
Chapter 6: *Acquisition of Leased Space Through the General Services Administration*

Federal agencies generally seek leased space *to* house their activities only when their requirements cannot be satisfied in government-controlled space. If general purpose office and related space is needed by an agency for its employees/contractors, such space is normally provided by the General Services Administration (GSA). Under a GSA program entitled, "Can't Beat GSA Leasing," agencies are given the option of leasing space themselves, obtaining space through GSA or other Federal agencies with real property acquisition/management capability, or through the private sector. If agencies opt to acquire space using their delegation of authority they must notify GSA of their intent to do so and determine if suitable government-controlled space is available. The requirement that Agencies give priority consideration to government-controlled space includes space(s) under the custody and control of the U. S. Postal Service. Though in many cases DOE acquires space using delegated authority, DOE continues to use GSA as the primary source to meet its general purpose housing requirements.

All government agencies having authority to acquire leasehold interests in real property must adhere to a number of federal laws, regulations, policies, and procedures. The authority by which GSA acquires space for agencies is the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 490(h)(1) and Reorganization Plan No. 18 of 1950 (40 U.S.C. 490 Note). The principal regulations under which leasing is conducted are the Federal Management Regulations (FMR) and the Federal Acquisition Regulation (FAR) which has been applied to leasing in certain circumstances through the General Services Administration Acquisition Manual (GSAM). The FMR focuses on the management of space, while the FAR/GSAM address procurement and contracting. (Attachment 6-1 lists the relevant statutes and Executive Orders impacting GSA's lease acquisition program.)

The General Services Administration has authority to lease space for terms of up to 20 years, but may delegate its authority to other federal agencies when deemed appropriate. Agencies given such authority are subject to the same statutory and regulatory restrictions as GSA, and to GSA oversight of their leasing activities. DOE has been delegated authority by GSA to lease special purpose space for up to 20 years firm, and to lease general purpose space in certain small urban communities for up to 5 years. (See Appendix 5-1: DOE Order 4300.1C, Chapter 1, Attachment I-I for documents relating to DOE's delegated authority. See also Appendix 6-2, FPMR Amendment D-92 (2/23/96) covering delegated leasing authority, both generic and specific, applicable to various Federal agencies, including DOE (Sec. 101-18.104))

When GSA provides the leased space, the tenant agency participates in the process by providing information on its space requirements and taking part in the market survey. Developing a comprehensive program of requirements is essential for the efficient and timely acquisition of space. (See chart, Figure 6-1, outlining the steps in the GSA lease acquisition process.)

GSA Lease Procurement Principal Steps

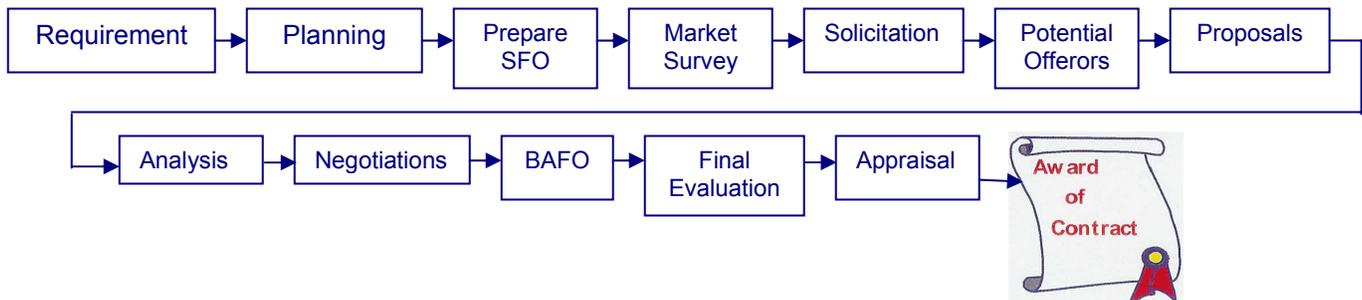


Figure 6-1

REQUIREMENTS DEVELOPMENT

DOE makes known its space need by contacting the appropriate GSA regional office (see listing, Attachment 6-2). The contact may be by telephone, letter or through a meeting with GSA Real Estate personnel. Although, pursuant to a GSA decision in October 1996, the Standard Form 81 (Request for Space) and its associated documents are no longer mandatory in establishing an agency's space requirements, they remain useful tools in identifying and explaining space needs, and may continue to be used for that purpose. (Copies of the SF-81 and SF81A, Parts 1 & 2 are in Appendix 6-4.) The preparation of a requirements package involves detailed analysis of the agency's functions, and focuses on the determination of optimum space usage for the activity. If desired, GSA will work closely with DOE in establishing and, when necessary, customizing DOE's requirements. An acquisition schedule will be developed between the GSA Realty Specialist or GSA assigned broker and the DOE contact. (A prospectus must be submitted to and approved by Congress for any proposed lease with an annual net rent of more than \$2,290,700 as of fiscal year 2004. This figure is indexed each year. Net rent is the sum of fully services rent, including taxes and insurance, less operating expenses.)

Once the requirements package is complete, it will be closely reviewed by a GSA Realty Specialist and/or Space Planner to assure there is full understanding of the need. The DOE Realty Specialist should identify the delineated area in which the space is to be located (see 41 CFR 102-79.65 through 102-79.85), and concur in the requirements package before any necessary DOE approvals are obtained. GSA and the DOE Realty Specialist will establish a mutually agreed upon schedule for delivery of the needed space.

The completed requirements package includes the total amount of tenant improvement dollars available to be amortized into the rent DOE will pay. The tenant improvement has two components: *general* and *customization*. The general allowance should be sufficient to bring space from “shell” to “vanilla”. The customization allowance provides finishes which are not typical to all office spaces but are necessary to customize the space to meet a particular agency need. If tenant improvements exceed these allowances the overage must be pre-paid in a lump sum. Agencies have the option of reducing their rent by not using all of their allowance or by pre-paying all or portions of the customization allowance. Agency must make tenant improvement allowance decisions before the issuance of an Occupancy Agreement (OA).

INITIATING LEASING ACTION

Once the space requirements have been determined, the collection of market information begins. If no suitable government-controlled space is available, advertisements are placed in local newspapers or on the Federal Business Opportunities web page (www.fedbizopps.gov) (all leasing actions over 10,000 square feet must be advertised). The advertisement seeks expressions of interest from the real estate community and is the basis of the market survey. The market survey is an inspection of, or review of, available data on properties within the delineated area that have the potential for satisfying the space need. No negotiations are conducted during the market survey. It should be noted that government leases, unlike most private sector leases, are developed by the lessee (tenant) rather than the lessor, and often contain restrictions or requirements not applicable to the private sector.

GSAM 570.2 provides for a simplified leasing procedure for small space actions. This procedure applies to leasing actions in which the average annual net rent, including options, is not expected to exceed the simplified lease acquisition threshold (SLAT) of \$100,000, annual rent, net of expenses. It is a less formal process, and permits on-site solicitation, telephonic negotiation, and the use of market data to demonstrate fair price. Generally, this procedure has been found to be most effective on the leasing process when there are few special requirements and when the agency contact in the field has authorization to accept space for consideration and to make requirement adjustments. (See DOE Leasing Handbook, this Guide, Appendix 7-1, Chapter IV, Simplified Lease Procedures.)

A DOE representative (preferably a Realty Specialist) should participate in all market surveys regardless of the size of the requirement. Walk-throughs should be made of each potential offeror's building. The DOE representative is free to ask questions of potential offerors during the market survey (although he/she should refrain from expressing opinions about the space in their presence), and will be asked by GSA to submit comments for inclusion in the final Market Survey report.

SOLICITATION OF OFFERS

Because individual blocks of general-purpose office space are unique, acquiring leased space through a sealed bid procedure (under which precise specifications are given to each potential bidder) is generally impractical. The usual method for government acquisition of leased space is by negotiation. Under the Competition in Contracting Act of 1984, full and open competition is the goal of all solicitations for offers and awarding of government contracts.

Upon completion of the market survey GSA prepares a Solicitation for Offers (SFO). An SFO is issued to all potential offerors deemed capable of timely providing the necessary type and quality of space.

The appendices in the DOE Leasing Handbook (Appendix 7-1 of this Guide) contains copies of a standard Solicitation for Offers, and Form 3516, "Solicitation Provisions"; Form 3517, "General Clauses"; Form 3517a, the short form of the General Clauses; Form 3518, Lessor

The SFO is a statement of the government's minimum requirements and includes:

- A description of the needed space;
- Performance specifications
- Information on offer submission;
- Information on award factors;
- Information on price evaluation; and
- Prescribed forms.

"Representations and Certifications"; and Form 3518a, the short form of Representations and Certifications.

DOE will be given an opportunity to review and approve the SFO prior to issuance. When the solicitation is issued to all potential offerors, a deadline is established for receipt of offers.

Evaluation of the proposals is based on analysis of both price and technical factors. The technical evaluation determines whether an offer meets the minimum specifications in the SFO. The evaluation of price may focus on analysis of comparative rents (price approach) or a review of each element in the offeror's cost estimate (cost approach). Cost analysis is important in determining the impact services, utilities, and taxes will have on the total cost to the government.

All offers adjudged qualified for award of a contract are said to be in the "competitive range." Determining which offers fall within the competitive range and which do not is often a difficult task for the contracting officer (See FAR 15.305, Proposal evaluation. Once determined, negotiations are initiated with the responsive offerors. The selection of the most responsive offer is made following the call for "final revised proposals" formerly known as "best and final offers". The offers are analyzed using present value analysis and the contracting officer decides which one provides "best value" to the government. The Contracting Officer notifies the successful offeror of the government's acceptance of the offer. The formal lease document (Standard Form 2, along with all material relating to the contract. See Appendix 6-7) is then prepared for submission to the Offeror/Lessor. Depending upon the dollar amount involved and/or the size of the acquisition, certain internal GSA clearances may be required before the lease is presented to the successful offeror. GSA signs the lease after the Lessor and only when the Agency has executed an Occupancy Agreement.

OCCUPANCY

As soon as the lease is executed, the final layout process begins. Typically in leased space, the Lessor's Architect/Engineer works with the agency to develop Design Intent Drawings (DID's). Once the government approves the DID's, the Lessor prepares Construction Drawings (CD's) for pricing and permits. The government reviews the CD's and the pricing and issues a "Notice to Proceed with Construction". For average size requirements it generally takes 75 to 120 days after award before construction begins. DOE should make every effort to approve space layouts as quickly as possible to avoid requirements changes or delays which could result in additional costs to the government. Costs for changes made after SFO issuance, or caused by agency delay in the approval process, are reimbursable to GSA. GSA, working with the DOE Realty Specialist, can coordinate equipment (e.g., telecommunications; new furniture, etc.) delivery, make arrangements for the agency's relocation, and contact the current lessor (if applicable) to discuss a termination date or negotiate an extension, if needed.

Build Out

GSA monitors the progress of the construction work to assure that the schedule is being met, and that high work standards are being maintained. Any problems are immediately brought to the Lessor's attention. When the space is near completion, GSA arranges with DOE and the Lessor to do a walk through of the space. During the inspection, a list of deficiencies ("punch list") is prepared by GSA. DOE will be asked to promptly review and agree on the list of items

needing correction in order to avoid occupancy problems. Minor problems can be easily remedied and may not interfere with the scheduled occupancy. More significant items could cause delay and the need for GSA to make contingency arrangements.

When the space is accepted for occupancy, GSA notifies the Lessor of the Government's acceptance and prepares a Condition Survey Report (GSA Form 1024) required by GSAM 570.111. Also See General Clauses (GSA Form 3715B), Acceptance of Space. GSA will prepare a final Occupancy Agreement memorializing the terms and conditions of DOE's occupancy of the space with the final financial terms including any revisions to the build out price. Rent billings are based on the information agreed to in the Occupancy Agreement. Rent is composed of various components based on the type of space. In leased space the categories of costs included in the OA are:

- Shell Rent
- Tenant Improvements (General and Customization)
- Operating Costs (usually escalated annually based on a Consumer Price Index)
- Real Estate Taxes
- GSA/PBS Installed Leasehold Improvements
- Security Charges
- Extra Services
- Parking
- Rental Charges for Other Space
- Joint Use
- GSA Fee

Following occupancy GSA will provide DOE with a copy of the fully executed lease as well as the as-built plans on CAD (Computer-Aided Design) if requested.

Lease Administration and Management

Once leased space has been acquired, it becomes the responsibility of the lease administrator (Realty Specialist) to see that the requirements of the lease are carried out. The lease describes the Lessor's obligation with respect to specifications, schedules, and service work. Interpretation of the lease is primarily the responsibility of the contracting officer. In the course of occupancy, certain actions may be taken by the contracting officer that might affect the current lease.

- Replacement of the existing lease with a superseding lease
- Lease renewal
- Negotiation of a succeeding lease
- Termination

Amendment of the existing lease through a supplemental lease agreement (SLA). An SLA (GSA Form 276) is commonly used to add or release space, revise term or rental payments,

provide overtime services, and may be used as the contract document for alterations or repairs.

Disputes arising out of the interpretation of the terms and conditions of the lease contract are settled in accordance with the Contract Disputes Act of 1978, as amended (41 U.S.C. 601-613) and Clause 36 of the General Clauses (GSA Form 3517B).

Alterations and Repairs During Occupancy

Necessary alterations and repairs to space leased by the Government may be performed as part of the rental consideration, by lump-sum payment, or by separate contract. The estimated costs for the repair and alterations project are carefully analyzed and negotiations are held to reach agreement on the scope of the work and price. (A prospectus must be submitted to and approved by Congress for any proposed repair and alterations project exceeding \$1,145,000 as of fiscal year 2004. This figure is indexed each year).

In the administration of alteration projects, the contracting officer will often appoint a contracting officer's representative (COR), usually a Realty Specialist in the occupying agency, to oversee performance of the work. Close monitoring of the lessor's contract performance helps assure timely accomplishment of the work. The project administrator (Contracting Officer or COR) will:

- be thoroughly conversant with the contract;
- monitor accomplishment of the work; and
- take enforcement action, where necessary.

When the final inspection of the alteration work is completed, an official list of defects is presented to the lessor. The COR is responsible for seeing that all defects are corrected. Acceptance of the alteration work must be documented on appropriate forms. (GSA Forms 184 or 220 may be helpful in documenting inspections.) When government-furnished property is to be installed by the lessor, the COR is responsible for ensuring timely delivery and proper installation.

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Attachment 6-1

Federal Statutes and Executive Orders Applicable to the GSA Leasing Program

I. Federal Statutes

1. Reorganization Plan No. 18 of 1950

(40 U.S.C. 490 note)

Transferred all functions with respect to acquiring space in buildings by lease, and all functions with respect to assigning and reassigning space in buildings, to GSA.

2. Federal Property and Administrative Services Act of 1949 (40 U.S.C. § 490(h))

Provides GSA with 20 year leasing authority.

3. Public Buildings Act of 1959 (40 U.S.C. § 606)

Section 7 of this Act requires Congressional committee approval of leases with annual rental, excluding services and utilities, in excess of \$1,740,000. Further requires Congressional committee approval for lease alteration projects in excess of \$870,000. The numbers above are applicable for Fiscal Year 1997 and are indexed annually.

4. Competition in Contracting Act of 1984

(41 U.S.C. § 251 et seq.)

GSA acquires leased space through the use of full and open competitive procedures mandated by this Act.

5. Public Buildings Cooperative Use Act of 1976 (40 U.S.C. §§ 601a 612a)

Requires GSA to afford a preference to historic properties in the leasing process. Also provides for the outleasing to the public of vacant Federal space when no Federal tenancy needs are present.

6. The Small Business Act (15 U.S.C. §§ 631-647)

Requires a positive effort by Federal contractors to place subcontracts with small and small disadvantaged business concerns. The Act also requires publication of Federal procurement requirements, requires large businesses to submit small business subcontracting plans, and provides for liquidated damages for failure to meet subcontracting plan goals.

7. Rural Development Act of 1972 (42 U.S.C. § 3122)

Requires Federal agencies to give first priority to rural areas in locating facilities. See also Executive Order 12072 regarding the location of Federal facilities in urban areas.

8. Contract Disputes Act of 1978

(41 U.S.C. §§ 601-613)

Requires disputes arising from federal contracts to be adjudicated by established process and procedures.

9. Prompt Payment Act (31 U.S.C. §§ 3901-3907)

Requires Federal payments to contractors to be made in an expeditious manner, provides penalties for late payment by the Government, and requires that the Government be entitled to discounts for early payment.

10. Assignment of Claims Act of 1940

(31 U.S.C. §3727)

Allows contractors to assign rights to payment, including rent, to established financing institutions.

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11. The Architectural Barriers Act of 1968

(42 U.S.C. §§ 4151-4152)

Requires that public buildings be made accessible to the physically handicapped through construction and alterations to provide for suitable accessibility, restrooms, plumbing, water fountains, elevators, etc. The requirements of this Act are implemented through the Uniform Federal Accessibility Standards.

12. Fire Administration Authorization Act of 1992

(15 U.S.C. § 2227)

Requires that an entire building be sprinklered or provide an equivalent level of life safety when Federal funds are used to lease 35,000 square feet or more of space in a building (under 1 or more leases) and some portion of the leased space is on or above the 6th floor. Also requires that all hazardous areas be sprinklered in all Government leases.

13. Earthquake Hazards Reduction Act of 1977

(42 U.S.C. § 7705b)

Required adoption of standards for assessing the seismic safety of existing buildings constructed for or leased by the Government which were designed and constructed without adequate seismic design and construction standards.

14. Energy Policy Act of 1992 (42 U.S.C. § 8253)

Requires the Federal Government to meet 20 percent energy reduction targets by the year 2000. This includes Federally leased space.

15. Occupational Safety and Health Act of 1970 (29 U.S.C. §§ 651-678)

Requires GSA to ensure that space leased and assigned to agencies provides safe, healthful working conditions, including building features such as lighting, guard rails, indoor air quality, fire safety, emergency elevator requirements, etc.

16. The National Environmental Policy Act of 1969

(42 U.S.C. §4321 et seq.)

Requires an assessment of the environmental impacts associated with major Federal actions, including Government leasing.

17. National Historic Preservation Act of 1966

(16 U.S.C. §§ 470 - 470w-6)

Requires listed historical properties to be protected from harm as a result of Federal actions, including leasing.

18. Randolph-Sheppard Act (20 U.S.C. § 107)

Requires that licensed blind vendors be authorized to operate vending facilities on any Federal property, including leased buildings. The Act imposes a positive obligation on GSA to acquire space in buildings which have suitable sites for vending facilities.

19. Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970

(42 U.S.C. § 4601 et seq.)

Requires the payment of relocation benefits to persons displaced as a result of Federal actions. This Act is potentially applicable to persons displaced as a result of GSA lease-construction projects on sites designated by the Government.

20. Intergovernmental Cooperation Act of 1968

(40 U.S.C. §§ 531-535)

Requires GSA to consult with planning agencies and local elected officials and to coordinate federal projects (i.e., usually large projects requiring Congressional prospectus approval) with development plans and programs of the state, region, and locality where the project is to be located.

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- 21. Drug-Free Workplace Act of 1988 (41 U.S.C. §§ 701-707)**
Requires contractors to make certifications regarding actions to reduce the possibility of drug use at the site of the performance of work. The requirements of the Act do not apply to contracts below the simplified acquisition threshold for leasing.
- 22. Prohibitions Against Payments to Influence (31 U.S.C. § 1352»)**
Requires certifications from contractors that funds have not and will not be paid to any person to influence the award of a Federal contract.
- 23. Officials Not To Benefit (41 U.S.C. § 22)**
Prohibits any member of Congress from receiving any benefit arising from a Federal contract.
- 24. Covenant Against Contingent Fees (41 U.S.C. § 254(a))**
Requires that no individuals other than full-time bona fide employees or established bona fide agents maintained by the contractor have been retained to solicit or obtain a Federal contract. This requirement is not applicable to contracts below the simplified acquisition threshold for leasing.
- 25. Anti-Kickback Act of 1986 (41 U.S.C. § 51)**
Prohibits a contractor from soliciting or receiving kickbacks from subcontractors in return for sub-contract awards. The requirements of this Act are not applicable to contracts below the simplified acquisition threshold for leasing.
- 26. Anti-Lobbying (18 U.S.C. § 1913)**
Prohibits the use of appropriated funds to lobby Congress.
- 27. Examination of Records (P.L. 103-355, § 2251)**
Authorizes the head of an agency and the Comptroller General to inspect records of Federal contractors. This authority is not applicable to contracts below the simplified acquisition threshold for leasing.
- 28. Davis-Bacon Act of 1931 (40 U.S.C. §§ 276a-276a-7)**
Provides for payment of prevailing wages to laborers on Federal construction projects. This Act is potentially applicable to lease acquisitions when an offeror proposes to construct a building or completely reconstruct or rehabilitate an existing building for the predominant use of the Government.
- 29. Contract Work Hours and Safety Standards Act of 1962 (40 U.S.C. §§ 327-333)**
Imposes 40-hour workweek and time and a half overtime requirements on certain contracts. This Act is potentially applicable to lease acquisitions when an offeror proposes to construct a building or completely reconstruct or rehabilitate an existing building for the predominant use of the Government. The Act does not apply to contracts below the simplified acquisition threshold.
- 30. Copeland Act of 1934 (18 U.S.C. § 874; 40 U.S.C. § 276c)**
This Act makes it unlawful for a contractor to force a kickback from any person employed in the construction or repair of a public building or public work. The Act also requires contractors and subcontractors to furnish compliance statement with respect to wages paid to employees. This Act is potentially applicable to lease acquisitions when an offeror proposes to construct a building or completely reconstruct or rehabilitate an existing building for the predominant use of the Government.

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II. Executive Orders

- 1. Executive Order 11246** –
Equal Employment Opportunity
(1965, 30 Fed. Reg. 12319)
Prevents Federal contractors from discriminating against any employee or applicant for employment because of race, color, religion, sex, or national origin.
- 2. Executive Order 11988** –
Floodplain Management
(1977, 42 Fed. Reg. 26951)
Precludes GSA from leasing space in buildings located within floodplains unless there are no practicable alternatives.
- 3. Executive Order 11990** –
Protection of Wetlands
(1977, 42 Fed. Reg. 26961)
Precludes GSA from leasing space in wetland areas unless there are no practicable alternatives.
- 4. Executive Order 12072** –
Federal Space Management
(1978, 43 Fed. Reg. 36869)
Requires that first consideration be given to locating Federal facilities in urban areas within central business districts.
- 5. Executive Order 12699** - Seismic Safety of Federal and Federally Assisted or Regulated New Building Construction (1990, 55 Fed. Reg. 835) Requires that new buildings constructed for lease to the Government are designed and constructed in accord with appropriate seismic design and construction standards.
- 6. Executive Order 12902** - Energy Efficiency and Water Conservation at Federal Facilities (1994, 59 Fed. Reg. 11463)
Requires that appropriate consideration be given to efficient buildings in the leasing process. Increases Federal energy reduction goals to 30 percent by the year 2005.

- 7. Executive Order 12941** - Seismic Safety of Existing Federally Owned or Leased Buildings (1994, 59 Fed. Reg. 62545)
Adopted standards of the Interagency Committee on Seismic Safety in Construction (ICSSC) as the minimum level acceptable for use by Federal departments and agencies in assessing the seismic safety of their owned and leased buildings and in mitigating unacceptable seismic risks in those buildings.
- 8. Executive Order 13006** - Locating Federal Facilities on Historic Properties in Our Nations Central Cities (1996, 61 Fed. Reg. 26071)
Subject to the Rural Development Act and Executive Order 12072, directs that Executive agencies give first consideration to locating Federal facilities in historic properties within historic districts when operationally appropriate and economically prudent.

- 9. Executive Order 13327**
- Federal Real Property Asset Management

This EO Require:

Appointment of a senior management official as a Senior Real Property Officer (SRPO) by the Agencies as of March 4, 2004.

Establishment of a Federal Real Property Council chaired by the Deputy Director for Management of OMB and comprised of all agency Senior Real Property Officers, OMB Controller, and the Administrator of General Services.

Development and implementation of a agency asset management plan.

Development of real property management performances indicators to measure effectiveness of acquiring, repairing, disposing, and utilizing real property.

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Attachment 6-2

GSA Central Office and Regional Offices *Public Building Service (PBS)*

GSA Central Office

18th & F Streets, NW Washington, DC 20405
(202) 501-1025

National Capital Region

Washington, DC, and the metropolitan area of
Maryland and Virginia
301 7th Street, SW
Washington, DC 20407
(202) 708-5721

New England Region

Vermont, New Hampshire, Massachusetts, Maine,
Connecticut, and Rhode Island
10 Causeway Street Boston, MA 02222
(617) 565-5860

Northeast & Caribbean Region

New York, Northern New Jersey, Puerto Rico, and
the US Virgin Islands
26 Federal Plaza New York, NY 10278
(212) 264-4209

Mid-Atlantic Region

Delaware, Maryland, Southern New Jersey,
Pennsylvania, Virginia, and West Virginia
9th and Market Streets Philadelphia, PA 19107
(215) 597-1237

Southeast Sunbelt Region

Alabama, Florida, Georgia, Kentucky, Mississippi,
North Carolina, South Carolina, and Tennessee
75 Spring Street, SW
Atlanta, GA 30303
(404) 331-3200

Great Lakes Region

Illinois, Indiana, Michigan, Minnesota, Ohio, and
Wisconsin
230 South Dearborn Street Chicago, IL 60604
(312) 353-5630

Heartland Region

Iowa, Kansas, Missouri, and Nebraska
1500 E. Bannister Road Kansas City, MO 64131-
3088
(816) 926-7311

Greater Southwest Region

Arkansas, Louisiana, New Mexico, Oklahoma, and
Texas
819 Taylor Street Fort Worth, TX 76102
(817) 334-2526

Rocky Mountain Region

Colorado, Montana, Wyoming, Utah, North Dakota,
and South Dakota

Denver Federal Center

Bldg. 41 Denver, CO 80225-0546
(303) 236-7250

Pacific Rim Region

Arizona, California, Nevada, Hawaii, Guam, and the
US Trust Territory of the Pacific
525 Market Street
San Francisco, CA 94105
(415) 947-9147

Northwest/Arctic Region

Alaska, Idaho, Oregon and Washington
400 15th Street, SW
Auburn, WA 98001
(253) 931-7000