

## **EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE**

### ***Proposed Appropriation Language***

For necessary expenses for carrying out the Foreign Service Buildings Act of 1926 (22 U.S.C. 292–303), preserving, maintaining, repairing, and planning for buildings that are owned or directly leased by the Department of State, renovating, in addition to funds otherwise available, the Harry S Truman Building, and carrying out the Diplomatic Security Construction Program as authorized, [~~\$876,850,000~~]~~\$857,300,000~~, to remain available until expended as authorized, of which not to exceed \$25,000 may be used for domestic and overseas representation as authorized: *Provided*, That none of the funds appropriated in this paragraph shall be available for acquisition of furniture, furnishings, or generators for other departments and agencies.

In addition, for the costs of worldwide security upgrades, acquisition, and construction as authorized, [~~\$847,300,000~~]~~\$824,200,000~~, to remain available until expended[: *Provided*, That not later than 45 days after enactment of this Act, the Secretary of State shall submit to the Committees on Appropriations the proposed allocation of funds made available under this heading and the actual and anticipated proceeds of sales for all projects in fiscal year 2010]. (*Department of State, Foreign Operations, and Related Programs Appropriations Act, 2010.*)

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## *Resource Summary* (*\$ in thousands*)

Appropriations	FY 2009 Actual*	FY 2010 Enacted	FY 2011 Request**	Increase / Decrease
Positions	958	958	958	0
Funds	2,669,369	1,724,150	1,681,500	(42,650)

\* FY 2009 Actual includes \$135.2 million for construction of overseas facilities for the United States Agency for International Development as provided by the Omnibus Appropriations Act, 2009 (P.L. 111-8); \$41.3 million in bridge funding provided by the Supplemental Appropriations Act, 2008 (P.L. 110-252); and \$921.5 million provided by the Supplemental Appropriations Act, 2009 (P.L. 111-32), of which \$90.9 million is forward funding for FY 2010 requirements.

\*\*The proposal to increase retention of fee revenues will provide additional funds for support of consular functions.

### *Program Description*

The Bureau of Overseas Buildings Operations (OBO), funded through the Embassy Security, Construction and Maintenance (ESCM) appropriation, is responsible for providing U.S. Diplomatic and Consular missions overseas with secure, safe, and functional facilities to assist them in achieving the foreign policy objectives of the United States.

OBO has established an organizational framework to improve results and performance through accountability and transparency. There are performance measures throughout the organization and results are reported and evaluated monthly in Program Performance Review sessions conducted by the OBO Director. Over the last 10 years, OBO has a proven track record of high performance and effectiveness – successfully completing several OMB Program Assessment Rating Tool (PART) exercises, five major Government Accountability Office (GAO) audits and a comprehensive inspection by the Department of State’s Office of the Inspector General (OIG).

The management team continues to look for innovative strategies to improve performance and accountability as the global environment changes. Using the Long-Range Overseas Buildings Plan (LROBP) as a model, OBO has developed the Long-Range Overseas Maintenance Plan (LROMP), which documents the Department’s overseas maintenance, repair and modernization needs for existing facilities and provides insight into key projects required to protect the billions invested by the U.S. Government in new facilities and infrastructure for key stakeholders. OBO completed a significant reorganization, merging the Office of Construction Management (CM), the Office of Facility Management (FAC) and the Office of Security Management (SM) into the new Directorate of Construction, Facility and Security Management to improve responsiveness to field issues in a rapidly changing global environment and to provide life-cycle accountability for Department facilities within one component of the OBO organization.

### *Priorities*

The work supported by this request is vital, as over 83,000 U.S. government employees from more than 30 agencies at over 265 locations depend upon the infrastructure OBO provides and maintains. OBO is focused on several priorities to ensure the Department and its diplomatic corps have the tools and platform to be effective.

### **Capital Security Construction**

This program continues to be the centerpiece of the OBO mission. This funding, together with the Capital Security Cost Sharing Program (CSCSP), other reimbursements and consular fees, will provide over \$1.4 billion in FY 2011 for the planning, design and construction of new embassy compounds (NEC) to replace facilities in the most vulnerable locations. This request will fund

## **EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE**

projects in Casablanca, Morocco; Dhahran, Saudi Arabia; Jakarta, Indonesia; Lima, Peru; N'Djamena, Chad; New Delhi, India; and Rabat, Morocco as well as site acquisitions for locations where NEC projects are planned in the future.

### **Maintenance and Modernization**

Sustaining existing infrastructure is critical to protect the Department's investment in new facilities under the Capital Security Construction Program and address facility needs at all posts. OBO has worked to improve the management of existing maintenance funding, such as creating the LROMP, so that limited resources are used to correct the most critical deficiencies. OBO seeks to extend the useful life of existing infrastructure and protect the Department's long-term investment in new facilities.

### **Leasehold**

Leasing functional space and housing continue to be a management focus as OBO refines a variety of techniques used to contain costs and ensure the leasehold program is affordable. While new overseas positions, new post openings and security requirements that force overseas personnel to be located in more secure, more expensive residential locations place significant pressure on the leasehold account, OBO continues the current management regimen to ensure affordability.

### **Repair and Construction**

Critical facility upgrades are also driven by policy requirements, such as when a host country relocates the capital city or when the United States establishes, re-establishes or expands representation with a country. All constructed facilities must meet the same security standards as those funded under the Capital Security Construction Program, and these investments are essential to achieving strategic foreign policy goals.

### **Continuing on-going operations**

This core component ensures that essential facility services for overseas personnel are uninterrupted, and is necessary to continue projects already underway and maintain existing facilities. Failure to meet these recurring needs would jeopardize OBO's ability to manage on-going projects, add to the existing maintenance backlog, diminish the value of existing government assets (including newly constructed NECs), and result in higher maintenance and rehabilitation costs in future years.

### ***Performance***

Minimizing duration and cost growth allows OBO to accomplish its key goal of strengthening consular and management capabilities by moving more people into secure, safer, functional facilities quickly and efficiently. Project managers and supervisors use this data to identify concerns on individual projects and mitigate the risk of budget and schedule overruns.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Facilities					
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process					
<b>Indicator</b>	NEW INDICATOR: Average duration and cost growth for capital construction projects completed annually.					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
N/A	N/A	N/A	Duration 9%; Cost 14%	[Baseline Year]	25% duration; 5% cost	25% duration; 5% cost
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
<b>Impact</b>	Minimizing duration and cost growth allows OBO to focus on its key principle of strengthening consular and management capabilities.					
<b>Methodology</b>	Duration growth is determined by a ratio of actual construction contract duration over original construction contract duration annually. Cost is determined by actual construction contract cost plus settled requests for equitable adjustments (REAs) and claims over original construction contract cost.					
<b>Data Source and Quality</b>	Budget and actual cost data. Data quality assessment revealed no significant limitations.					

Post Annual Facility Conditions Surveys provide rigorous and quantifiable facilities maintenance metrics that will lead to the development of a Facilities Condition Index (FCI) for overseas Government-owned and Long-term leased properties. This index, which will be phased in as the primary indicator in future years, will rate existing facility conditions, helping the Department better prioritize and target long-term maintenance plans for overseas State Department facilities.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Facilities					
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process					
<b>Indicator</b>	NEW INDICATOR: Completion and timely submission of Post Annual Facility Condition Surveys, Post Annual Inspection Summaries, preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects.					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
N/A	N/A	N/A	AFCS: 89%; AIS: 87% *	[Baseline Year]	90% of posts completed	100% of posts completed
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
<b>Impact</b>	Comprehensive data collection will improve project coordination and prioritization and will result in better maintenance of our overseas facilities thereby strengthening our consular and management capabilities.					
<b>Methodology</b>	Surveys are collected annually from all missions and submitted to OBO.					
<b>Data Source and Quality</b>	Bureau Strategic Plan Data quality assessment revealed no significant limitations.					

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Secure and safe facilities not only benefit USG employees, estimated to be over 80,000 worldwide, but also US Citizens and foreign nationals who visit our Embassies and Consulates. The indicator below shows the primary outcome of the Department’s Capital Construction program.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
<b>Strategic Priority</b>	Facilities					
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process					
<b>Indicator</b>	NEW INDICATOR: Total cumulative number of United States Government personnel moved into more secure, safe, and functional facilities since 2001.					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
10034 personnel	14940 personnel	18539 personnel	20,012 personnel [Baseline]	[Baseline Year]	21512 personnel	23012 personnel
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	OBO is strengthening Consular and Management capabilities by building new platforms for diplomacy and moving USG personnel into more secure facilities.					
Methodology	Readily quantifiable from regular OBO reporting data. FY 2009 result refers to new embassy compounds and new consulate compounds.					
Data Source and Quality	OBO reporting data. Data quality assessment revealed no significant limitations.					

### *Project Targets and Results*

The mission of OBO is to provide U.S. diplomatic and consular missions with secure, safe, and functional facilities to assist them in achieving U.S. foreign policy objectives. To achieve this mission, OBO is focused on four priority goals that advance diplomatic readiness and are aligned with Department of State’s strategic goals. These goals are:

- Capital Security Construction – Award capital security construction projects which have been listed in the Department’s Long Range Overseas Building Plan (LROBP), after consultation with other agencies, and complete the construction on time and within budget. The program will provide NECs that are secure, safe, and functional for U.S. Government employees to pursue the national interests of the United States.
- Compound and Physical Security – Provide physical security and compound security upgrades to the Department’s overseas facilities to protect employees from terrorist and other security threats. This also includes security upgrades for soft targets such as schools, recreational facilities, and residences.
- Maintenance of Assets – Maintain, repair, and rehabilitate overseas diplomatic and consular facilities in an effective manner that enhances the quality of life of employees while allowing them to perform their duties in secure, safe, and functional facilities.
- Asset Management – Acquire, dispose of, and manage the Department’s overseas real property in a professional manner that meets Department needs; is performed on terms

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

favorable to the U.S. Government; and is defensible to OMB, the Congress, and the American public, serving as the Department of State's overseas property manager.

In support of these four goals, each component of the OBO organization has established performance targets that benchmark critical functions. OBO management reviews performance against these targets monthly to identify potential problems and ensure effective performance. OBO management also meets regularly with its Industry Advisory Panel to review and discuss issues with an aim toward maximizing the free exchange of ideas and best practices between the government and private sector.

OBO has demonstrated that its organization, culture, and processes have resulted in outstanding performance. Since 2001, OBO has consistently delivered and as of December 2009 have the following performance statistics to demonstrate a clear record of outstanding achievement:

- Completed construction of 69 new facilities since 2001:

Abidjan, Cote D'Ivoire	Abu Dhabi, United Arab Emirates	Abuja, Nigeria
Accra, Ghana	Accra, Ghana (USAID)	Algiers, Algeria
Astana, Kazakhstan	Athens, Greece Annex	Baghdad, Iraq
Baghdad, Iraq (IOB)	Bamako, Mali	Bamako, Mali, (USAID)
Beijing, China	Belmopan, Belize	Berlin, Germany
Bern, Switzerland	Bogota, Colombia Annex	Bogota, Colombia (IOB)
Brazzaville, Republic of Congo	Bridgetown, Barbados	Cape Town, South Africa
Conakry, Guinea	Conakry, Guinea (USAID)	Ciudad Juarez, Mexico
Dar es Salaam, Tanzania	Dar es Salaam, Tanzania (USAID)	Dili, East Timor (IOB)
Doha, Qatar	Dushanbe, Tajikistan	Frankfurt, Germany
Freetown, Sierra Leone	Istanbul, Turkey	Johannesburg, South Africa
Kabul, Afghanistan	Kabul, Afghanistan (ARG/USAID)	Kampala, Uganda
Kampala, Uganda (USAID)	Kathmandu, Nepal	Kathmandu, Nepal (USAID)
Kigali, Rwanda	Kingston, Jamaica	Kingston, Jamaica (USAID)
Kolonia, Federated States of Micronesia	Koror, Republic of Palau	Lima, Peru (USAID)
Lome, Togo	Luanda, Angola	Managua, Nicaragua
Managua, Nicaragua (USAID)	Nairobi, Kenya	Nairobi, Kenya (USAID)
Ouagadougou, Burkina Faso	Panama City, Panama	Phnom Penh, Cambodia
Phnom Penh, Cambodia (USAID)	Port au Prince, Haiti	Quito, Ecuador
Rangoon, Burma	São Paulo, Brazil	Skopje, Republic of Macedonia
Sofia, Bulgaria	Tashkent, Uzbekistan	Tbilisi, Georgia
Tbilisi, Georgia (USAID)	Tirana, Albania Annex	Tunis, Tunisia
Yaoundé, Cameroon	Yerevan, Armenia	Zagreb, Croatia

- Continued to manage the on-going construction/design of 35 new facilities:

Abuja, Nigeria (Annex)	Addis Ababa, Ethiopia	Antananarivo, Madagascar
Bandar Seri Begawan, Brunei	Beijing, China (Annex)	Belgrade, Serbia
Bucharest, Romania	Bujumbura, Burundi	Caracas, Venezuela MSGQ
Djibouti, Djibouti	Dubai, United Arab Emirates	Guangzhou, China
Guayaquil, Ecuador	Jeddah, Saudi Arabia (NEC/Housing)	Jerusalem (Annex )
Kabul, Afghanistan (Annex/Housing)	Karachi, Pakistan	Khartoum, Sudan
Kyiv, Ukraine	Libreville, Gabon	Lusaka, Zambia
Malabo, Equatorial Guinea	Manila, Philippines (Annex)	Monrovia, Liberia

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

(Design)		
Monterrey, Mexico	Mumbai, India	Niamey, Niger MSGQ
Riga, Latvia	Sarajevo, Bosnia and Herzegovina	Sanaa, Yemen NOX/Housing
Surabaya, Indonesia	Suva, Fiji	Taipei, Taiwan (Phase I)
Tijuana, Mexico	Valletta, Malta	

- Anticipate awarding contracts for 10 new facilities in FY 2010:

Bishkek, Kyrgyzstan (Annex)	Dakar, Senegal	Islamabad, Pakistan
Kabul, Afghanistan (Housing/Chancery)	London, United Kingdom (Design)	Malabo, Equatorial Guinea (Construction)
Pretoria, South Africa (NOX)		Ouagadougou, Burkina Faso (MSGQ)
Port Moresby, Papua New Guinea		Santo Domingo, Dominican Republic

- Anticipate awarding contracts for 8 new facilities in FY 2011:

Casablanca, Morocco (NCC)	Dhahran, Saudi Arabia (NCC/Housing)	Jakarta, Indonesia
Lima, Peru (MSGQ)	N'Djamena, Chad	NATO II (Design)
New Delhi, India (NOX)	Rabat, Morocco	

Note: NATO II is not funded through CSCS

From 2000 to December 2009, OBO has moved over 20,458 people out of vulnerable locations and into more secure, safe and functional facilities – vastly improving the protection of both employees and sensitive U.S. Government information.

The FY 2011 budget request outlines important steps to ensure the long-term success of the security capital program and the Department's asset management program. In order to ensure the success of the new facilities, it is critical OBO provide proper maintenance. Additionally, addressing existing facility maintenance requirements will provide long-term value to the U.S. Government. Building on our commitment to construct efficient and sustainable facilities, OBO is instituting a comprehensive framework to audit, benchmark and track progress for each OBO office building with the goal of meeting energy and water savings targets set for federal buildings by 2015.

OBO leads the Department of State's efforts on the Federal Real Property Initiative. Working closely with USAID and the Bureau of Administration, OBO developed a comprehensive Asset Management Plan, a rolling three-year Timeline-of-Initiatives, an inventory of Department properties, and refined performance measures to improve the assessment of asset management results. OBO has demonstrated substantial, measurable results in OMB deliverables by disposing of surplus assets, properly maintaining assets and operating facilities at reasonable costs. OBO continues to implement new initiatives to improve the accuracy of asset data.

This type of continuous improvement is particularly important since many of the Department's facilities require repair, rehabilitation, rebuilding, restoring, or replacement. The request will support OBO initiatives to sustain this progress, as well as to ensure compliance on Federal Real Property Management principles (Executive Order 13327).

### Justification of Request

The Department's FY 2011 request of \$1.682 billion and 958 positions is a decrease of \$42.7 million from the FY 2010 enacted level, but includes increases to maintain current services and support

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

several key initiatives. When FY 2010 is adjusted for the \$90.9 million in forward funding from the FY 2009 supplemental; the net reduction from FY 2010 increases to \$133.6 million. The request includes \$18.5 million for statutory pay raises, domestic and overseas inflation to maintain the FY 2010 level of activity. In addition to appropriated funds, the ESCM budget request includes \$174 million in consular fee revenue to support facility costs, of which \$114 million will support the Worldwide Security Upgrade program. The combination of \$824.2 million in appropriated resources and \$114 million in consular fees will provide \$938.2 million to continue the Worldwide Security Upgrade Program and cover the Department of State's share of Capital Security Cost Sharing. Consular fee revenue of \$60 million will support consular projects in the Repair and Construction program. The budget also includes \$113.6 million for the Repair and Construction Program and \$743.7 million to support operating elements.

### **Worldwide Security Upgrades: \$824,200,000**

When combined with \$114 million in consular fees, this request provides full funding for the Department of State's share of the Capital Security Cost Sharing Program, as well as the Compound Security Program which performs a variety of physical and technical security upgrades. The centerpiece of this program is the Capital Security Program which constructs new embassy compounds (NECs) at the Department's most vulnerable locations. In FY 2011, OBO requests funding for the following programs:

- \$729,700,000 – Capital Security Program
- Consular fees and those funds contributed by other agencies, will provide over \$1.4 billion for the planning, design and construction of NECs.
- \$94,500,000 – Compound Security Program
- This program funds compound security upgrades, installation of forced entry/ballistic resistant doors and windows, security upgrades for soft targets, maintenance of shatter resistant window film, environmental security protection and setback properties should they become available for acquisition.

### **Repair and Construction: \$113,575,000**

This request is an essential element of the Department's effort to protect the U.S. Government's multi-billion dollar investment in new construction to avoid exponential maintenance costs as well as address critical maintenance requirements at existing legacy facilities. In addition to the maintenance funding, the Repair and Construction request includes funding for the design of the build-out of the U.S. Mission to NATO's offices in the new NATO Headquarters in Brussels, Belgium. An additional \$60 million in Consular Fee revenues will be used to support Consular Affairs related projects. The FY 2011 request is comprised of the following elements:

- \$36,375,000 – Major Rehabilitation Program
- This program rehabilitates, upgrades, or replaces building systems that can no longer be physically or economically maintained by routine, preventive and unscheduled repair activities. System rehabilitation, replacement and upgrade is done to extend the life of the building and ensure continued serviceability, provide a secure and safe environment for U.S. Government employees and capitalize on efficiencies offered by new technologies. This program will be supported with \$48 million of consular fee revenues.
- \$18,000,000 – Strategic Capital Program
- This program provides for design of the U.S. Mission to NATO in Brussels, Belgium.
- \$58,000,000 – Repair and Improvement Program
- This program funds repairs and upgrades at Department facilities and is a core component of the OBO maintenance program. As problems at overseas facilities around the world are identified, they are compiled, evaluated and prioritized within the Buildings Management Integrated Systems (BMIS) database. This prioritized listing of global issues is used as the basis for allocating limited repair resource to ensure the most essential facilities problems with the greatest impact are addressed first. This program will be supported with \$12 million of Consular fee revenues.
- \$1,200,000 – Procurement Surcharge
- This funding covers the Department of State acquisition office's one percent fee for processing and awarding contracts.

### **Operations: \$743,725,000**

The request for operations includes an increase of \$450,000 to cover contractual increases in overseas leases.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

In an effort to improve the life-cycle management of Department facilities, OBO completed a reorganization of the operating units. The FY 2011 operations request reflects this new structure and provides funding for seven major components: Planning and Real Estate (PRE); Program Development, Coordination and Support (PDCS); Construction, Facility and Security Management (CFSM); Operations (OPS); Resource Management (RM); Domestic Renovations and Procurement Surcharge. Each of the following elements provides critical support to Department operations as well as the capital construction programs within OBO:

- \$14,230,000 – Planning and Real Estate
- This program supports the strategic planning and real property management activities for all aspects of the OBO organization. Proper planning is a critical element to complete projects on-time and within budget while providing the right platform to successfully support operations in the field. The OBO planning component provides deliverables such as the Long -Range Overseas Buildings Plan (LROBP) and Long-Range Overseas Maintenance Plan (LROMP) as well as other services such as master planning, evaluating public/private partnership business cases and performing real property appraisals. This request also provides support necessary to manage a real property portfolio with an estimated value of over \$55 billion including acquisition of new sites for future capital construction, negotiating leases and disposing of facilities replaced by newly constructed NECs.
- 
- \$38,019,000 – Program Development, Coordination and Support
- This program is the core of the OBO comprehensive project management approach and includes cost estimating, design and engineering reviews, and other project oversight activities. Projects are monitored from inception to completion, including the request for proposal (RFP) process and various engineering reviews. Project managers from this office lead the Washington-based team in support of field operations and ensure the final product meets the contract specifications and is completed on-time and within budget.
- 
- \$171,178,000 – Construction, Facility and Security Management
- This program is accountable for the full life-cycle care of Department facilities from initial construction to operation and maintenance. Construction Management and Security Management provide on-site supervision to oversee the work of the general contractors building and renovating Department facilities and ensure security measures are in place to safeguard projects from potentially hostile terrorist acts and intelligence efforts. Facility Management provides staff at post to supervise the operation and maintenance of Department facilities as well as a specialized pool of expertise to diagnose and address difficult facility problems that can occur in a challenging overseas environment.
- 
- \$419,067,000 – Operations
- This program supports overseas operating activities. Of this amount, \$379.7 million or 90% is requested to acquire functional and residential properties for foreign affairs agencies through lease, lease-purchase and build-to-lease agreements under the Leasehold Program. OBO has implemented a number of cost containment strategies to ensure costs remain affordable including a lease waiver program requiring that leases comply with cost and size standards, post specific budgets that require field personnel to manage requirements within limited resources, lease benchmarking that establish reasonable lease rates based on market surveys, outlining lease priorities in the LROBP and a housing acquisition program that purchases residential properties in order to reduce the demand placed on the Leasehold Program. The remainder of this request covers other critical support for overseas posts from accreditation of fire protection systems and replacement of obsolete communication equipment to curatorial care of cultural assets and management of artwork within Department facilities.
- 
- \$76,486,000 – Resource Management
- This program provides information technology, general services (including domestic rent to GSA), financial, human resources and front office support to the OBO bureau. At the center of any well run and efficient organization is an effective infrastructure for decision making and resource allocation. This funding supports critical systems and the personnel essential to managing the complex portfolio of both real property and capital construction.
- 
- \$23,725,000 – Domestic Renovations
- This program funds maintenance and renovation projects at Department facilities in the metropolitan Washington, D.C. area and other U.S. locations. The request is based on the Capital Improvement Program, a plan to upgrade building systems and to correct long identified deficiencies in an effort to protect the Department's real property investments and ensure adequate working conditions for employees.
-

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

- \$1,020,000 – Procurement Surcharge
- This funding covers the Department of State acquisition office one percent fee for processing and awarding contracts.

**FY 2011**  
**SUMMARY STATEMENT OF BUDGET AUTHORITY**  
(\$ in thousands)

<b>Program</b>	<b>2009 Actual</b>	<b>2010 Enacted</b>	<b>2011 Request</b>	<b>Increase/ Decrease</b>
<b>Worldwide Security Upgrades:</b>				
Capital Security Construction	800,525	752,800	729,700	(23,100)
Compound Security	104,700	94,500	94,500	0
Supplemental Funds	962,800	0	0	0
<b>Subtotal, Worldwide Security</b>	<b>\$1,868,025</b>	<b>\$847,300</b>	<b>\$824,200</b>	<b>(\$23,100)</b>
<b>Repair and Construction:</b>				
Strategic Capital	26,610	0	18,000	18,000
Major Rehabilitation	51,583	74,375	36,375	(38,000)
Repair & Improvement	55,830	58,000	58,000	0
Procurement Surcharge	0	1,200	1,200	0
<b>Subtotal, Repair &amp; Construction</b>	<b>\$134,023</b>	<b>\$133,575</b>	<b>\$113,575</b>	<b>(\$20,000)</b>
<b>Operations:</b>				
Planning and Real Estate	7,862	14,230	14,230	0
Prog Dev, Coord & Support (1)	40,145	38,019	38,019	0
Construction, Facility & Sec Mgt (2)	148,684	171,178	171,178	0
Operations (3)	35,613	39,364	39,364	0
Leasehold Program	365,127	379,253	379,703	450
Resource Management	45,630	76,486	76,486	0
Domestic Renovations	23,260	23,725	23,725	0
Procurement Surcharge	1,000	1,020	1,020	0
<b>Subtotal, Operations</b>	<b>\$667,321</b>	<b>\$743,275</b>	<b>\$743,725</b>	<b>\$450</b>
<b>APPROPRIATION TOTAL</b>	<b>\$2,669,369</b>	<b>\$1,724,150</b>	<b>\$1,681,500</b>	<b>(\$42,650)</b>
Consular Fees	0	0	174,000	174,000
<b>GRAND TOTAL</b>	<b>\$2,669,369</b>	<b>\$1,724,150</b>	<b>\$1,855,500</b>	<b>\$131,350</b>

- Includes Design & Engineering; Project Development; Cost Management; and Special Projects Coordination.
- Includes Construction Management; Facility Management; and Security Management.
- Includes Area Management, Fire Protection, Safety, Health, and Environment; Residential Design & Cultural Heritage; Art in Embassies; and Post Communications.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FY 2011 SUMMARY STATEMENT OF POSITIONS

<i>Program</i>	<i>2009 Authorized</i>	<i>2010 Enacted</i>	<i>2011 Enacted</i>	<i>Increase/ Decrease</i>
<b>Worldwide Security Upgrades:</b>				
Capital Security Construction	-	-	-	-
Compound Security	-	-	-	-
Supplemental Funds	-	-	-	-
<b><i>Subtotal, Worldwide Security</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Repair and Construction:</b>				
Strategic Capital	-	-	-	-
Housing Acquisition Program	-	-	-	-
Major Rehabilitation	-	-	-	-
Repair & Improvement	-	-	-	-
Procurement Surcharge	-	-	-	-
<b><i>Subtotal, Repair &amp; Construction</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations:</b>				
Planning and Real Estate	65	65	65	-
Prog Dev, Coord & Support	187	187	187	-
Construction, Facility & Sec Mgt	460	460	460	-
Operations	120	120	120	-
Resource Management	126	126	126	-
Domestic Renovations	-	-	-	-
Procurement Surcharge	-	-	-	-
<b><i>Subtotal, Operations</i></b>	<b>958</b>	<b>958</b>	<b>958</b>	<b>0</b>
<b><i>APPROPRIATION TOTAL</i></b>	<b>958</b>	<b>958</b>	<b>958</b>	<b>0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## CAPITAL SECURITY CONSTRUCTION

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>		<b>\$800,525</b>
<b>FY 2009 Supplemental Appropriations</b>		<b>\$962,800</b>
<b>FY 2010 Enacted</b>		<b>\$752,800</b>
FY 2011 Capital Security Program:		
Casablanca, Morocco NCC	125,000	
Dhahran, Saudi Arabia NCC/Housing	217,000	
Jakarta, Indonesia NEC	367,000	
Lima, Peru MSGQ	12,000	
N'Djamena, Chad NEC	157,000	
New Delhi, India NOX	130,000	
Rabat, Morocco NEC	243,500	
Site Acquisition & Project Development	198,405	
Procurement Surcharge	7,650	
Consular Fees	(114,000)	
<u>Capital Security Cost Sharing/Reimbursements</u>	<u>(613,855)</u>	
Subtotal, Capital Security Program	729,700	
<i>Total Increase</i>		<i>(23,100)</i>
<b>FY 2011 Request</b>		<b>\$729,700</b>

### Budget Justification

The Capital Security Construction Program continues to build upon the successful program of relocating facilities at the highest risk posts that began with the FY 1999 emergency security supplemental appropriations. After the bombings of the U.S. embassies in Nairobi, Kenya and Dar es Salaam, Tanzania, the Department determined that 195 (80 percent) of its overseas facilities did not meet security standards and should be replaced. With the support of OMB and Congress, outstanding progress is being made towards achieving the goal of upgrading and replacing facilities that do not meet security and safety standards. As of December 2009, OBO completed 69 projects, continues to manage the on-going construction or design of 35 facilities and will award design and/or construction contracts for an additional 19 projects by the end of FY 2011.

The Department's Long-Range Overseas Building Plan (LROBP) serves as a planning guide for the replacement of these buildings. The plan outlines capital, major rehabilitation, communications and other requirements with a long-range focus, covering a six-year budget and planning window. Capital projects in the plan that are driven by security factors are included in Worldwide Security Upgrade Program.

The Capital Security Cost Sharing Program (CSCSP) was fully implemented in FY 2009, generating \$1.4 billion in funding. The program was designed so that all affected agencies pay their fair share towards the accelerated construction of secure, safe and functional facilities. Agency shares are based upon their total number of existing and projected authorized positions overseas, encouraging them to right-size their total overseas presence.

### Capital Security Projects

In FY 2009, the Department completed capital projects in Beijing, China; Ciudad Juarez, Mexico; Johannesburg, South Africa; Skopje, Macedonia; and Brazzaville, Republic of Congo. In FY 2010,

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

the Department completed a capital project in Ouagadougou, Burkina Faso. In FY 2009, the Department also awarded contracts to build new facilities in Belgrade, Serbia; Bujumbura, Burundi; Caracas, Venezuela; Guangzhou, China; Kabul, Afghanistan; Malabo, Equatorial Guinea (design); Monrovia, Liberia; Monterrey, Mexico; Niamey, Niger; and Sanaa, Yemen.

In FY 2010, the Department will initiate the next tranche of urgent, security-driven projects using FY 2009 Supplemental and FY 2010 appropriated resources. Planned construction projects include Bishkek, Kyrgyzstan (NOX); Islamabad, Pakistan (Housing); Kabul, Afghanistan (Housing/Chancery); Libreville, Gabon (NEC restart); Pretoria, South Africa (NOX); Ouagadougou, Burkina-Faso (MSGQ); Port Moresby, Papua New Guinea (NEC); Surabaya, Indonesia (Warehouse); and Santo Domingo, Dominican Republic (NEC). FY 2010 funding will also support the acquisition of site for future NEC projects including Beirut, Lebanon; Casablanca, Morocco; Dhahran, Saudi Arabia; Kinshasa, Democratic Republic of Congo; Nouakchott, Mauritania; Rabat, Morocco; Riyadh, Saudi Arabia; and Tripoli, Lebanon.

- The FY 2011 request along with \$114 million in consular fee revenues will provide the Department's share of the Capital Security Cost Sharing Program. This amount and those funds contributed by other agencies, will provide funding to construct facilities in Casablanca, Morocco; Dhahran, Saudi Arabia; Jakarta, Indonesia; Lima, Peru (MSGQ); N'Djamena, Chad; New Delhi, India (NOX); Rabat, Morocco; and will support the acquisition of sites where NEC projects are planned in future years. The overall increase reflects the funding provided through the FY 2009 Supplemental for the Department's FY 2010 share of the Capital Security Cost Sharing Program.

### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Appropriation	800,525	752,800	729,700	(23,100)
Consular Fees	0	0	114,000	114,000
FY09 Supplementals	962,800	0	0	0
<b>Total</b>	<b>\$1,763,325</b>	<b>752,800</b>	<b>\$843,700</b>	<b>\$90,900</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## COMPOUND SECURITY

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$104,700</b>
<b>FY 2010 Enacted</b>	<b>\$94,500</b>
<b>FY 2011 Request</b>	<b>\$94,500</b>

#### Budget Justification

The Compound Security Program provides security protection for personnel and property at mission offices, residences, schools and off-post recreational facilities. It complements the Capital Security Construction program by maximizing security protection at existing facilities until NEC's are constructed or by upgrading security at posts that will not receive a NEC. The FY 2011 request of \$94.5 million represents no increase from the FY 2010 Enacted.

The Compound Security Program saves lives. Security upgrades have successfully thwarted attacks in Tashkent, Karachi, Jeddah, Damascus, and Sanaa. The program deters additional attacks by continually adapting to evolving threats, challenges, and changes in security standards driven by the global political situation. Compound security remains a vital component of OBO's goal to provide safe and secure facilities for all US Government employees, dependents and foreign national employees.

The FY 2011 request will also fund nine comprehensive security upgrade projects, nine major Forced Entry Ballistic Resistance (FE/BR) replacement projects, two chemical-biological retrofit projects, and three emergency egress projects. In addition, the request will continue to fund minor security upgrade projects for offices and residences, lifecycle replacements of various security equipment, enhanced compliance with recently approved security standards, and grant funding for upgrades at soft targets such as schools and recreational facilities located apart from post compounds.

#### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Minor Physical Sec.	4,649	8,300	8,300	0
Residential Security	6,200	2,500	2,500	0
FE/BR	12,000	12,300	12,300	0
Environmental Sec.	12,500	10,000	10,000	0
Major Compound Sec.	42,351	38,700	38,700	0
FE/BR R&R	9,000	4,800	4,800	0
Emergency Egress	6,000	6,000	6,000	0
Planning	6,000	4,500	4,500	0
Soft Targets	5,000	6,500	6,500	0
Procurement Surcharge	1,000	900	900	0
<b>Total</b>	<b>\$104,700</b>	<b>\$94,500</b>	<b>\$94,500</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## STRATEGIC CAPITAL

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>		<b>\$26,610</b>
<b>FY 2010 Enacted</b>		<b>\$0</b>
FY 2011 Strategic Capital Program:		
NATO II Design	18,000	
<i>Total Increase</i>		<i>18,000</i>
<b>FY 2011 Request</b>		<b>\$18,000</b>

### Budget Justification

OBO's mission is to ensure that U.S. Diplomatic and Consular Missions abroad are provided secure, safe, and functional facilities that will assist them in achieving the foreign policy objectives of the United States. An active capital program for the construction of new facilities is vital to this mission.

The Department seeks appropriations for construction of new overseas facilities under two accounts. If the requirement for new construction is driven primarily by security concerns, the funding is requested under the Worldwide Security Upgrades program. If the requirement for new construction is primarily for other than security reasons, funding is included in the Strategic Construction request. However, these facilities will be built to the same security standards as those funded by the Worldwide Security Upgrades program. Examples of these strategically driven projects include:

- The host country has relocated its capital city,
- The United States has established, re-established, or expanded representation with a country,
- Post needs significantly exceed the existing facility,
- The cost of renovating, rehabilitating or expanding an existing facility is so great that it cannot be accommodated in the functional programs, and
- Construction of new housing is more cost effective than continuing to lease or maintain current residences or relocation is necessary for operational reasons, such as to improve reaction time for marine guards.

The Department of State constructs four types of facilities to support Diplomatic Readiness: chanceries/consulates, office annex buildings, support facilities (GSO, warehouses, commissaries, recreation facilities, motor pools), and housing (staff housing (SDA), chief of mission residence (CMR), and Marine Security Guard Quarters (MSGQ)). As part of the Department's on-going long-range planning process, all posts are evaluated against security/vulnerability, life-safety, and operational adequacy criteria. The results of this analysis are then used to develop the Department's long-range plan for these strategic investments.

### Strategic Capital Projects

In FY 2009, the Department completed strategic capital projects in Kolonia, Federal States of Micronesia and Koror, Republic of Palau. In addition, the Department awarded the Phase I contracts for construction of a new facility in Taipei for the American Institute in Taiwan (AIT).

In FY 2010, OBO did not request any funding for the Strategic Capital program.

The FY 2011 request includes \$18 million for the design of the build-out of space to be constructed for the U.S. NATO Mission that will be located within the new NATO Headquarters in Brussels, Belgium. Construction of the U.S. NATO Mission space is scheduled to begin upon the planned

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

FY2012 completion of the NATO Headquarters.

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Strategic Capital Program	26,610	0	18,000	18,000
<b>Total</b>	<b>\$26,610</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$18,000</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## MAJOR REHABILITATION

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>		<b>\$51,583</b>
<b>FY 2010 Enacted</b>		<b>\$74,375</b>
FY 2011 Major Rehabilitation Program		
Frankfurt Chancery Rehab Phases III	13,200	
Vilnius Chancery Rehab	22,600	
<u>Major Rehabilitation Planning</u>	<u>575</u>	
Subtotal, Major Rehabilitation Program	36,375	
<i>Total Decrease</i>		<i>(38,000)</i>
<b>FY 2011 Request</b>		<b>\$36,375</b>

### Budget Justification

The Major Rehabilitation program supports comprehensive renovation projects planned for the Department's overseas facilities. The FY 2011 request of \$36.4 million provides funding to begin two new projects. Consular fee revenue of \$48 million will support CA related projects in this program. This program will support OBO's efforts to reduce the backlog of projects and meet the objectives of the Asset Management Plan (AMP).

In accordance with the AMP, OBO conducts an annual data call to identify the comprehensive list of major rehabilitation requirements. The projects for FY 2011 were selected from this list using a prioritization process that considers Executive Order 13327, AMP principles and other critical factors such as fire/life-safety and security issues, functionality of mission facilities and building systems, and anticipated replacement of facilities under the Capital Security program. OBO and the regional bureaus also meet to evaluate political and diplomatic drivers that guide the final ranking of posts. Each project is vetted to ensure coordination with other programs and that the most effective, least costly approach is used. This process continues to evolve to incorporate best practices and lessons learned from the successful Capital Security prioritization and "top 80" process. The process forms the Long-Range Overseas Buildings Plan (LROBP) and results in this budget request.

The Major Rehabilitation program renovates, rehabilitates, replaces, and upgrades building systems in order to extend the useful life of Department facilities, ensure continued serviceability, provide a safe and secure environment, allow for the efficiencies of new technologies and changing workloads, and meet the objectives of the U.S. foreign affairs community. With the average age of our buildings overseas exceeding 40 years, the number of buildings that could benefit from major rehabilitation is extensive. Buildings are placed in the Major Rehabilitation program based on greatest need. New rehabilitation projects take into consideration compliance with code and applicable security standards.

Replacing the support systems within a building is expensive and disruptive to the building occupants. Often, offices must be moved into swing space for extended periods of time. Other special challenges that add considerable costs to major rehabilitation projects include installation of new systems to meet security standards, working in classified spaces, modern fire and life safety codes (e.g., sprinkler systems), hazardous materials abatements (such as asbestos) in older buildings, seismic upgrades, historical preservation issues, and accessibility improvements to address requirements of the Americans with Disability Act. Every effort is made to combine all requirements at a post, including other functional program requirements when timing permits, to gain economies-of-scale and to minimize the intrusion on post operations.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

The schedules and cost estimates for projects included in this program are subject to change resulting from unforeseen conditions (e.g., asbestos, structural problems), and operational considerations. Unlike estimating the cost of constructing a new building, existing buildings, especially those with exceptional age, are fraught with unknowns. However, this can be mitigated with proper planning, site studies, and pre-design work, followed by a well-planned project design. OBO has seen improvement to the up-front planning of major rehab projects such as:

- A design/bid/build approach to improve the quality of construction documents to mitigate unforeseen conditions often faced in major rehabilitation projects;
- Modifications to the independent government estimate of project cost to reflect the unique conditions of these rehabilitation projects has improved cost estimates;
- Additional management process improvements to parallel the disciplined approach to planning in the Capital Security program such as initial planning surveys (IPS), Integrated Planning Reviews (IPRs) and utilizing the Project Definition Rating Index (PDRI) tool and checklists to ensure the quality of the planning Project Development Package;
- To the extent that appropriations allow, provide full funding for a project in the year of contract award to ensure successful execution and fiscal transparency; and
- Clearly defining project scope to ensure a project is delivered on time and within budget.

### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Appropriation	51,583	74,375	36,375	(38,000)
Consular Fees			48,000	48,000
<b>Total</b>	<b>\$51,583</b>	<b>\$74,375</b>	<b>\$84,375</b>	<b>\$10,000</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## REPAIR AND IMPROVEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$55,830</b>
<b>FY 2010 Enacted</b>	<b>\$58,000</b>
<b>FY 2011 Request</b>	<b>\$58,000</b>

#### **Budget Justification**

The Repair & Improvement program provides funding for the maintenance activities outlined in the Long-Range Overseas Maintenance Plan (LROMP). Consular fee revenue of \$12 million will support CA related projects in this program. These critical upgrades are required to keep the Department's existing inventory of facilities in an acceptable condition and operating at the right cost. The FY 2011 request of \$58.0 million is at the same level as the FY 2010 Enacted.

The FY 2011 request, including consular fee revenue, will ensure the most effective and efficient use of appropriated maintenance funding. OBO's operational procedure involves prioritizing requests with the major emphasis on security and life safety criteria as well as several other factors. For instance, the installation of a fire suppression system at a multi-family complex will be funded and executed before a repaving project.

The LROMP presents more than 3,500 specific maintenance or improvement projects from each Department program by country and post. These projects are accompanied by an explanation of the U.S. relationship with the country and other key data that explain the infrastructure investment within the broader diplomatic and political context.

OBO works with each mission on an annual basis to evaluate requirements and determine which projects can and should be implemented. Repair and Improvement projects typically fall within the following categories:

- Special Improvement Projects – These projects will restore, alter, modernize or construct facilities essential to providing a safe, secure and functional environment.
- Roof Replacement and Repair – Roofs are a critical building system and failure of this system can lead to expensive problems with other operational and building components.
- Accessibility – These projects provides for facility improvements to comply with accessibility compliance programs, which requires uniform accessibility to facilities and ensures egress capabilities for individuals with disabilities.
- Energy Conservation – These projects invest in technologies that will provide long-term savings and are in response to the Energy Policy Act of 1992, the Department's Environmental Action Plan of 1997 and Executive Order 131123.
- Natural Hazards – These projects identify U.S. Government properties that are vulnerable to natural hazards (e.g. earthquakes, tsunamis, floods, hurricanes) and promote strategies and solutions to reduce the risks.
- Fire System Projects – These projects will support the installation/replacement of outdated, unreliable, and/or nonfunctioning fire alarm detection system in principal buildings. Priorities are set based on condition of primary building, their existing fire protection systems and plans for future NEC. The average life span of a properly maintained fire alarm system is about 20 years.
- Hazardous Materials - These projects will address environmental-related issues including asbestos, environmental site assessments, radon, lead-in-paint, heating, ventilation and air conditioning (HVAC), indoor air quality, leaking underground storage tanks, and water quality

The FY 2011 request provides funding for the requirements outlined in the Long-Range Overseas

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Maintenance Plan.

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Appropriation	55,830	58,000	58,000	0
Consular Fees			12,000	12,000
<b>Total</b>	<b>\$55,830</b>	<b>\$58,000</b>	<b>\$70,000</b>	<b>\$12,000</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## PLANNING AND REAL ESTATE

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$7,862</b>
<b>FY 2010 Enacted</b>	<b>\$14,230</b>
<b>FY 2011 Request</b>	<b>\$14,230</b>

#### **Budget Justification**

The Planning and Real Estate (PRE) directorate manages the Department's global portfolio of over 18,000 diplomatic properties and strategic planning for the replacement of facilities overseas to ensure the Department has secure, safe, functional platform for achieving diplomatic objectives. The FY 2011 request of \$14.2 million is equal to the FY 2010 Enacted level.

Effective planning is critical to rationally link resources with policy driven requirements. OBO anticipates a \$2.0 billion construction and rehabilitation project portfolio in FY 2010. The \$25.5 million dedicated for pre-project planning from the Capital Security budget, represents 1.5% of the overall construction portfolio – lower than the 2-5 % private industry standard.

PRE consists of five offices: Office of Strategic Planning (OSP), Office of Master Planning & Evaluations (MPE), Office of Site Acquisitions (OSA), Office of Building Acquisitions and Sales (BAS), and the Office of Real Property Management (RPM).

#### **Office of Strategic Planning (OSP):**

OSP manages the Capital Security Cost Sharing (CSCS) Program, New Embassy/Consulate Compound (NEC/NCC) Top-80 List, and planning related services that promote economical decisions. OSP performs a wide variety of robust functions including preparation of the Long-Range Overseas Buildings Plan (LROBP) and the Long-Range Overseas Maintenance Plan (LROMP), the Asset Management Plan and other critical planning documents.

#### **Office of Master Planning & Evaluations (MPE):**

MPE provides and manages the post specific facility plans which support significant chancery and consulate renovation projects in the Major Rehab Program. These plans clarify scope, schedule, and budget in advance of the budget year for the projects. This office also manages the post specific master plans that support the Capital Security Program. These master plans are long-term development plans for existing compounds and make strategic recommendations on how to better utilize assets, reconfigure buildings, and reuse existing sites. Master plans inform stakeholders (e.g., regional bureaus, Bureau of Diplomatic Security) of solutions to security problems and often lead to new projects in the program.

#### **Office of Site Acquisitions (OSA):**

OSA manages the site acquisition program in support of the LROBP including identifying, evaluating, and acquiring sites on the Top 80 list. This office also negotiates purchases, exchanges and long term leases of non-LROBP land acquisitions. It provides real estate guidance to U.S. diplomatic missions overseas in support of land rights issues and acquisitions.

#### **Office of Building Acquisitions and Sales (BAS):**

BAS manages the overall disposal of excess government-owned properties. The office manages the disposal of excess leased properties through lease terminations. BAS manages the process of decommissioning excess properties prior to their disposal. They also acquire free standing improved properties, through purchases, leases, exchanges, or related transactions. BAS assists with complex leasing transactions, including guidance on major fit-outs, including the design and construction work

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

by the tenant and/or landlord. The office initiates and manages the public-private partnership transactions to maximize the value of USG owned land, and manages the build-to-lease transactions, where a developer assumes the risk of land acquisition, design, and construction financing.

**Office of Real Property Management (RPM):**

RPM provides and manages software upgrades to support the management of the Department’s global portfolio of over 18,000 diplomatic properties. RPM directly supports the Initiative on Federal Real Property Asset Management by actively reviewing inventory and disposing of underutilized properties. The office provides market studies to support the Rental Benchmarking Initiative and visits post when Real Estate assistance is needed. RPM manages the Federal Real Property Data Management program which provides paperless storage of worldwide real estate titles, deeds, leases, and related real estate transaction documentation. RPM also provides an electronic document archiving system to standardize data fields for all leases and increase efficiency in researching by providing fully indexed search capabilities in multiple languages.

In addition, RPM continually reviews operations to identify new, more efficient ways to do business and incorporate lessons learned. As a result, the government will be able to avoid unnecessary continued maintenance and /or lease costs, decrease the restoration costs associated with leased properties and increase the overall amount generated by property sales. Performance targets are set around critical milestones and reviewed monthly.

### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	6,310	11,067	11,067	0
Travel	550	0	0	0
Program Support	1,002	3,163	3,163	0
<b>Total</b>	<b>\$7,862</b>	<b>\$14,230</b>	<b>\$14,230</b>	<b>-</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## DESIGN AND ENGINEERING

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$25,470</b>
<b>FY 2010 Enacted</b>	<b>\$23,616</b>
<b>FY 2011 Request</b>	<b>\$23,616</b>

#### Budget Justification

The Office of Design and Engineering (DE) provides professional architectural and engineering services to the diplomatic community. The FY 2011 request of \$23.6 million and 108 positions is equal to the FY 2010 Enacted level.

DE serves as OBO's code officials responsible for ensuring that all DOS facilities meet minimum professional standards and all unique DOS security requirements. DE provides new and renovated facility designs, which incorporate security, safety, functionality, ensure compliance with U.S. building codes and standards and minimizes life cycle operating and maintenance costs. This office provides consultation services to all overseas posts, supports real estate and planning activities, manages design development and design reviews and provides technical assistance during construction and commissioning.

DE consists of six divisions and five functional programs. The six divisions, Architecture, Interiors, Mechanical, Electrical, Civil/Structural and Design Coordination, provide personnel with special expertise in blast design, radio frequency shielding, chemical/biological defenses, modular construction, sustainable design, and computer aided design, and document control. In FY 2011, DE will support all of OBO's Capital and major Non-Capital projects and the expansion of offices for the U.S. Agency for International Development (USAID) and the Centers for Disease Control (CDC).

The five functional programs are organized around the Department's response to public laws and executive orders:

- Natural Hazards – identifies U.S. Government properties that are vulnerable to natural hazards (e.g. earthquakes, tsunamis, floods, hurricanes) and promotes strategies and solutions to reduce the risks to U.S. personnel and property
- Accessibility – supports facility improvements to comply with accessibility requirements providing uniform accessibility to Department facilities and ensures safe egress for individuals with disabilities
- Building Innovation – identifies and implements new ideas and opportunities to improve both building products and procedures by incorporating lessons learned and adopting industry best practices
- Energy Conservation – invests in technologies that provide long-term savings and ensures compliance with the Energy Policy Act of 1992, the Department's Environmental Action Plan of 1997 and Executive Order 131123
- 

#### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	21,505	20,541	20,541	0
Travel	950	0	0	0
Energy Conservation	1,500	1,530	1,530	0
Natural Hazards	500	510	510	0
Accessibility	750	765	765	0
Building Innovation	265	270	270	0
<b>Total</b>	<b>\$25,470</b>	<b>\$23,616</b>	<b>\$23,616</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## PROJECT DEVELOPMENT & COORDINATION

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$11,320</b>
<b>FY 2010 Enacted</b>	<b>\$7,910</b>
<b>FY 2011 Request</b>	<b>\$7,910</b>

#### **Budget Justification**

The Office of Project Development and Coordination (PDC) was established at the beginning of FY 2009, based on the a OBO working group recommendation to improve oversight of Department real property projects, and supported by the Department's Office of the Inspector General. The office was formally created by transferring 46 positions from Planning and Real Estate.

PDC provides project management for all capital and major rehabilitation construction projects from inception through project completion, including oversight of the Request for Proposal (RFP) process. This recommendation put into practice policies established by the Office of Management and Budget (OMB) governing the management of capital projects by Federal agencies. The project managers lead project development and, following contract award, lead the Washington-based teams in support of the field operations that are managed by the onsite project director. The FY 2011 request of \$7.9 million and 46 positions is equal to the FY 2010 Enacted level.

The FY 2011 request continues to provide project oversight and complete project management from inception to completion; specialized project management services; and mandatory personnel cost of the current staffing.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	10,641	7,700	7,700	0
Travel	225	0	0	0
Program Support	454	210	210	0
<b>Total</b>	<b>\$11,320</b>	<b>\$7,910</b>	<b>\$7,910</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## COST MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$290</b>
<b>FY 2010 Enacted</b>	<b>\$2,739</b>
<b>FY 2011 Request</b>	<b>\$2,739</b>

#### **Budget Justification**

The mission of the Office of Cost Management (COST) is to provide cost estimating services during all phases of OBO projects. Project costs are identified from concept to construction completion and managed by recommending alternatives to project management that improve function and value. The FY 2011 request of \$2.7 million is equal to the FY 2010 Enacted 2010.

The Cost Management program is responsible for preparation of Current Working Estimates (CWEs) that estimate all costs of each project. COST is also responsible for producing Independent Government Cost Estimates (IGEs) for every contractual action on every project. Depending on the level of detail required CWE and IGE preparation are inherently governmental functions. The office also provides International Project Risk Assessments (IPRA), Life Cycle Cost Analyses, and Value Engineering Services that perform reviews to identify and correct issues before and during project execution. The office is arranged with divisions that cover geographic areas and includes a Value Engineering Team.

The Department is placing an increased focus on bringing existing facilities up to standard by maintaining them through major rehabilitations and other renovation projects - each of which requires the full range of CWEs and IGEs throughout their development and execution just as the current capital and non-capital projects require them.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	0	2,514	2,514	0
Travel	0	0	0	0
Program Support	290	225	225	0
<b>Total</b>	<b>\$290</b>	<b>\$2,739</b>	<b>\$2,739</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SPECIAL PROJECTS COORDINATION

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$3,065</b>
<b>FY 2010 Enacted</b>	<b>\$3,754</b>
<b>FY 2011 Request</b>	<b>\$3,754</b>

#### Budget Justification

The Office of Special Projects Coordination (SPC) is responsible for all aspects of planning, design, construction, security, and commissioning of new, safe, secure, and functional capital construction projects worldwide that are uniquely complex because of the security issues. The FY 2011 request of \$3.8 million and 16 positions is equal to the FY 2010 Enacted level.

SPC is a fully integrated office that coordinates planning and design activities with various offices, bureaus, and agencies for a limited portfolio of specialized, highly complex projects. SPC participates in the project site acquisitions and the development and negotiation of conditions of construction with host countries. SPC manages project staffing, programming, funding support requirements, and timely implementation and execution of the design, construction, security, and commissioning for the projects. SPC coordinates, prepares, and executes comprehensive commissioning plans, including moving in, maintenance, training, and contract warranty administration to assure that the building occupant requirements are met. SPC ensures a zero tolerance environment for any security compromise by developing, coordinating, and implementing project security policies and procedures, training personnel, and monitoring compliance.

SPC's most significant achievement in FY 2009 was the completion of the Beijing New Embassy Compound (NEC). The Beijing NEC is the second largest overseas construction project in the history of the Department of State. With old buildings on three distinct compounds and embassy offices scattered in 22 locations throughout Beijing, there was a need to co-locate personnel onto a single site. The new Beijing NEC multi building complex is on a 10-acre compound, creating a safe, secure and pleasant environment for over 600 staff from 20 U.S. Agencies. The new buildings incorporate highly sophisticated earthquake resistant design features and were built to meet unprecedented security requirements.

The FY 2011 request continues to provide funding for mandatory personnel cost of the current staffing and specialized contract support required on the sensitive projects managed by the office.

#### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	2,791	3,604	3,604	0
Travel	78	0	0	0
Program Support	196	150	150	0
<b>Total</b>	<b>\$3,065</b>	<b>\$3,754</b>	<b>\$3,754</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## CONSTRUCTION MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$24,013</b>
<b>FY 2010 Enacted</b>	<b>\$24,536</b>
<b>FY 2011 Request</b>	<b>\$24,536</b>

#### **Budget Justification**

The Office of Construction Management (CM) is responsible for organizing and directing the construction of new and renovation of exiting overseas facilities. On-site supervision ensures that the specified standards of quality, safety and security are achieved and construction changes and schedules are controlled to keep projects on-time and within scope and budget. The FY 2011 request of \$24.5 million and 124 positions is equal to the FY 2010 Enacted level.

CM places great emphasis on controlling construction costs and schedules while achieving or exceeding U.S. industry standards for quality and safety, with no security compromises. CM is currently supporting \$4.3 billion worth of active construction projects for which it coordinates construction issues with other agencies and headquarters. CM manages the design/build and construction of projects to ensure conformance with contract requirements. The projects are constantly monitored to ensure compliance with authorized scope and budget.

CM maintains an effective onsite safety and zero tolerance construction security program to ensure that all construction security requirements are complied with. Annual training along with project support has helped the accident rate to become less than half the industry average. CM provides quality assurance field inspections with 40+ site visits per year, manages and oversees the ICASS support estimated at \$13 million per year, and monitors project development and the handoff of 15 capital and 12 functional projects per year.

The Government Purchased Equipment (GPE) Program for Forced Entry/Ballistic Resistant (FE/BR) doors and windows supports the NEC Projects. The GPE program has saved the U.S. government approximately \$2.4 million in FY 2008 and FY 2009 through standardization of products and reduction of contractor overhead and mark-ups had the product been purchased as part of the NEC contract.

Some of the most significant recent achievements of the FY 2009 program include completed construction projects: Brazzaville NEC, Ciudad Juarez, NEC, Hyderabad NAB, Johannesburg NCG, Bangkok Security Upgrade, Cairo Security Upgrade, Naha Security Upgrade, and Riyadh Security Upgrade.

The FY 2011 request continues to provide funding for personnel cost of the current staffing, support for project construction activities in the field and coordinate, support and act as the liaison for construction issues. In addition, this funding is critical to ensure proper oversight of the workload outlined in the LROBP and LROMP from award to execution.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	13,925	16,683	16,683	0
Travel	950	0	0	0
Program Support	9,138	7,853	7,853	0
<b>Total</b>	<b>\$24,013</b>	<b>\$24,536</b>	<b>\$24,536</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FACILITY MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$113,192</b>
<b>FY 2010 Enacted</b>	<b>\$131,771</b>
<b>FY 2011 Request</b>	<b>\$131,771</b>

#### **Budget Justification**

The mission of the Office of Facilities Management (FAC) is to provide expert, professional support for operational maintenance of the Department's overseas buildings and ensure U.S. Government personnel are provided safe, secure and functional facilities. This is accomplished through collecting, storing, and analyzing facilities condition information, providing maintenance expertise and specialty programs, supplying long-range maintenance planning, and assisting with environmental hazard abatement. The FY 2011 request of \$131.7 million is equal to the FY 2010 Enacted level.

The program performance goal is to maintain the Department of State's overseas real property to the highest obtainable condition exercising prudent cost controls and best business practices. The performance strategies are as follows:

- Provide the highest quality, cost effective solutions and customer support services to minimize operational downtime and improve facility functionality and serviceability.
- Provide administration, management, and leadership for the maintenance management and repair of Department of State facilities overseas.
- Recruit and develop qualified facility managers for sustaining a viable Facility Management (FM) program for posts abroad.

Proper stewardship of the Department's assets has long been a core mission of OBO and has achieved even greater importance under the Federal Real Property Council initiatives. The Department's maintenance issues are complicated by security and classification requirements that create specialized facility demands, limit the Department's options for resolving problems and increase the cost of maintaining facilities. The Facilities Management program is at the center of the effort to properly care for the Department's inventory of assets by providing for a cadre of professionally trained facility experts and specialized programs necessary to meet the Department's unique facility demands. The FY 2011 request addresses key maintenance activities designed to protect the U.S. Government capital investment in overseas facilities.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	26,190	33,647	33,647	0
Travel	5,582	5,400	5,400	0
Program Support	36,172	46,571	46,571	0
Routine Maint	45,248	46,153	46,153	0
<b>Total</b>	<b>\$113,192</b>	<b>\$131,771</b>	<b>\$131,771</b>	<b>-</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SECURITY MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$11,479</b>
<b>FY 2010 Enacted</b>	<b>\$14,871</b>
<b>FY 2011 Request</b>	<b>\$14,871</b>

#### **Budget Justification**

The Office of Security Management (SM) ensures that all non-residential construction projects result in secure facilities in a cost-effective manner, as mandated by the Omnibus Diplomatic Security and Anti-Terrorism Act of 1986 (P.L.99-399) and Section 160 of P.L. 100-204. The program ensures appropriate security safeguards are incorporated into all overseas diplomatic facility construction projects to protect against hostile terrorist acts and intelligence efforts. The FY 2011 request of \$14.9 million and 98 positions equal to the FY 2010 Enacted level.

To provide access control of personnel and materials, the program employs American personnel (site security managers, cleared American guards, construction surveillance technicians, and cleared American escorts) and local guards. The FY 2011 budget request will ensure security requirements of capital and other projects are met. The Department establishes security procedures and incorporates security components throughout the project planning, design, and construction phases to provide secure facilities for the protection of classified information and national security related activities and personnel. The comprehensive construction security program has a vital role in the OBO mission to provide secure, safe, and functional facilities to replace aging and deficient buildings overseas. Construction of a single NEC represents a significant investment for the U.S. Government. Inadequate security procedures, protection, or monitoring during the construction project would jeopardize mandatory accreditation of the entire project.

In FY 2011 the Security Management Program will absorb the cost of mandatory wage and price increases within the \$14.9 million request.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	10,518	13,737	13,737	0
Travel	290	0	0	0
Program Support	671	1,134	1,134	0
<b>Total</b>	<b>\$11,479</b>	<b>\$14,871</b>	<b>\$14,871</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## LEASEHOLD PROGRAM

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$365,127</b>
<b>FY 2010 Enacted</b>	<b>\$379,253</b>
<u>Current Services Increases:</u>	
Inflation	450
<i>Total Increase</i>	<i>450</i>
<b>FY 2011 Request</b>	<b>\$379,703</b>
<b>Estimated Reimbursements</b>	<b>90,000</b>
<b>Total FY 2011 Resources</b>	<b>\$469,703</b>

#### **Budget Justification**

The Leasehold Program funds are used to acquire safe, secure, and functional properties necessary to accomplish the Department's objective at overseas posts through lease, build-to-lease, and lease-purchase arrangements. The FY 2011 request of \$379.7 million is an increase of \$.5 million from the FY 2010 Enacted level.

The Leasehold Program funds long-term leases (i.e. lease terms of ten years or longer) of residential and non-residential properties overseas, which support all foreign affairs agencies under the direction of the Chief of Mission. The Department also funds short-term leased residential and non-residential space for its own personnel. In cases where the Department leases shared office facilities on a short-term basis, the costs for such leases are distributed among all tenant agencies through the International Cooperative Administrative Support Services (ICASS) system. Under a Memorandum of Agreement with the Department of Defense, the Department of State is reimbursed for the cost of housing Marine Security Guards (MSG) deployed overseas. This program funds all activities associated with leasing overseas properties to meet fire, life-safety, operational, security standards that are amortized over the life of the lease, and ultimately any restoration cost at the termination of the lease. The Leasehold Program also provides living quarters allowance (LQA) payments to Department employees at selected posts where U.S. Government-provided housing is not available.

The major challenges facing the Leasehold Program are exchange rate losses/gains and increasing security concerns that make leasing suitable homes more difficult and costly. OBO continues to review and strengthen existing management controls to ensure costs remain affordable even as the demand for leased property increases. OBO's cost containment strategy includes lease benchmarking, the lease waiver program, post-specific budget targets, lease fit-out projects in the LROMP, and the housing acquisition program.

In FY 2011, the Leasehold Program will absorb \$37.4 million required to take over existing Baghdad leases from the Department of Defense and contractual inflationary increases within the \$379.7 million request.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## Base Budget Detail Schedule

*(\$ in thousands)*

	<b>FY09 Actual</b>	<b>FY10 Enacted</b>	<b>FY11 Request</b>	<b>FY11-10 Change</b>
Leases	365,127	379,253	379,703	450
<b>Total</b>	<b>\$365,127</b>	<b>379,253</b>	<b>379,703</b>	<b>450</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## AREA MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$10,147</b>
<b>FY 2010 Enacted</b>	<b>\$10,087</b>
<b>FY 2011 Request</b>	<b>\$10,087</b>

#### **Budget Justification**

The Office of Area Management (AM) provides comprehensive and timely customer service support to posts by acting as a practical, effective and results oriented organization. The FY 2011 request of \$10.1 million and current 41 positions is equal to the FY 2010 Enacted level.

This budget supports the personnel who manage and coordinate two major programs requested elsewhere in the OBO budget: Leaseholds and Repair and Construction. In addition to supporting these two core elements of the OBO operation, Area Management Officers travel to each overseas post to review facility operations, meet with post management, review financial records and consult on various issues. This approach enables the Area Management team to provide exceptional service, customer feedback and technical assistance in supporting U.S. embassies to oversee the limited resources to meet facilities needs of U.S. diplomatic and consular missions abroad.

The Occupancy Evaluation Support program is also supported by the Area Management budget. This program is designed to measure how effectively completed projects meet the needs of the occupants and is used to gather feedback to improve the Standard Embassy Design (SED) and make other recommendations to improve future projects.

The current \$10.1 million will provide sustainability and keep current operations to include support of the Occupancy Evaluation Program and kitchenware replacement program at the FY 2010 funding level.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	8,387	8,716	8,716	0
Travel	948	0	0	0
Program Support	812	1,371	1,371	0
<b>Total</b>	<b>\$10,147</b>	<b>\$10,087</b>	<b>\$10,087</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FIRE PROTECTION

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$5,464</b>
<b>FY 2010 Enacted</b>	<b>\$5,732</b>
<b>FY 2011 Request</b>	<b>\$5,732</b>

#### Budget Justification

The Office of Fire Protection (FIR) ensures that U.S. Government personnel stationed overseas are safe and secure from fire hazards so that they can better focus on their mission of protecting and representing the people of the United States. The FY 2011 request of \$5.7 million and 33 positions is equal to the FY 2010 Enacted level.

Minimizing fire risk to post personnel and property overseas is the primary goal of the Fire Protection program and several strategies are applied to accomplish this mission:

- Recurring fire prevention inspections and training of post personnel to deal with fire threats are conducted at each post every two years. The inspection cycle has been changed from a three-year to a two-year cycle as recommended by the OIG. In FY 2009, inspections and training was completed at 74 posts.
- Posts are provided with quality fire prevention equipment such as fire extinguishers, residential smoke detectors, emergency lights, panic hardware, and other small specialized suppression systems. Such requests from posts are responded to within five days.
- OBO/OPS/FIR will test and accept all new fire systems being deployed at NECs and at other buildings or projects including renovations and achieve a 90-95% success rate of final acceptance on the first commissioning visit.
- Technical expertise is provided to replace and upgrade fire alarm systems in accordance with the Bureau Performance Plan in principal buildings. In FY 2009, fire alarm detection systems were replaced covering 34,120 square meters.
- Critical fire alarm and sprinkler system preventive maintenance and technical support is provided to overseas posts to resolve 90% of trouble calls and return out-of-service systems to full service within one month. Preventive maintenance is critical to ensure system reliability, extend life expectancy, reduce life-cycle cost, and maintain or increase property value.
- Regional on-site technical training is given to locally employed staff to test, maintain, and repair systems to the extent possible. Thirty-seven individuals at various posts received specialized training in FY 2009.
- Specialized fire prevention training is provided at all Foreign Service Institute (FSI), Diplomatic Security (DS), Marine Security Guard (MSG), and Facility Manager training courses. In FY 2009, training was provided at 100% of the scheduled courses.

In FY 2011, the Fire Protection Program will continue conducting fire prevention inspections and training on a two year cycle within the \$5.7 million level.

#### Base Budget Detail Schedule

*(\$ in thousands)*

	<b>FY09 Actual</b>	<b>FY10 Enacted</b>	<b>FY11 Request</b>	<b>FY11-10 Change</b>
Personnel	2,778	3,985	3,985	0
Travel	994	0	0	0
Program Support	1,692	1,747	1,747	0
<b>Total</b>	<b>\$5,464</b>	<b>\$5,732</b>	<b>\$5,732</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$3,853</b>
<b>FY 2010 Enacted</b>	<b>\$3,728</b>
<b>FY 2011 Request</b>	<b>\$3,728</b>

#### **Budget Justification**

The Office of Safety, Health and Environmental Management's (SHEM) mission is to prevent mishaps, property damage, and environmental contamination in overseas operations of embassies and consulates, ensuring that fatal workplace and residential mishaps do not negate the lives saved by the Department's efforts constructing secure buildings to save personnel from terrorism. The FY 2011 request of \$3.7 million and 22 positions is equal to the FY 2010 Enacted level.

Protection of U.S. Government employees and overseas family members, and compliance with critical OSHA and EPA regulations are primary goals of the SHEM program. Overseas personnel and their dependents are inherently at increased risk due to the lack of local safety and health codes and standards typically found in the U.S. This makes the safeguarding of employees and their families extremely challenging. This "silent enemy from within" – that is, safety and health hazards in the home and workplace - has resulted in 214 workplace and residential fatalities since 1991 (and continues to grow by 10-15 per year) yet it has received far less resources than the threat of terrorism. In fact, the number of Foreign Service Officers and their family members that have died as a result of safety and health hazards exceeds those killed by terrorist actions. SHEM works to ensure that fatal and other workplace and residential mishaps and their impact on the Department's mission and operations are minimized.

The program's strategic goal of providing the long term technical support, training, tools and oversight to enable 265 posts to enact programs and measures to protect their own employees and family members is achieved by resolving over 3,400 technical issues from posts each year, conducting approximately 70 site visits that assess exposures, quantify risks and identify effective hazard control measures. SHEM's performance target is to visit 25% of posts in FY 2011 where over 3,000 post personnel will receive training that will enable them to implement effective protective programs. The office conducts over 20 regional seminars that leverage managers to take on greater responsibilities for the program, including the knowledge and skills to train others at posts. SHEM also provides focused visits to posts with problematic vehicle fatality records; given this is the number one cause of accidental death associated with Department operations. SHEM has now certified 190 supervisors who have returned to their posts and trained over 6,000 drivers in safe driving techniques. This is the cornerstone that is changing drivers' behavior behind the wheel in order to reduce the frequency and severity of motor vehicle related mishaps. A small number of high risk posts (that account for 40% of the 160 overseas motor vehicle related deaths) need additional tools in the form of motor vehicle event data recorders. These devices are installed in each motor vehicle and capture audio and video of events triggered by hard braking or swerving, or impact. Drivers are coached on each triggered event and this method has been shown to be highly effective in motivating drivers to change their driving behaviors. The Department has piloted event data recorders at 2 posts and demonstrated the effectiveness of the devices. SHEM plans to install the system at 3 other high risk posts in FY 2011.

The FY 2011 request of \$3.7 million will continue to support the DriveCam data event recorders as well as other critical safety activities.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	2,467	2,938	2,938	0
Travel	612	0	0	0
Program Support	774	790	790	0
<b>Total</b>	<b>\$3,853</b>	<b>\$3,728</b>	<b>\$3,728</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## RESIDENTIAL DESIGN & CULTURAL HERITAGE

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$7,408</b>
<b>FY 2010 Enacted</b>	<b>\$8,384</b>
<b>FY 2011 Request</b>	<b>\$8,384</b>

#### **Budget Justification**

The Office of Residential Design and Cultural Heritage (RDCH) provides interior design and furnishings to 386 representational residences worldwide and provides conservation, maintenance and stewardship of the Department's heritage properties and collections. The FY 2011 request of \$8.4 million and 10 positions is equal to the FY 2010 Enacted level.

Representational residences are the first line of transformational diplomacy, an extension of the work environment of the embassy, and a looking glass to the American way of life. Currently, RDCH supports 386 official residences that function like hotels with a high volume of reception scheduling. The hotel industry uses refurbishment as an indicator to quantify customer service, and the optimum refurbishment rate of a 7 to 10 year cycle.

The Department has an extensive inventory of historically important and culturally significant items that require special maintenance and care. The request in this budget will keep with the current schedule to properly maintain these special assets so they continue to be a treasure for future generations and provide a meaningful backdrop to diplomatic efforts. This effort includes the installation of specified software and support for proper identification, conservation, maintenance and restoration of fine arts, furniture, furnishings, fixtures and finishes. The request provides funding for locally employed staff (LES) Cultural Asset Managers at select heritage properties, regional coverage and no new positions for direct hire.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	400	1,396	1,396	0
Travel	208	0	0	0
Heritage Property	300	800	800	0
Residential Design	6,500	6,188	6,188	0
<b>Total</b>	<b>\$7,408</b>	<b>\$8,384</b>	<b>\$8,384</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## ART IN EMBASSIES

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$1,686</b>
<b>FY 2010 Enacted</b>	<b>\$2,333</b>
<b>FY 2011 Request</b>	<b>\$2,333</b>

#### Budget Justification

The Office of Art in Embassies (ART) provides exhibitions of representative American art abroad to U.S. Chiefs of Mission as a highly effective component in supporting the Department's public diplomacy efforts. The FY 2011 request of \$2.3 million and 14 positions is equal to the FY 2010 Enacted level.

The presence of American art exhibitions in country builds strategic international partnerships. Using their Art in Embassies exhibitions, posts foster cross-cultural dialogue with exhibition-related cultural and educational activities, such as lectures, workshops, and exhibition visits with local audiences. This expanded exchange of ideas encourages strong bilateral and multilateral relationships. By extending the exhibition's impact beyond the walls of the U.S. mission residences, posts successfully engage foreign audiences in their local communities including educators, students, and members of the cultural community at-large. Additionally, local exhibition-related programming often reaches host nation citizens through multi-media press coverage including television and radio interviews and articles featured in local online and print periodicals. The Art in Embassies Program (AIEP) provides representative American art to U.S. Chiefs of Mission (COM) to celebrate cultural variations with our host nations through the exploration of each other's cultural expression and architecture to support the Capital Security projects by ensuring the efficient and timely procurement and delivery of art works for permanent display in U.S. missions abroad. These multi-cultural exhibitions hope to represent long-term cultural alliances. Forty-four years in existence, the AIEP continues to receive accolades from ambassadors and members of Congress and promotes cultural exchange and democratic ideals through American Artists Abroad and other outreach initiatives.

#### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	1,486	1,950	1,950	0
Travel	70			0
Program Support	130	383	383	0
<b>Total</b>	<b>\$1,686</b>	<b>\$2,333</b>	<b>\$2,333</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## POST COMMUNICATIONS

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$7,055</b>
<b>FY 2010 Enacted</b>	<b>\$9,100</b>
<b>FY 2011 Request</b>	<b>\$9,100</b>

#### **Budget Justification**

The Post Communications Program, with the participation of the Department's Bureau of Information Resources Management (IRM), funds two distinct services—NEC moves and telephone system replacements. The NEC Moves Program relocates, installs and activates communications equipments from old locations to NECs. The Telephone Replacement Program upgrades obsolete telephone systems that are no longer supported by the manufacturer, providing modern reliable digital systems capable of delivering a full range of services. The FY 2011 request of \$9.1 million is equal to the FY 2010 Enacted level.

As good communication is the life-blood of diplomacy, every attempt must be made to ensure that those who serve our country have appropriate and modern technology available to fulfill their mission. Integral components of this technology are the telephone systems found at each of our overseas posts. The Department has initiated a replacement program for the telephone systems at our 265-plus embassy, consulate, and other diplomatic facilities. The intent is to replace obsolete telephone systems and establish a ten-year replacement cycle. Work can often involve replacing systems at several buildings on multiple compounds. The chancery, ambassador's residence, Marine security guard quarters, annexes, warehouses, American Centers are examples of the many buildings that can require simultaneous telephone upgrades at a single post.

The goal of the program is to replace obsolete telephone systems with modern, reliable, digital systems capable of delivering a full range of services. These new systems provide a campus environment by using voice over IP (VOIP) trunks. Standard features include system management tools, security and productivity enhancements, direct inward dialing, call accounting, voice mail, automated voice attendant in multiple languages, remote maintenance and a call threat recorder.

All telephone systems are procured, shipped, installed, and maintained in accordance with the DOS Non-secure Telephone Standard (12 FAH-6H-311.4) that ensures the integrity of the telephone systems used to support areas of classified operations.

A new embassy commences official operations when critical command and control communications equipment is relocated to, installed in, and activated in the new Information Programs Center (IPC). The NEC Moves program, supported by IRM's Digital Services Branch, ensures the installation and activation of critical command and control communications systems in new embassy and consulate facilities.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Telephone Replacement	5,546	7,427	7,427	0
NEC Moves	1,509	1,673	1,673	0
<b>Total</b>	<b>\$7,055</b>	<b>\$9,100</b>	<b>\$9,100</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## INFORMATION RESOURCE MANAGEMENT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$14,197</b>
<b>FY 2010 Enacted</b>	<b>\$18,251</b>
<b>FY 2011 Request</b>	<b>\$18,251</b>

#### **Budget Justification**

OBO's Information Resource Management Division (IRM) provides information technology resources for the Bureau with cost-effective in direct support of desktop, network, hardware and application development. The FY 2011 request of \$18.3 million and 20 positions is equal to the FY 2010 Enacted level.

This budget provides funding for several types of activities under OBO/EX/IRM, which include managing consolidation services from the Department's central information technology team; application development and support to the organization with specialized technology tools to advance the OBO mission and providing OBO-specific information technology infrastructure for all elements of the organization. The largest portion of the budget is used to support OBO applications including ongoing development and support of the Buildings Management Information System (BMIS), OBOLink, PASS, ProjNet, web application, and other bureau specific data applications. Beyond these data systems the budget supports an extensive array of design and engineering software including Computer Aided Design, Building Information Modeling, civil, structural, and mechanical engineering applications, and technical scheduling, cost and specification tools.

The FY 2011 budget request of \$18.3 million will continue support for the centralization of Department information technology under consolidated desktop support, server and wire management services. In addition, this request supports OBO specific network operations and disaster recovery functionality and specialized OBO applications.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	4,601	4,700	4,700	0
Travel	100	0	0	0
Program Support	9,496	13,551	13,551	0
<b>Total</b>	<b>\$14,197</b>	<b>\$18,251</b>	<b>\$18,251</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## MANAGEMENT SUPPORT

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$20,105</b>
<b>FY 2010 Enacted</b>	<b>\$46,145</b>
<b>FY 2011 Request</b>	<b>\$46,145</b>

#### **Budget Justification**

OBO's Management Support Division (MSD) is the administrative support "hub" of the organization and provides for the ongoing support needs of over 1,300 OBO domestic and overseas government and contract staff. The FY 2011 request of \$46.1 million and 20 positions is equal to the FY 2010 Enacted level.

MSD is tasked with ensuring that OBO's domestic facilities remain functional and operational on a daily basis and provides a number of key services and funds a range of fixed costs essential to OBO's daily operations, including:

- Security Services – Physical (including Homeland Security, contingency and emergency requirements), and personnel
- General Services – Facility leasing, telecommunications, building renovations, office furniture and equipment, space planning and inventory management.
- Administrative Services – Travel program administration, fleet management, mail processing, government purchase and travel card program oversight.

The FY 2011 request of \$46.1 million will continue support of the OBO organization, including all TDY travel, at FY 2010 levels.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	2,252	3,453	3,453	0
Travel	50	23,944	23,944	0
Program Support	6,030	6,386	6,386	0
Rent	11,773	12,362	12,362	0
<b>Total</b>	<b>\$20,105</b>	<b>\$46,145</b>	<b>\$46,145</b>	<b>0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FRONT OFFICE

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$11,328</b>
<b>FY 2010 Enacted</b>	<b>\$12,090</b>
<b>FY 2011 Request</b>	<b>\$12,090</b>

#### **Budget Justification**

The Front Office provides executive direction, financial management, human resources, developmental training, security assurance and internal review for OBO. The FY 2011 request of \$12.1 million and 86 positions is equal to the FY 2010 Enacted level.

Front Office activities support critical, high-level OBO functions and activities. The mission of the Front Office is to issue and ensure proper dissemination, enactment, and monitoring of policies and decisions. In support of OBO entities, the Front Office includes the OBO Director, Resource Management, Internal Reviews and Operations Research, Human Resources, and External Affairs. This management team ensures that 265 U.S. diplomatic missions around the world have secure and functional facilities to allow over 20,000 employees overseas achieve U.S. foreign policy objectives.

The Front Office staff carries out the bureau's primary financial, policy, and public relations functions. It provides accounting, budgeting, and financial management services, to include vendor payments, for all OBO programs; formulates annual budget submissions; and directs the financial planning and resource allocation process within the bureau. This staff serves as the central focal point for furnishing OBO information to external entities, such as Congress, the Department's Inspector General's Office, GAO and OMB and for developing bureau policies. The internal review function is critical to the bureau, and conducts in-depth cross-cutting reviews and organizational analyses to provide the Director with information concerning internal control and management policies and performance. This staff also performs recruiting, advertising, classification, hiring, retention, awards, employee relations and other human resource functions for nearly 1,500 direct hire and personal service contractor positions. This team is also responsible for sensitive activities for the bureau's interface with industry, and the general public and serves as the focal point with the bureau for managing the implementation of major outreach programs affecting OBO activities.

The performance goal is to exercise sound management of financial resources for the operating elements of OBO. Performance targets are set around critical milestones and reviewed monthly; this regular, detailed review ensures that OBO's highly successful results-based management approach works.

#### **Base Budget Detail Schedule**

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
Personnel	9,809	10,915	10,915	0
Travel	367	0	0	0
Program Support	1,152	1,175	1,175	0
<b>Total</b>	<b>\$11,328</b>	<b>\$12,090</b>	<b>\$12,090</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## DOMESTIC RENOVATIONS

### FY 2011 Budget Summary

*(\$ in thousands)*

<b>FY 2009 Appropriation</b>	<b>\$23,260</b>
<b>FY 2010 Enacted</b>	<b>\$23,725</b>
<b>FY 2011 Request</b>	<b>\$23,725</b>

### Budget Justification

The Domestic Renovations program provides a safe, secure, cost-effective and energy efficient workspace for employees at the Harry S Truman (HST) headquarters and State Department annexes. This program also includes the Capital Improvement Program (CIP), which was developed to protect Department of State real property investments through correction of deficiencies and capital improvements. The FY 2011 request of \$23.7 million is equal to the FY 2010 Enacted level.

The program performance goal is to ensure that Department domestic facilities are cost-effective and enable employees to perform their duties. The performance objectives are as follows:

- Complete Renovation of the original "Old State" building
- Continue the New State renovation
- Continue Perimeter Security Improvements
- Identify all technical needs and finding requirements for projects identified in the Capital Improvement Plan and implement the projects in order of priority.

The FY 2011 request includes \$18.8 million to continue the renovation of the Harry S Truman building renovation and \$4.9 million for upgrades and repairs to other domestic offices.

### Base Budget Detail Schedule

*(\$ in thousands)*

	FY09 Actual	FY10 Enacted	FY11 Request	FY11-10 Change
HST Renovations	18,863	18,783	18,783	0
Other Domestic Facilities	4,397	4,942	4,942	0
<b>Total</b>	<b>\$23,260</b>	<b>\$23,725</b>	<b>\$23,725</b>	<b>\$0</b>

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

### *Funds by Object Class* (*\$ in thousands*)

	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
1100 Personnel Compensation	102,385	114,897	114,781	(116)
1200 Personnel Benefits	36,619	39,429	39,360	(69)
2100 Travel & Trans of Persons	31,324	38,485	38,154	(331)
2200 Transportation of Things	9,595	8,527	8,420	(107)
2300 Rents, Comm & Utilities	405,936	414,025	413,491	(534)
2400 Printing & Reproduction	2,183	2,572	2,572	0
2500 Other Services	434,072	273,057	262,329	(10,728)
2600 Supplies and Materials	56,343	54,872	54,180	(692)
3100 Personal Property	51,058	38,934	38,211	(723)
3200 Real Property	1,474,732	708,941	680,616	(28,325)
3300 Investments and Loans	0	0	28,023	28,023
4100 Grants, Subsidies & Contrb	65,122	30,411	1,363	(29,048)
<b>Total</b>	<b>2,669,369</b>	<b>1,724,150</b>	<b>1,681,500</b>	<b>(42,650)</b>