse/Admin
MXWELL GUNTER AN	Montgomery	AL	AETC	Reserve	Warehouse/Admin
SUMMERFIELD	Camp Springs	MD	AMC	Reserve	Admin
LOS ANGELES SITE	Los Angeles	CA	AFSPC	Reserve	Dorm
LOS ANGELES SITE	Los Angeles	CA	AFSPC	Reserve	Dorm
SAN JOSE	San Jose	CA	AFSPC	Reserve	Dorm
SCOTT	Belleville	IL	AMC	Reserve	Admin
EGLIN #9	Valpariso	FL	AFMC	Reserve	Admin
ELLSWORTH	Rapid City	SD	ACC	Reserve	Admin
SCOTT	Belleville	IL	AMC	Reserve	Admin

Leases Managed by U.S. Marine Corps

Location	Facility	Active or Reserve	Purpose
MCB HAWAII KANEOHE - BELLOWS AFB	Security Support Facility	ACTIVE	GATE/SENTRY HOUSE
MCB HAWAII KANEOHE - BELLOWS AFB	Vehicle Maintenance Shop	ACTIVE	FIELD-MAINTENANCE SHOP -TANK/AUTOMOTIVE
MCB HAWAII KANEOHE - BELLOWS AFB	Installation Support Vehicle Maintenance Shop	ACTIVE	BATTERY SHOP
MCAS BEAUFORT SC	Electronic and Communication Maintenance Shop	ACTIVE	FIELD MAINT SHOP(COMM/ELECTRONICS)(MARINE CORPS)
MCAS BEAUFORT SC	Exchange Sales Facility	ACTIVE	EXCHANGE SERVICE-OUTLETS
MCAS BEAUFORT SC - L B HOUSING	Dependent School	ACTIVE	DEPENDENT SCHOOL - GRADE SCHOOL
MCB CAMP LEJEUNE NC - USO 9 TALLMAN JAX NC	General Administrative Building	ACTIVE	ADMINISTRATIVE OFFICE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Operations Supply Building	ACTIVE	OPERATIONAL HAZARDOUS/FLAMMABLE STORAGE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Operations Supply Building	ACTIVE	OPERATIONAL HAZARDOUS/FLAMMABLE STORAGE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Operations Supply Building	ACTIVE	OPERATIONAL HAZARDOUS/FLAMMABLE STORAGE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Aircraft Maintenance Shop, Depot	ACTIVE	GROUND SUPPORT EQUIPMENT REWORK SHOP (NARF)
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Vehicle Maintenance Shop	ACTIVE	COMBAT-VEHICLE MAINTENANCE SHOP
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Marine Maintenance Shop	ACTIVE	PAINT&BLASTING SHOP
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Vehicle Maintenance Shop	ACTIVE	COMBAT-VEHICLE MAINTENANCE SHOP
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Marine Maintenance Shop	ACTIVE	PAINT&BLASTING SHOP
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Vehicle Maintenance Shop	ACTIVE	AUTOMOTIVE-VEHICLE MAINTENANCE SHOP
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Covered Storage Building, Installation	ACTIVE	GENERAL WAREHOUSE - MARCORPS
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	HazMat Storage, Installation	ACTIVE	HAZARDOUS&FLAMMABLES STOREHOUSE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Covered Storage Building, Installation	ACTIVE	GENERAL WAREHOUSE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	Covered Storage Building, Installation	ACTIVE	GENERAL WAREHOUSE - MARCORPS
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	General Administrative Building	ACTIVE	ADMINISTRATIVE OFFICE
MCLB ALBANY GA - BLOUNT ISLAND JAX FL	General Administrative Building	ACTIVE	ADMINISTRATIVE OFFICE
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Operations Supply Building	RESERVE	OPERATIONAL STORAGE (MISC)
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Covered Storage Building, Installation	RESERVE	GENERAL WAREHOUSE - MARCORPS
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Covered Storage Building, Installation	RESERVE	GENERAL WAREHOUSE - MARCORPS
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Dispensary And Clinic	RESERVE	MEDICAL CLINIC
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	General Administrative Building	RESERVE	ADMINISTRATIVE OFFICE
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	General Administrative Building	RESERVE	ADMINISTRATIVE OFFICE
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Recreation Center	RESERVE	YOUTH CENTER (SOCIAL ACTIVITIES 16-19 YR OLDS)
MCSPTACT KANSAS CITY MO - RICHARDS GEBUR ARS	Miscellaneous MWR Support	RESERVE	SPECIAL-SERVICES ISSUE&OFFICE
HDQTRS 4TH MARDIV NEW ORLEANS - BROUSSARD LA MCRC	Reserve Training Facility	RESERVE	RESERVE TRAINING BUILDING
HDQTRS 4TH MARDIV NEW ORLEANS - BROUSSARD LA MCRC	Reserve Training Facility	RESERVE	RESERVE TRAINING BUILDING
HDQTRS 4TH MARDIV NEW ORLEANS - BROUSSARD LA MCRC	Covered Storage Building, Installation	RESERVE	GENERAL WAREHOUSE
HDQTRS 4TH MARDIV NEW ORLEANS - MONTGOMERY ALABAMA	Aircraft Maintenance Shop	RESERVE	MAINTENANCE HANGAR -01 SPACE
HDQTRS 4TH MARDIV NEW ORLEANS - DETROIT MI	Reserve Training Facility	RESERVE	RESERVE TRAINING BUILDING
BATH, ME	Airport Rd. Self Storage	ACTIVE	SUPPLY
MCSPTACT KANSAS CITY MO	Fed. Bldg. No. 2	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed Bldg No 50	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed. Bldg. No. 60	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed. Bldg. No. 1	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed. Bldg. No. 1	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed. Bldg. No. 1	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Fed Bldg No 1	RESERVE	ADMINISTRATION
MCSPTACT KANSAS CITY MO	Child Care Ctr. B. 52	RESERVE	HOUSING AND COMMUNITY FACILITIES
LOS ANGELES, CA	Equity Office Properties	ACTIVE	ADMINISTRATION
MIAMI, FL	Richmond Building	ACTIVE	ADMINISTRATION
FORT WORTH, TX	Federal Cir Whse 4	RESERVE	SUPPLY

Leases Managed by Defense Logistics Agency

Building Name	Location				Active or Reserve	Purpose
	Address	City	State	Zip		
BLDG 4A FEDERAL CTR	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DLIS
BLDG 28 FEDERAL CTR	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DLIS
FED CTR BLDG NO 2A	74 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DAPS
FED CTR BLDG NO 2	74 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DLIS
FED CTR BLDG NO 2A	74 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DLIS
BLDG 4 FED CENTER	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DLIS
BLDG 2B FEDERAL CTS.	74 N. WASHINGTON	BATTLE CREEK	MI	49017-3085	Active	Administrative-DLIS
FED CTR BLDG NO 2	74 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DSIO
FED CTR BLDG NO 2	74 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DRMS
PARKING LOT 12	WASHINGTON STREET	BATTLE CREEK	MI	49017-0000	Active	Administrative-DLIS
DAVENPORT UNIV.PARKING	200 W VAN BUREN ST	BATTLE CREEK	MI	49017-3007	Active	Administrative-DLIS
ESTES KEFAUVER FB-CT ANNEX	801 BROADWAY	NASHVILLE	TN	37203-3816	Active	Administrative-DAPS
FEDERAL BUILDING	201 VARICK STREET	NEW YORK-	NY	10014-4811	Active	Administrative-CPMS
JOHN C. KLUCZYNSKI FED. BLDG.	230 S. DEARBORN STREET	CHICAGO	IL	60604-1505	Active	Administrative-CPMS
JULIETTE G LOW FB	100 W. OGLETHORPE	SAVANNAH	GA	31401-3604	Active	Administrative-DAPS
FED BLDG NO 1	1500 E BANNISTER RD	KANSAS CITY	MO	64131-3009	Active	Administrative-DAPS
E CABELL FOB/USPO/CTHS	1100 COMMERCE STREET	DALLAS	TX	75242-1027	Active	Administrative-CPMS
HARBOR SQUARE PARKING	700 RICHARDS STREET	HONOLULU	HI	96813-4605	Active	Administrative-CPMS
RICHARD B. RUSSELL	75 SPRING ST.	ATLANTA	GA	30303-3309	Active	Administrative-DAPS
RICHARD BOLLING FB	601 E 12TH ST	KANSAS CITY	MO	64106-2808	Active	Administrative-DAPS
640 FIFTH AVENUE	640 5TH AVENUE	NEW YORK-	NY	10013-3601	Active	Administrative-DNSC
JFK FEDERAL BUILDING	GOVERNMENT CENTER	BOSTON	MA	02203-0002	Active	Administrative-CPMS
HOUSTON CUSTOMS HOUSE	701 SAN JACINTO STREET	HOUSTON	TX	77002-3673	Active	Administrative-DESC
PRINCE KUHIO FBO	300 ALA MOANA BLVD	HONOLULU	HI	96850-0001	Active	Administrative-CPMS
LABRANCH FEDERAL BLDG	2320 LABRANCH STREET	HOUSTON	TX	77004-1002	Active	Administrative-DESC
FED CTR BLDG NO 1	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DLIS
EDW ZORINSKY FED BLD	215 N 17TH ST	OMAHA	NE	68102-4910	Active	Administrative-DAPS
FEDERAL BG	210 WALNUT ST	DES MOINES	IA	50309-2103	Active	Administrative-DESC
FEDERAL BUILDING	801 I STREET	SACRAMENTO	CA	95814-2510	Active	Administrative-CPMS
JACKSON FB	915 SECOND AVE	SEATTLE	WA	98174-1009	Active	Administrative-CPMS
FEDERAL CTR BG 103	4300 GOODFELLOW	ST LOUIS	MO	63120-1703	Active	Administrative-DAPS
FEDERAL BLDG	911 NE 11TH ST	PORTLAND	OR	97232-4128	Active	Administrative-DAPS
FED CTR BLDG NO 1A	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DLIS
FED CTR BLDG NO 1A	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DAPS
FED CTR BLDG NO 1	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative
BLDG NO 2-C FED CNTR	74 N WASHINGTON AVE	BATTLE CREEK	MI	49017-3085	Active	Administrative-DRMS
BLDG 1B FEDERAL CTR	BLDG 1B FEDERAL CTR	BATTLE CREEK	MI	49017-0000	Active	Administrative-DLIS
FED CTR BLDG NO 1A	50 N WASHINGTON AVENUE	BATTLE CREEK	MI	49017-3028	Active	Administrative-DRMS

Location					Active or Reserve	Purpose
Building Name	Address	City	State	Zip		
FG LANHAM FED BLDG	819 TAYLOR STREET	FORT WORTH	TX	76102-6114	Active	Administrative-DAPS
A J CELEBREZZE FB	1240 E NINTH STREET	CLEVELAND	OH	44199-2001	Active	Administrative-DAPS
MAJOR GENERAL EMMETT J. BEAN	8899 EAST 56TH STREET	INDIANAPOLIS	IN	46249-0002	Active	Administrative-DAPS
8904 OTIS AVE	8904 OTIS AVENUE	INDIANAPOLIS	IN	4626-1033	Active	Administrative-CPMS
A J CELEBREZZE FB	1240 E NINTH STREET	CLEVELAND	OH	44199-2001	Active	Administrative-DAPS
COLUMBIA CORP PARK I	8850 STANFORD BLVD	COLUMBIA	MD	21045-4753	Active	Administrative-CPMS
CURTIS CENTER	170 S.INDEPENDENCE MALL	PHILADELPHIA	PA	19106-3323	Active	Administrative-CPMS
EDWARD BALL BLDG	214 HOGAN STREET	JACKSONVILLE	FL	32202-4240	Active	Administrative-CPMS
THE ATRIUM	2400 HERODIAN WAY	SMYRNA	GA	30080-8581	Active	Administrative-CPMS
1999 BROADWAY BLDG	1999 BROADWAY	DENVER	CO	80202-3025	Active	Administrative-CPMS
STEVENSON PLACE	71 STEVENSON STREET	SAN FRANCISCO	CA	94105-2934	Active	Administrative-CPMS
S KINGSTOWN OFFICE PARK	24 SALT POND RD,STE C-6	WAKEFIELD	RI	02879-4314	Active	Administrative-DESC
BB&T SQUARE	300 SUMMERS STREET	CHARLESTON	WV	25301-1624	Active	Administrative-DESC
SOCIAL SECURITY BLDG	1150 EASTPORTE CTR DR	VALPARAISO	IN	46383-8427	Active	Administrative-DESC
BIG FOUR PETROLEUM	402 E MOSES	CUSHING OK	OK	74023-3331	Active	Administrative-DESC
CROWN PLAZA	1150 ESTATES DRIVE	ABILENE	TX	79602-4295	Active	Administrative-DESC
LYNWOOD BUSINESS CENTER	4208 198TH STREET SQ	LYNNWOOD	WA	98036-7635	Active	Administrative-DESC
SPRINGHILL PLAZA	631 SALIDA WAY A-4	AURORA	CO	80011-7823	Active	Administrative-DAPS
ROBERT DUNCAN PLZA	333 SW FIRST AVE	PORTLAND	OR	97204-3440	Active	Administrative-DAPS

Location	GSA Leased Buildings	Type of Space	Purpose
1110 Vermont Ave, Washington DC		Administrative	Official Space Requirement
Franklin Court, 1099 Fourteenth St., NW Wash DC		Administrative	Official Space Requirement
National Press Bldg, 529 14th Street, NW Wash DC		Administrative	Official Space Requirement
Transpointe Bldg., 2100 Second Street, SW Wash DC		Administrative	Official Space Requirement
1222 22nd Street, NW Wash DC		Motorpool	Official Space Requirement
Metro I, 6505 Belcrest Rd, Hyattsville, Md		Administrative	Official Space Requirement
11800 Tech Road, Silver Spring, Md		Administrative	Official Space Requirement
1 Taft Court, Rockville, Md		Administrative	Official Space Requirement
1600 E. Gude Dr. Rockville, Md		Administrative/Laboratory	Official Space Requirement
20251 Century Blvd, Germantown, Md		Administrative	Official Space Requirement
2803 52nd Ave., Hyattsville, Md		Administrative	Official Space Requirement
4801 Stamp Rd., Temple Hills, Md		Warehouse	Official Space Requirement
8377-8387 Ardmore/Ardwick, Landover, Md		Warehouse	Official Space Requirement
Gaither Distr Center, 16050 Industrial Dr., Gathersburg, Md		Warehouse	Official Space Requirement
Metro III, 6525 Belcrest Rd, Hyattsville, Md		Administrative	Official Space Requirement
Rickman Bldg, 13 Taft Court, Rockville, Md		Administrative/Laboratory	Official Space Requirement
7514 Wisconsin Ave., Bethesda, Md		Administrative	Official Space Requirement
6340 Columbia Park Rd., Landover, Md		Warehouse	Official Space Requirement
1101 Wilson Blvd, Arlington, Va.		Warehouse	Official Space Requirement
1300 North 17th Street, Arlington, Va.		Administrative	Official Space Requirement
1400-1450 S. Eads St., Arlington, Va.		Administrative	Official Space Requirement
1401 Wilson Blvd., Arlington, Va		Warehouse	Official Space Requirement
1500 Wilson Blvd., Arlington, Va		Administrative	Official Space Requirement
1501 Wilson Blvd., Arlington, Va		Administrative	Official Space Requirement
1515 Wilson Blvd., Arlington, Va		Administrative	Official Space Requirement
1525 Wilson Blvd, Arlington, Va		Administrative	Official Space Requirement
1555 Wilson Blvd, Arlington, Va		Administrative	Official Space Requirement
1600 Wilson Blvd, Arlington, Va		Administrative	Official Space Requirement
1815 N. Ft. Meyer Dr., Arlington, Va		Administrative	Official Space Requirement
1901 N. Beauregard St., Alexandria, Va		Administrative	Official Space Requirement
1919 S. Eads St., Arlington, Va		Administrative	Official Space Requirement
2001 N. Beauregard St., Alexandria, Va		Administrative	Official Space Requirement
2300 Clarendon Blvd., Arlington, Va		Administrative	Official Space Requirement
2320 Mill Rd., Alexandria, Va		Administrative	Official Space Requirement
3100 Clarendon Blvd., Arlington, Va		Administrative	Official Space Requirement
3701 N. Fairfax Dr., Arlington, Va		Administrative	Official Space Requirement
400 Army Navy Drive, Arlington, Va		Administrative	Official Space Requirement
400 AND Garage (471 spaces)		Parking	Official Space Requirement
4850 Mark Center, Alexandria, Va		Administrative	Official Space Requirement
501,517 &521 15th St., Arlington, Va		Motorpool	Official Space Requirement
5600 Columbia Pike, Falls Church, Va		Administrative	Official Space Requirement
5741 General Washington Dr., Alexandria, Va		Warehouse	Official Space Requirement

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Leases Managed by Wash DC on Headquarters Services

Location	Type of Space	Purpose
601 N. Fairfax, Alexandria, Va	Administrative	Official Space Requirement
621 N. Payne St., Alexandria, Va	Warehouse	Official Space Requirement
6350 Walker Lane, Alexandria, Va	Administrative	Official Space Requirement
Alexandria Tech Center IV, 2850 Eisenhower Ave, Alexandria, Va.	Administrative	Official Space Requirement
AMC Bldg, 5001 Eisenhower Ave, Alexandria, Va	Administrative	Official Space Requirement
Annandale Finan Ctr, 7010 Little River Turnpike, Annandale, Va	Administrative	Official Space Requirement
Arlington Plaza, 2000 North 15th ST., Arlington, Va	Administrative	Official Space Requirement
Ballston Metro Ctr, 901 N. Stuart St., Arlington, Va	Administrative	Official Space Requirement
Beauregard Square, 6301 Little River Turnpike, Alexandria, Va	Administrative	Official Space Requirement
Blue Ridge Ofc Ctr, 10500 Battleview Pkwy, Manassas, Va	Administrative	Official Space Requirement
Braddock Place, 1340 Braddock Place, Alexandria, Va	Administrative	Official Space Requirement
Crown Ridge, 4035 Ridgetop Rd., Fairfax, Va	Administrative	Official Space Requirement
Crystal Gtwy 1, 1235 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Gtwy 2, 1225 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Gtwy 3, 1215 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Gtwy 4, 1213 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Gtwy North, 111 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Mall 2, 1921 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Mall 3, 1931 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Mall 4, 1941 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Park 1, 2011 Crystal Drive, Arlington, Va	Administrative	Official Space Requirement
Crystal Park 3, 2231 Crystal Drive, Arlington, Va	Administrative	Official Space Requirement
Crystal Park 5, 2451 Crystal Drive, Arlington, Va	Administrative	Official Space Requirement
Crystal Plaza 5, 2211 South Clark Place, Arlington, Va	Administrative	Official Space Requirement
Crystal Plaza 6, 2221 South Clark Place, Arlington, Va	Administrative	Official Space Requirement
Crystal Sq 2, 1725 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Sq 3, 1735 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Sq 4, 1745 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Crystal Sq 5, 1755 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Dulles East Bldg, 45045 Aviation Drive, Dulles, Va	Administrative	Official Space Requirement
Dulles West Bldg, 44965 Aviation Drive, Dulles Va	Administrative	Official Space Requirement
Eisenhower Inds Center, 5150-5230 Eisenhower Ave, Alexandria, Va	Administrative	Official Space Requirement
Fleet Distribution Center, 6750 Fleet Drive, Alexandria, Va	Warehouse	Official Space Requirement
Hoffman Bldg 2, 200 Stovall St., Alexandria, Va	Administrative	Official Space Requirement
Hoffman Bldg 1, 2461 Eisenhower Ave., Alexandria, Va	Administrative	Official Space Requirement
IMP Building, 8850 Richmond Hwy, Alexandria, Va	Administrative	Official Space Requirement
Interstate Plaza, 5775 Gen Wash Dr., Alexandria, Va	Warehouse	Official Space Requirement
Jefferson Plaza 1 & 2, 1411 Jeff Davis Hwy, Arlington, Va	Administrative	Official Space Requirement
Landmark, 205 S. Whiting Street, Alexandria, Va	Administrative	Official Space Requirement
Lee Business Ctr, 14701 Willard Rd., Chantilly, Va	Warehouse	Official Space Requirement
Northpoint Bldg, E, 44845 Falcon Place, Sterling, Va	Warehouse	Official Space Requirement
Nash St. Bldg, 1400 Key Blvd, Arlington, Va	Administrative	Official Space Requirement
North Tower, 2800 Crystal Drive, Arlington, Va	Administrative	Official Space Requirement
One Liberty Center, Arlington, Va	Administrative	Consolidate DoD Research Community

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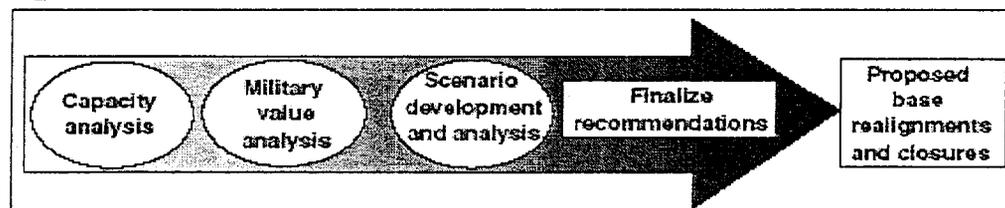
Leases Managed by Washington Headquarters Services

Location	Type of Space	Purpose
Park Center IV, 4501 Ford Ave., Alexandria, Va	Administrative	Official Space Requirement
Park Center One, 3101 Park Center Dr., Alexandria, Va	Administrative	Official Space Requirement
Parkridge Two Building, 10803 Parkridge Blvd, Reston, Va	Administrative	Official Space Requirement
Polk Building, Arlington, Va	Administrative	Official Space Requirement
Poplar run, 5285 Shawnee Rd, Alexandria, Rd	Administrative	Official Space Requirement
Plaza 500, Alexandria, Va	Warehouse	Official Space Requirement
Reston Herndon Ctr, 171 Elden St., Herndon, Va	Administrative	Official Space Requirement
Rosslyn Metro Ctr, 1700 N Moore St., Arlington, Va	Administrative	Official Space Requirement
Rosslyn Plaza East, 1621 N Kent St., Arlington, Va	Administrative	Official Space Requirement
Seven Corners Corp Ctr, 6245 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline Ofc Bldg., 5205 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline II, 5203 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline III, 5201 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline IV, 5113 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline V, 5111 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline VI, 5109 Leesburg Pike, Falls Church, Va	Administrative	Official Space Requirement
Skyline Place, 5275 Leesburg Pike, Falls Church, Va	Administrative	DISA Consolidation
Suffolk Building, Falls Church, Va	Administrative	MDA Consolidation
Versar Bldg, 6800 Versar Court, Springfield, Va	Administrative	Official Space Requirement
Webb Bldg, 4040 North Fairfax Dr., Arlington, Va	Administrative	Official Space Requirement
Zachary Taylor, 2531 Jeff Davis Hwy, Arlington, Va	Administrative	OAA Consolidation
GSA Owned Buildings		
49 L. Street SE, Wash DC	Warehouse	Official Space Requirement
Court of Military Appeals, 450 E St., NW Wash DC	Administrative	Official Space Requirement
Dwight D. Eisenhower Bldg, 17th & PA Ave, Wash DC	Administrative	Official Space Requirement
New Exec Building, 726 Jackson Place, NW Wash DC	Administrative	Official Space Requirement
NYA GPO, Washington Navy Yard, Wash DC	Administrative	Official Space Requirement
White House, 1600 Penn Ave, Wash DC	Administrative	Official Space Requirement
NYA Parking (385 spaces x300) Washington Navy Yard, Wash DC	Parking	Official Space Requirement
Silver Spring Metro Cntr #1, 1335 East West Hwy, SS, Md	Administrative	Official Space Requirement
Annex Bldg, Middle River, Md	Warehouse	In support of War
Franconia Warehouse, 6810 Loisdale Rd, Springfield, Va	Warehouse	Official Space Requirement
Hybla Valley Office Bldg, 6801 Telegraph Rd., Alexandria, Va	Administrative	Official Space Requirement
WHS Leases		
Presidential Tower, 2511 Jeff Davis Hwy, Arlington, Va	Administrative	Pentagon Renovation
1500 Wilson, Arlington, Va	Administrative	Pentagon Renovation
Rosslyn Plaza North, 1777 N Kent St., Arlington, Va	Administrative	Pentagon Renovation
Charles E. Smith Lease		
Crystal Square 4	Administrative	Official space requirement/Air Force Aid Society

Attachment 6 - Assessing the Department of Defense's Process for Developing Base Realignment and Closure Recommendations

Using the force structure provided to Congress in March 2004, and revised in March 2005, the Department of Defense initially established a linear process for the analysis of installations to develop recommendations for the closure and realignment as illustrated below.

Figure 3: DOD's BRAC 2005 Process



Source: DOD.

This proposed sequence of analysis was intended to facilitate an objective and equal assessment of the nature and extent of excess capacity by activity and function with data collected by the military departments and defense agencies. Once the excess capacity was identified, a study of military value, using only the selection criteria as required by BRAC law, would result in a prioritized list of installations. Scenarios and candidate recommendations would then be developed to reduce excess infrastructure of lower military value. These candidate recommendations would then be reviewed to analyze the potential costs and savings using the Cost of Base Realignment Actions (COBRA), the economic impact to communities, environmental considerations, and the impact to other federal agencies. Final recommendations would then be vetted by two executive groups to review the overall effects, resolve conflicts between recommendations, and to decide matters related to special considerations of the recommendations.

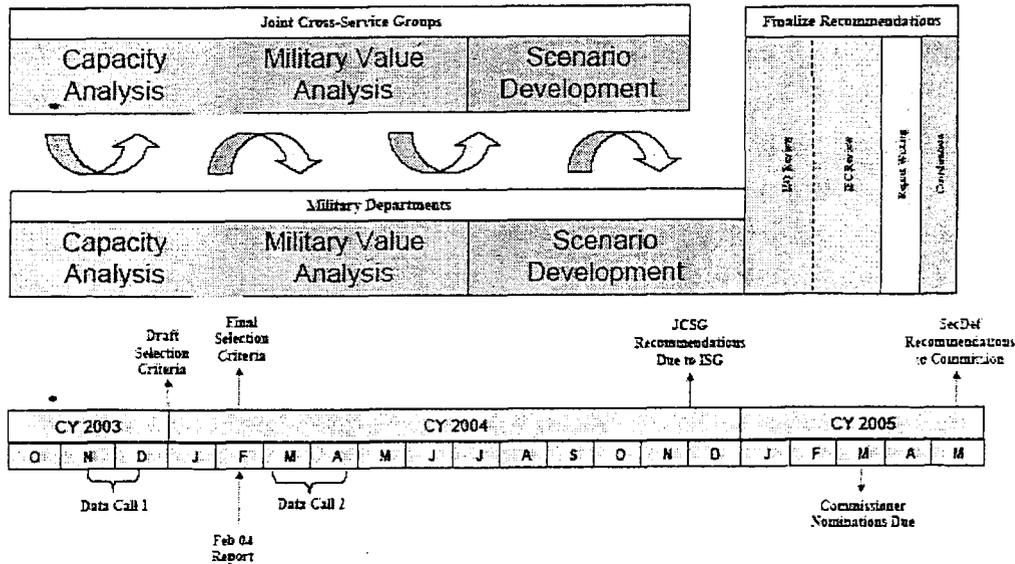
The Department of Defense started tracking the process of data collection and analysis in October 2003. The ISG developed a chart, entitled Process Overview, which proposed a timeline for the stages of analysis culminating with the submission of recommendations for realignment and closure to the BRAC Commission in May 2005. The ISG recognized the need to track progress separately for the military departments (MILDEPS) and the joint cross service groups (JCSGs), because the MILDEPS would require extra time to assess the impact of JCSG recommendations to realign common functions on installations, which might facilitate consideration of additional base closure and realignments.

The first slide on the next page depicts the initial timeline proposed in October 2003. The ISG recognized that two data calls would be required, the first to be used to assess excess capacity, the second to analyze military value once the final selection criteria would be determined in February, 2004. The military value analysis was planned to be completed by July, 2004. The ISG also set a date of November 15, 2004, for submission of JCSG recommendations to the ISG.

The second slide illustrates the status of actions completed by November 10, 2004. The date targeted for the completion of the capacity analysis shifted into May 2004, and military value assessments extended into September 2004. Even with the significant slippage in the



Process Overview



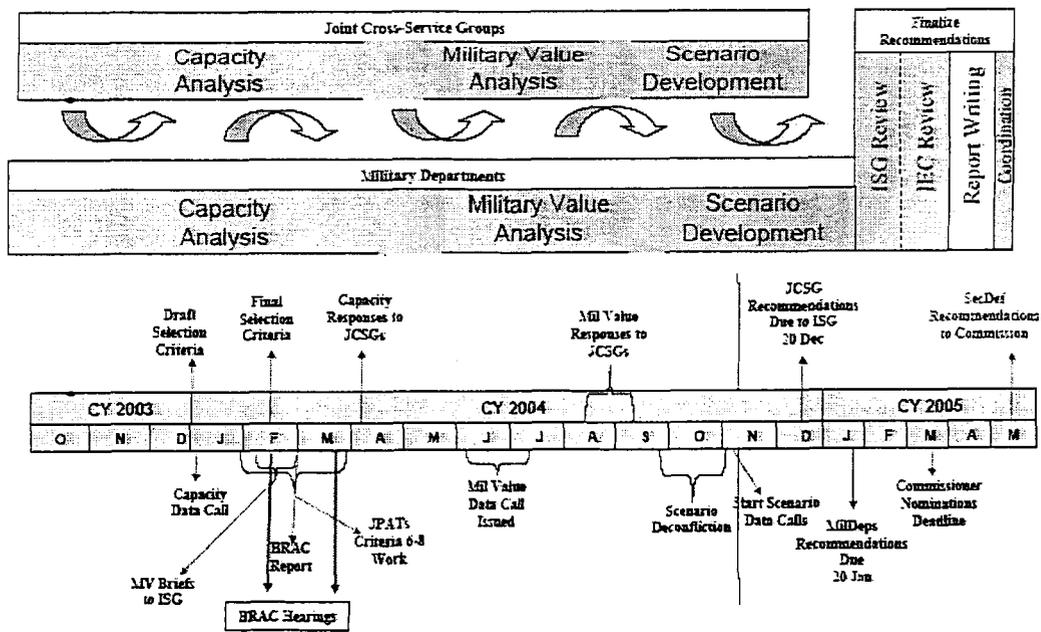
October 2003

Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA

3



Process Overview



November 2004

Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA

3

receipt of certified data for the excess capacity assessment and subsequent military value analysis, the JCSG's were tasked by the ISG on July 23, 2004 to submit proposed scenarios for recommendations by August 6, 2004,¹ a time in which the field sites were still in the process of responding to the military capacity and value data calls. *"The OSD BRAC representative stated that lack of data should not prohibit the JCSG from conducting scenario development...He reminded the membership that scenario development is based on a three-pronged approach of optimization, military judgment, and transformational options."*²

Absent the data and the analysis to support the recommendation, the JCSG's relied on draft transformation options and military judgment to propose recommendations. *"Unfortunately, the TJCSG's (Technical Joint Cross Service Group) actions to develop candidate scenarios began well before the military value data was received from the sites, and before the excess capacity and military value of each site was calculated."*³

In fact, the ISG requested an update on the status of JCSG capacity analyses and military value assessment in November, 2004, well past the date of November 1, 2004 in which the ISG directed the registration of scenarios and well into the period in which the ISG was reviewing candidate recommendations proposed by the JCSGs.

JCSG	Capacity Analysis Complete (Date)	Material Capacity Data Issues (# ques-sites)	Mil Value Analysis Complete (Date)	Material Mil Value Data Issues (# ques-sites)	Scenario Development Complete (Date)	Criteria 5-8 Analysis Complete (Date)
E&T	12/3/04	36 questions 36 sites	11/18/04	193 questions 13 sites	12/3/04	12/20/04
H&SA	9/27/04	None	9/30/04	None	11/1/04	2/1/05
Ind	11/18/04	11/18/04	11/23/04	32 questions 13 sites	12/20/04	12/20/04
Intel	12/10/04	None	12/17/04	None	12/10/04	1/05
Med	11/12/04	23 questions 10 sites	11/12/04	45 questions 10 sites	12/10/04	12/15/04
S&S	10/29/04	None	11/12/04	None	12/3/04	12/10/04
Tech	11/24/04	93 questions 26 locations	12/10/04	143 questions 31 locations	11/30/04	12/17/04 (First Article)

Status of Analysis as of November, 16, 2004 as reported to the ISG.⁴

¹ H&SA Meeting Minutes, August 4, 2004

² H&SA Meeting Minutes, July 29, 2004

³ Don DeYoung, Capabilities Integration Team (alternate) U.S. Navy, Technical Joint Cross Service Group, internal deliberation memo Decision Criteria for Scenario Proposals, Issue #07-30-04-05

⁴ ISG Meeting Minutes, November 19, 2004

The problems identified above are not isolated. On November 18, 2004, one participant in a meeting of the Technical Joint Cross Service Group of November 18, 2004 noted, "*The Technical Joint Cross Service Group (TJCSG) has registered 29 closure/realignment scenarios on the Department's Scenario Tracking Tool. But 20 months after the TJCSG's first deliberations in March 2003, and with the Cost of Base Closure and Realignment (COBRA) data calls set to launch in a matter of days – not one scenario is the output of the Linear Optimization Model (LOM), not one is driven by data on excess capacity, and not one reflects data-derived military value. In short, not one is the result of quantitative analysis. All are instead the product of military judgment. Military judgment is a critical part of our process, but it is subjective by nature and strongly dependent on the mix of individuals within the TJCSG. The process was designed to be data driven for those very reasons, but it has drifted into one that will be, at best, data-validated, and at worst, data-rationalized. Without proactive measures, the scenarios will be difficult to defend before the BRAC Commission.*"⁵

In certain cases, like the H&SA Joint Cross Service Group, despite the appearance of completion of capacity and military value analysis in the chart above, efforts to ensure their use of certified data continued well into the final stages of BRAC recommendation development and even past the submission of the final recommendations of the 2005 BRAC report to the BRAC Commission. On November 30, 2004, the HSA JCSG discussed their incomplete data issue "*Data certification discussion: The OSD BRAC Representative asked if there are holes in the data or if data holes are filled with non-certified data. The data holes are filled with non-certified data. It was necessary to conduct military value sensitivity analysis. The OSD BRAC Representative is concerned that legal reviews will surface non-certified data or gaps. The JCSG can rerun military value and sensitivity analysis with the new certified data, but that may create conflicted scenarios and will take extra time to approach.*"⁶

• The specific discussion about HSA data continued throughout the internal DOD determination cycle of final recommendations. "*Analysis Team Update: The DoD IG will inform OSD BRAC of the health of the HSA JCSG data. OSD BRAC will base their decision to recommend our candidate recommendations to the BRAC Commission on this report. There is DoD IG concern about the quality of the HSA data and this concern was shared with the OSD BRAC director. The HSA JCSG Deputy stated she needs to know the DoD IG process and a HSA meeting scheduled on March 16 to discuss the process and HSA data. The DoD IG representative said they will explain scope, challenges and issues that HSA JCSG has faced in its report to OSD BRAC. The bottom line of the report is whether HSA used certified data.*"⁷

A debate on the legality of using certain assumptions in HSA capacity and military value analyses highlighted the risks of basing recommendations on uncertified data. "*The Deputy stated that the DoD IG and the GAO are providing HSA JCSG with conflicting guidance on analysis assumptions and methodology. The DoD IG wants assumptions and methodology certified by the JCSG. The GAO and OSD General Counsel agree that assumptions and methodology cannot be certified because they are not facts.*"⁸

The DoD IG concluded in a report on July 15, 2005 that, "*the HSA JCSG generally used certified data for capacity analysis and military value analysis; however, it also used data*

⁵ Technical JCSG Meeting Minutes, November 18, 2004

⁶ H&SA Meeting Minutes, November 30, 2004

⁷ H&SA Meeting Minutes, March 15, 2005

⁸ H&SA Meeting Minutes, March 31, 2005

obtained from authoritative sources and derived data.... Throughout the BRAC process, the HSA JCSG took action to correct the deficiencies that we identified: however, some data discrepancies and audit trail issues remained uncorrected at the end of our fieldwork. We could not determine the materiality of the unresolved data discrepancies and audit trail issues on the overall HSA JCSG BRAC process.”⁹

The Government Accountability Office (GAO) stated the same concern with the use of certified data in a July 1, 2005 report, “Using mostly certified data, the headquarters group examined capabilities of each function from questions developed to rank activities from most valued to least valued. Exceptions occurred where military responses were slow in arriving, contained obvious errors, or were incomplete, and in these cases, judgment-based data were used (emphasis added).”¹⁰

Despite the best efforts in planning, the record is clear about the results. The Department of Defense did not conduct their 2005 BRAC process using the linear approach proposed in October 2003. The Department did not use an objective assessment of excess capacity, nor had the results of a comprehensive analysis been determined, before the Department registered a majority of the candidate recommendations. The internal process deteriorated to a point where the pressure to meet deadlines resulted in the use of uncertified and derived data in many cases to augment, or even more subjectively, to strengthen predetermined recommendations conceived in response to DOD objectives other than the legislative criteria.

⁹ Department of Defense Inspector General Report, Infrastructure and Environment Headquarters and Support Activities Joint Cross-Service Group Data Integrity and Internal Control Processes for Base Realignment and Closure 2005 (D-2005-090)

¹⁰ Government Accountability Office Report GAO 05-785, July 2005, Military Bases Analysis of DOD’s 2005 Selection Process and Recommendations for Base Closures and Realignments

Attachment 7 - An Alternative Treatment – HQ, USSOUTHCOM, Miami, Florida

Consistent with the DOD transformation option to vacate leased office space, the HSA developed a candidate scenario to relocate HQ USSOUTHCOM out of a series of leased facilities in Miami, Florida. The current facilities were mostly occupied by DOD personnel and did not meet anti-terrorism/force protection standards, a similar condition to the leased space in the NCR. Despite an official DOD policy, as confirmed by testimony to Congress in April 2004, that the Department would not consider offers by outside entities to influence the DOD BRAC process, the HSA JCSG registered a candidate recommendation to study a proposal by the Governor of Florida. *“Close SOUTHCOM HQ occupying current leased space in Miami, FL and relocate to single leased facility in Miami, FL. This proposal is a result of Governor Bush’s offer to provide free land and lease a new building at a reasonable price. The OSD BRAC Director stated it is legal to pursue this offer under BRAC 2005. ... Members declared this as a scenario. The rationale for this scenario is based on the availability of a single site on 40 acres of State leased land and the State will construct a building to lease to DoD for 10 years with 4 10-year renewal options at a reduced cost.”*⁶⁹

The HSA worked with SOUTHCOM to determine the viability of the recommendation, seeking guidance from USSOUTHCOM/CC on the preference of his location and impact to the mission. *“The Chairman HSA JCSG stated the SOUTHCOM Commander wants to pursue the state-owned leased facility. The Deputy HSA JCSG said it is still leased space. The Marine Corps Member stated that it is better, bigger space with a better lease. ...The Major Admin Headquarters team lead stated that if SOUTHCOM were able to get a capital lease, this scenario would be a great deal for the government. ...This is a transformational candidate recommendation, supports the Defense initiative for the JIOC, which is the type of transformational initiative the Secretary of Defense wants.”*⁷⁰ The HSA JCSG even allowed the use of alternate space standards (in this case alone) to be used to assess the COBRA models, a courtesy not afforded to functions within the NCR. *“The cost of all SOUTHCOM’s leases combined currently totals \$6.8 million per year. When you use the standard 200 GSF per person, the amount of space needed is 360K GSF, which will cost \$8.6 million per year. However, if you use the amount of space they are currently utilizing, 240K GSF, the annual cost is \$5.6 million. Since SOUTHCOM already has a concept in place, and it requires less space than the standard 200 GSF per person, the Deputy asked if we should use the lower GSF”*⁷¹

The HSA JCSG also analyzed other recommendation to move USSOUTHCOM onto military installations that could provide immediate force protection/anti-terrorism measures beyond a secure fence. In the final deliberation, *“the ISG agreed that the options presented (moving SOUTHCOM to a state-owned leased facility, Patrick AFB, Lackland AFB, or Homestead AFB) were not viable because SOUTHCOM can be accommodated without a relocation, outside the BRAC process.”*⁷²

Was this installation treated equally as compared to other headquarters functions within the DOD BRAC process? All transitions from leased space can and should be handled outside the BRAC process to allow the Department to consider innovative proposals from interested parties, and to allow the Department to retain the flexibility to respond to them.

⁶⁹ H&SA Meeting Minutes, October 12, 2004

⁷⁰ H&SA Meeting Minutes, January 27, 2005

⁷¹ H&SA Meeting Minutes, January 10, 2005

⁷² ISG Meeting Minutes, March 15, 2005