

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

## ***Proposed Appropriation Language***

### EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

*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, \$863,317,000, 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, \$938,200,000, to remain available until expended.*

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## *Resource Summary*

*(\$ in thousands)*

<b>Appropriations</b>	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
American Positions	993	995	1,004
Funds	1,817,550	1,724,150	1,801,517

FY 2010 Actual includes \$14.4 million transferred from Diplomatic and Consular Programs, with \$6.9 million for the American Center Rangoon, Burma, and \$7.5 million for new residential leases. FY 2010 Actual also includes \$79.0 million provided by the Supplemental Appropriations Act, 2010 (P.L. 111-212).

## *Program Description*

### Overview

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 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 a Long-Range Overseas Maintenance (LROMP) plan providing a six year plan for maintenance and modernization needs of overseas facilities, as well as identifying key maintenance projects required to protect the billions invested by the USG in new facilities and infrastructure.

To ensure proper stewardship of the USG's overseas real property assets, the Administration proposes to capitalize on the success of the Capital Security Cost Sharing Program (CSCSP) by expanding that program to include the maintenance, repair and rehabilitation of the Department's diplomatic facilities overseas that contain an inter-agency presence.

### Priorities

The work supported by this request is vital, with over 86,000 USG employees from more than 30 agencies at over 265 locations that depend on the infrastructure OBO provides and maintains. OBO is focused on several priorities to ensure the President and diplomatic corps have the tools and platform to be effective.

### **Capital Security Construction**

This program continues to be the centerpiece of the OBO mission. The requested funding, together with the CSCSP and other reimbursements, will provide over \$1.218 billion in FY 2012 for projects in Abuja, Nigeria; Cotonou, Benin; Jakarta, Indonesia; N'Djamena, Chad; and Taipei, Taiwan; as well as site acquisitions at locations where NEC projects are planned in the future.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## **Maintenance and Modernization**

In addition to the planning, design and construction of new embassy compounds (NEC) to replace facilities in the most vulnerable locations, the Administration intends to expand the CSCSP in FY 2012 to include the maintenance, repair and rehabilitation of existing facilities with an inter-agency presence.

Sustaining overseas infrastructure is critical to protect the Department's investment in new facilities under the CSCSP and address facility needs at all posts, particularly those that will not receive a NEC. 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. While improved management, prioritization and accountability are critical, the resources provided under the Maintenance Cost Sharing (MCS) initiative are critical to extend the useful life of overseas infrastructure and protect the Department's long-term investment in new facilities.

## **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.

## **Budget Summary**

The FY 2012 request is \$1.8 billion and 1,004 positions, an increase of \$77.4 million and nine direct hire positions over the FY 2010 Actual level. This request consists of \$938.2 million to continue the CSCSP, including the implementation of the MCS Program; \$83.8 million for the Repair and Construction Program and \$779.5 million to support operating elements. This request reflects reductions in Strategic Sourcing Vehicles, Travel of Persons and Things, and Printing and Office Supplies totaling \$11.6 million in support of the Administration's Administrative Efficiencies Plan.

## **Worldwide Security Upgrades \$938,200,000**

This request provides funding for the Department's share for the Capital Security Cost Sharing (CSCS) Program as well as the implementation of the first year of a Maintenance Cost Sharing Program. In addition, funding is provided to continue the Compound Security Program which performs a variety of physical and technical security upgrades. In FY 2012, OBO requests funding for the following programs:

- \$708,700,000 – Capital Security Program  
This program includes full funding for the Capital Security Cost Sharing Program that, when combined with funds contributed by other agencies will provide over \$1.2 billion for the planning, design and construction of NECs.
- \$135,000,000 –Maintenance Cost Sharing (MCS) Program  
This program includes funding for the first year of the MCS program that, when combined with funds contributed by other agencies through CSCSP, will provide an estimated \$225 million to protect the investment made in existing facilities and properly maintain and extend the useful life of existing facilities that contain an overseas presence. The program also funds the salary and support costs for the Department's cadre of professional facility managers at posts.
- \$94,500,000 – Compound Security Program  
This program funds comprehensive security upgrade projects, major forced entry/ballistic resistant (FE/BR) door and window replacement projects, chemical-biological retrofit projects, emergency egress projects, and security upgrades for soft targets.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

### **Repair and Construction \$83,825,000**

This request is an essential element of the Department's effort to protect the U.S Government's multi-billion investment in new construction to avoid exponential maintenance costs as well as address critical maintenance requirements at existing legacy facilities. The FY 2012 request is comprised of the following elements:

- \$36,075,000 – 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.
- \$47,000,000 – 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 resources to ensure the most essential facilities problems with the greatest impact are addressed first.
- \$750,000 – Procurement Surcharge  
This funding covers the mandatory one percent fee to cover the cost of processing and awarding contracts.

### **Operations \$779,492,000**

The request funds critical support costs associated with high priority Department initiatives. The FY 2012 budget includes an increase of \$36.2 million over the FY 2010 Actual, supporting a current services level essential to continuing effective operations.

The FY 2012 operations request provides funding for OBO's five major organizational components: Planning and Real Estate (PRE); Program Development, Coordination and Support (PDCS); Construction, Facility and Security Management (CFSM); Operations (OPS); Resource Management (RM); as well as Domestic Renovations and the Procurement Surcharge. Each of the following elements provides critical support to Department operations as well as the capital construction programs within OBO:

- \$398,021,000 – Planning and Real Estate (PRE)  
This program supports the Department's real property management activities, including the administration of the Leasehold Account. Of this request, \$379.7 million, or 96 percent, is for the acquisition of 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 affordability including a lease benchmarking that establish reasonable lease rates based on market surveys, a lease waiver program requiring that leases comply with cost and size standards, post specific funding targets that require field personnel to manage requirements within limited resources, and outlining new major lease priorities in the LROMP. In addition, this program funds all of OBO's strategic planning activities. 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 LROBP and 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 \$47

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

billion including acquisition of new sites for future capital construction, negotiating leases and disposing of facilities replaced by newly constructed NECs.

- \$39,150,000 – Program Development, Coordination and Support (PDCS)  
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 to ensure the final product meets the contract specifications and is completed on-time and within budget.
- \$174,856,000 – Construction, Facility and Security Management (CFSM)  
This program is accountable for the full life-cycle care of Department facilities from initial construction to operation and maintenance. Construction 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 routine maintenance funding to every post worldwide, as well as a specialized pool of expertise to diagnose and address difficult facility problems that can occur in a challenging overseas environment.
- \$39,974,000 – Operations (OPS)  
This program supports 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.
- \$75,746,000 – Resource Management (RM)  
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.
- \$50,725,000 – Domestic Renovations  
This program funds maintenance and renovation projects at Department facilities in the metropolitan Washington, D.C. 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.
- \$1,020,000 – Procurement Surcharge  
This funding covers the one percent fee to cover the cost of processing and awarding contracts.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

### *Performance*

#### **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 Department 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 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. Management reviews performance against these targets monthly to identify potential problems and ensure effective performance. OBO management also meets quarterly 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 demonstrated the following record of outstanding achievement:

- Completed construction of 76 new facilities since 2001:

Abidjan, Cote D'Ivoire	Abu Dhabi, United Arab Emirates	Abuja, Nigeria
Accra, Ghana	Accra, Ghana (USAID)	Addis Ababa, Ethiopia
Algiers, Algeria	Antananarivo, Madagascar	Astana, Kazakhstan
Athens, Greece Annex	Baghdad, Iraq	Baghdad, Iraq (IOB)
Bamako, Mali	Bamako, Mali, (USAID)	Bandar Seri Begawan, Brunei
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	Jerusalem
Johannesburg, South Africa	Kabul, Afghanistan	Kabul, Afghanistan

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

		(ARG/USAID)
Kampala, Uganda	Kampala, Uganda (USAID)	Kathmandu, Nepal
Kathmandu, Nepal (USAID)	Khartoum, Sudan	Kigali, Rwanda
Kingston, Jamaica	Kingston, Jamaica (USAID)	Kolonia, Federated States of Micronesia
Koror, Republic of Palau	Lima, Peru (USAID)	Lome, Togo
Luanda, Angola	Lusaka, Zambia	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	Sarajevo, Bosnia Herzegovina
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)	Beijing, China (Annex)	Belgrade, Serbia
Bucharest, Romania	Bujumbura, Burundi	Caracas, Venezuela MSGQ
Dakar, Senegal	Djibouti, Djibouti	Dubai, United Arab Emirates
Guangzhou, China (Design)	Guayaquil, Ecuador	Islamabad, Pakistan
Jeddah, Saudi Arabia (NEC/Housing)	Kabul, Afghanistan NOX/Housing	Karachi, Pakistan
Kyiv, Ukraine	London, United Kingdom (Design)	Libreville, Gabon
Malabo, Equatorial Guinea	Manila, Philippines (Annex)	Monrovia, Liberia
Monterrey, Mexico	Mumbai, India	Niamey, Niger MSGQ
Ouagadougou, Burkina Faso (MSGQ)	Port Moresby, Papua New Guinea	Riga, Latvia
Sanaa, Yemen (Annex/Housing)	Santo Domingo, Dominican Republic	Surabaya, Indonesia
Surabaya, Indonesia (Warehouse -Design)	Suva, Fiji	Taipei, Taiwan (Phase I)
Tijuana, Mexico	Valletta, Malta	

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

Moscow, Russia NOX	Muscat, Oman MSGQ	New Delhi, India NOX
Oslo, Norway	Rabat, Morocco	Sanaa, Yemen (Housing Ph. II)
Vientiane, Laos	Bishkek, Kyrgystan NOX	

Since 2000, OBO has moved over 20,000 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 2012 budget request outlines important steps to ensure the long-term success of OBO’s capital construction and maintenance programs. Addressing existing facility maintenance requirements will provide long-term value to the U.S. Government. Building on the Bureau’s commitment to construct efficient and sustainable facilities, OBO is instituting a comprehensive framework to audit, benchmark

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

and track progress for each OBO office building with the goal of meeting energy and water savings targets set for federal buildings by 2015.

### Performance Indicators

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.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Facilities					
<b>Indicator</b>	Average duration growth and cost growth for capital construction projects completed annually.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	9% duration ; 14% cost	18% duration; 18% cost	25% duration; 5% cost	25% duration; 5% cost	25% duration; 5% cost
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve	Reasons for Missing Targets: Khartoum – Project re-award; host country delayed customs clearance of construction materials. Jerusalem – Poor performance by local contractor and Architect/Engineer, local code issues, occupancy permit issues, major re-scope due to funding shortfall. Addis Ababa – AID and other agencies significantly changed requirements after contract award.					
Impact	See above. While duration is above target, cost is below target expectations.					
Methodology	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.					
Data Source and Quality	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.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Facilities					
<b>Indicator</b>	Completion and timely submission of Post Annual Facility Condition Surveys (AFCS), Post Annual Inspection Summaries (AIS), preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	AFCS: 89%; AIS: 87% *	AFCS: 80%; AIS: 80%	AFCS: 90% AIS: 90%	AFCS: 89% AIS: 89%	AFCS: 89% AIS: 89%
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
<b>Steps to Improve</b>	The AIS format was changed to a one-page WebPASS electronic submittal. This new format was presented; a more detailed set of instructions needs to be provided; The budget call to OBO's Area Management was also changed to a WebPASS version, allowing posts to "skip" sending the AIS; The due date was changed to January 31, instead of June 30th; the FAM needs to be updated.					
<b>Impact</b>	Fewer maintenance needs have been identified to OBO from posts.					
<b>Methodology</b>	Surveys are collected annually from all missions.					
<b>Data Source and Quality</b>	Bureau Strategic Plan Data quality assessment revealed no significant limitations.					

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

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Facilities					
<b>Indicator</b>	Total cumulative number of United States Government personnel moved into more secure, safe, and functional facilities since 2009.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
14940 personnel	18539 personnel	20,012 personnel [Baseline]	21548	21512 personnel	23012 personnel	24512 personnel
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target			
<b>Impact</b>	USG personnel are moved to more secure, safe, and functional facilities.					
<b>Methodology</b>	Readily quantifiable from regular OBO reporting data.					
<b>Data Source and Quality</b>	OBO reporting data. Data quality assessment revealed no significant limitations.					

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## *Justification of Request*

**FY 2012**  
**SUMMARY STATEMENT OF BUDGET AUTHORITY**  
*(\$ in thousands)*

<i>Program</i>	<i>2010 Actual</i>	<i>2011 CR</i>	<i>2012 Request</i>
<b>Worldwide Security Upgrades:</b>			
Capital Security Construction	752,800	752,800	708,700
Compound Security	94,500	94,500	94,500
Maintenance Cost Sharing			135,000
<b><i>Subtotal, Worldwide Security</i></b>	<b><i>\$847,300</i></b>	<b><i>\$847,300</i></b>	<b><i>\$938,200</i></b>
<b>Repair and Construction:</b>			
Strategic Capital	6,900	0	0
Major Rehabilitation	74,375	74,375	36,075
Repair & Improvement	58,000	58,000	47,000
Procurement Surcharge	1,200	1,200	750
Supplemental Funds	79,000		
<b><i>Subtotal, Repair &amp; Construction</i></b>	<b><i>\$219,475</i></b>	<b><i>\$133,575</i></b>	<b><i>\$83,825</i></b>
<b>Operations:</b>			
Planning and Real Estate (1)	400,983	393,483	398,021
Prog Dev, Coord & Support (2)	38,019	38,019	39,150
Construction, Facility & Security Management (3)	171,178	171,178	174,856
Operations (4)	39,364	39,364	39,974
Resource Management (5)	76,486	76,486	75,746
Domestic Renovations	23,725	23,725	50,725
Procurement Surcharge	1,020	1,020	1,020
<b><i>Subtotal, Operations</i></b>	<b><i>\$750,775</i></b>	<b><i>\$743,275</i></b>	<b><i>\$779,492</i></b>
<b><i>APPROPRIATION TOTAL</i></b>	<b><i>\$1,817,550</i></b>	<b><i>\$1,724,150</i></b>	<b><i>\$1,801,517</i></b>

- (1) Includes Planning and Real Estate and Leasehold Program.
- (2) Includes Cost Management, Design and Engineering, Project Development and Coordination, and Special Projects Coordination.
- (3) Includes Construction Management, Facility Management, and Security Management.
- (4) Includes Area Management, Fire Protection, Safety, Health, and Environment, Residential Design and Cultural Heritage; Art in Embassies, and Post Communications.
- (5) Includes Information Resource Management, Management Support, and Front Office.

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FY 2012 SUMMARY STATEMENT OF POSITIONS

<i>Program</i>	<i>2010 Actual</i>	<i>2011 CR</i>	<i>2012 Request</i>
<b>Worldwide Security Upgrades:</b>			
Capital Security Construction	-	-	-
Compound Security	-	-	-
Supplemental Funds	-	-	-
<b>Subtotal, Worldwide Security</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Repair and Construction:</b>			
Strategic Capital	-	-	-
Opportunity Purchase Program	-	-	-
Major Rehabilitation	-	-	-
Repair & Improvement	-	-	-
Procurement Surcharge	-	-	-
<b>Subtotal, Repair &amp; Construction</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations:</b>			
Planning and Real Estate	66	66	66
Prog Dev, Coord & Support	204	204	204
Construction, Facility & Sec Mgt	469	471	480
Operations	124	124	124
Resource Management	130	130	130
Domestic Renovations	-	-	-
Procurement Surcharge	-	-	-
<b>Subtotal, Operations</b>	<b>993</b>	<b>995</b>	<b>1,004</b>
<b>APPROPRIATION TOTAL</b>	<b>993</b>	<b>995</b>	<b>1,004</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## CAPITAL SECURITY CONSTRUCTION

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>		<b>\$752,800</b>
<b>FY 2011 Continuing Resolution</b>		<b>\$752,800</b>
FY 2012 Capital Security Program:		
Abuja, Nigeria NOX/MSGQ	228,000	
Cotonou, The Republic of Benin NEC	187,000	
Jakarta, Indonesia NEC	408,000	
N'Djamena, Chad NEC	203,000	
Taipei, Taiwan NOC	75,000	
Bridging & Product Development	46,000	
Site Acquisition & Project Development	63,957	
Procurement Surcharge	7,000	
Capital Security Cost Sharing/Reimbursements	<u>(509,257)</u>	
Subtotal, Capital Security Program	\$708,700	
<i>Total Increase/Decrease</i>		<i>(\$44,100)</i>
<b>FY 2012 Request</b>		<b>\$708,700</b>

#### **Budget Justification**

The Capital Security Construction Program continues to build upon the successful program of relocating facilities at the highest risk posts. 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 2010, OBO completed 76 projects, continues to manage the on-going construction or design of 35 facilities, and will award design and/or construction contracts for eight projects in 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 primarily by security factors are included in Worldwide Security Upgrade Program.

The Capital Security Cost Sharing Program (CSCSP), fully implemented in FY 2009, 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.

In FY 2010, the Department completed capital projects in Antananarivo, Madagascar; Islamabad, Pakistan; Jerusalem; Khartoum, Sudan; and Ouagadougou, Burkina-Faso. The Department also awarded contract to build new facilities in Caracas, Venezuela; Dakar, Senegal; Port Moresby, Papua New Guinea; Libreville, Gabon (restart); and Surabaya, Indonesia.

In FY 2012 the Department will initiate the next tranche of urgent, security-driven projects, including the construction of Bishkek, Kyrgyzstan (NOX); Moscow, Russia (NOX); Muscat, Oman (MSGQ); New

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Delhi, India (NOX); Oslo, Norway (NEC); Rabat, Morocco (NEC); Sanaa, Yemen (Housing Phase II); Vientiane, Laos (NEC).

The FY 2012 request will provide funding to construct facilities in Abuja, Nigeria (NOX/MSGQ); Cotonou, The Republic of Benin (NEC); Jakarta, Indonesia (NEC); N'Djamena, Chad (NEC); and Taipei, Taiwan (NOC).

In addition, FY 2012 funding will support the acquisition of sites where NEC projects are planned in future years. Potential site acquisitions include Baku, Azerbaijan; Bangui, Central African Republic; Colombo, Sri Lanka; Dhahran, Saudi Arabia; Hyderabad, India; Madrid, Spain; Peshawar, Pakistan; and Milan, Italy.

### Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Appropriation	752,800	752,800	708,700
Reimb./CSCS	625,298	602,242	509,257
<b>Total</b>	<b>\$1,378,098</b>	<b>\$1,355,042</b>	<b>\$1,217,957</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## COMPOUND SECURITY

### FY 2012 Budget Summary

*(\$ in thousands)*

<b>FY 2010 Actual</b>	<b>\$94,500</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$94,500</b>
<b>FY 2012 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 2012 request of \$94.5 million reflects no change in total funding from the FY 2010 Actual.

The Compound Security Program saves lives. Security upgrades have successfully thwarted attacks in Tashkent, Karachi, Jeddah, Damascus, Sanaa, and most recently, Peshawar. 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 U.S Government employees, dependents and foreign national employees.

The FY 2012 request will fund four comprehensive security upgrade projects, ten major Forced Entry/Blast Resistant (FE/BR) replacement projects, two chemical-biological retrofit projects, and three emergency egress projects. Funding will also provide lifecycle replacement for a variety of security equipment, including vehicle barriers. In addition, the FY 2012 request will continue to fund minor security upgrade projects for offices and residences, 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)*

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Minor Physical Sec.	8,300	8,300	9,300
Residential Security	2,500	2,500	1,500
FE/BR	12,300	12,300	13,000
Environmental Sec.	10,000	10,000	10,000
Major Compound Sec.	38,700	38,700	42,000
FE/BR R&R	4,800	4,800	4,800
Emergency Egress	6,000	6,000	6,000
Planning	4,500	4,500	2,000
Soft Targets	6,500	6,500	5,000
Procurement Surcharge	900	900	900
<b>Total</b>	<b>\$94,500</b>	<b>\$94,500</b>	<b>\$94,500</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## MAINTENANCE COST SHARING PROGRAM

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>		<b>\$0</b>
<b>FY 2011 Continuing Resolution</b>		<b>\$0</b>
Repair and Improvement Projects	114,000	
Routine Maintenance	56,000	
Major Rehabilitation Projects	55,000	
Maintenance Cost Sharing Reimbursements	(90,000)	
<b>FY 2012 Request</b>		<b>\$135,000</b>

#### **Budget Justification**

In addition to the planning, design and construction of NECs to replace facilities in the most vulnerable locations, the Department proposes to expand the use of CSCSP in FY 2012 to include the maintenance, repair and rehabilitation of overseas facilities that contain an inter-agency presence. Sustaining infrastructure is critical to protect the Department's investment in new facilities under the CSCSP and address facility needs at posts that will not receive an NEC in the near future. OBO has worked to improve the management of existing maintenance funding, including development of the LROMP, so that limited resources are used to correct the most critical deficiencies. While improved management, prioritization and accountability are critical, the estimated \$225 million provided under the Maintenance Cost Sharing initiative is necessary to extend the useful life of overseas infrastructure and protect the Department's long-term investment in new facilities.

As documented by the Government Accountability Office, the Department's funding for maintenance, repair and rehabilitation has not kept pace with the age of the overseas facilities portfolio and the substantial investment made in new facilities. The Facility Condition Index (FCI) of legacy properties constructed prior to 2001 is 75, which is considered *fair* and approaching the *poor* level. While the Department is responsible for funding 100 percent of facility maintenance, it represents only 60 percent of the overseas presence at these facilities. Recognizing that the failure to properly address maintenance requirements in a timely manner will lead to additional costs to the taxpayer in the long-term, the Administration proposes to implement a MCS program modeled after the CSCSP. In FY 2012, MCS funding would be drawn from within existing resources to protect the investment made in new facilities and properly maintain and extend the useful life of overseas facilities that will not be replaced in the near future. The program would also fund salary and support costs for the Department's professional facility managers at those posts with facilities constructed under the Capital Security Program.

The MCS program would enable the Department to better address significant maintenance needs, while equitably distributing the costs among agencies occupying DOS facilities. The request includes a corresponding legislative proposal for the MCS program.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Appropriation	0	0	135,000
MCS Reimbursements	0	0	90,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## STRATEGIC CAPITAL

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$6,900</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$0</b>
<b>FY 2012 Request</b>	<b>\$0</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 U.S. 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.

No funds are included for this program in the FY 2012 request.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
<b>Total</b>	<b>\$6,900</b>	<b>\$0</b>	<b>\$0</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## MAJOR REHABILITATION

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>		<b>\$74,375</b>
<b>FY 2011 Continuing Resolution</b>		<b>\$74,375</b>
FY 2012 Major Rehabilitation Program:		
Ottawa CMR Rehab	10,000	
Lagos CMPD Rehab	5,000	
Managua CMR Rehab	9,000	
Wellington CMR Rehab	10,000	
<u>Major Rehabilitation Planning</u>	<u>2,075</u>	
Total, Major Rehabilitation Projects	36,075	
<i>Total Increase/(Decrease)</i>		<b>(\$38,300)</b>
<b>FY 2012 Request</b>		<b>\$36,075</b>

#### **Budget Justification**

The Major Rehabilitation program supports comprehensive renovation projects planned for the Department's overseas facilities. The budget request of \$36.1 million provides funding to begin four new projects in the FY 2012 request consistent with the Department's LROMP.

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 buildings overseas exceeding 40 years, the number of buildings that could benefit from major rehabilitation is extensive.

Replacing the support systems within a building is expensive and offers special challenges that add considerable costs to major rehabilitation projects, including 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.

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.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

OBO has seen improvement to the up-front planning of major rehab projects from using a design/bid/build approach, improving independent government estimates, additional management process improvements, more frequent full funding for a project in the year of the contract award and additional attention to clarity in defining project scope to ensure more timely delivery of projects within budget.

### Base Budget Detail Schedule

*(\$ in thousands)*

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Major Rehab Projects	74,375	74,375	36,075
<b>Total</b>	<b>\$74,375</b>	<b>\$74,375</b>	<b>\$36,075</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## REPAIR AND IMPROVEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$58,000</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$58,000</b>
<b>FY 2012 Request</b>	<b>\$47,000</b>

#### **Budget Justification**

The Repair & Improvement program provides funding for the maintenance activities outlined in the Department's Long- Range Overseas Maintenance Plan (LROMP). 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 2012 request of \$47.0 million represents a decrease of \$11.0 million from the FY 2010 Actual.

In order to 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 3,700 specific maintenance or improvement projects from each Department program for the period of FY 2010 through FY 2015 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 accessibility standards.
- Energy Conservation – These projects invest in technologies that will provide long-term savings and ensures compliance with applicable laws and executive orders.
- 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.

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

The FY 2012 request provides funding for prioritized requirements as outlined in the LROMP.

### Base Budget Detail Schedule

*(\$ in thousands)*

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Repair & Improvement Program	58,000	58,000	47,000
<b>Total</b>	<b>\$58,000</b>	<b>\$58,000</b>	<b>\$47,000</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## PLANNING AND REAL ESTATE

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$14,230</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$14,230</b>
<b>FY 2012 Request</b>	<b>\$14,465</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 a safe and functional platform for achieving diplomatic objectives. The FY 2012 request of \$14.5 million and 66 positions is an increase of \$235,000 from the FY 2010 Actual.

PRE consists of five offices:

- The Office of Strategic Planning (OSP) manages the CSCSP, the NEC/NCC Top-80 List, and the President's Management Agenda (PMA). OSP prepares the LROBP and the LROMP, the Asset Management Plan and other critical planning documents.
- The Office of Master Planning & Evaluations (MPE) provides and manages the post specific Facility Plans which support significant chancery and consulate renovation projects in the Major Rehabilitation Program. This office also manages the post specific Master Plans that support the Capital Security Program and strategic decisions on how to better utilize assets, reconfigure buildings, and re-use existing sites.
- The Office of Acquisitions (OSA) manages the site acquisition program in support of the LROBP including evaluating and acquiring sites on the Top 80 list. This Office also negotiates purchases, exchanges and long term leases of non-LROBP land acquisitions.
- The Office of Building Acquisitions and Sales (OSA) manages the overall disposal of excess government-owned and leased properties. They also acquire free standing improved properties, through purchases, leases, exchanges, or related transactions. OSA manages the public-private partnership transactions to maximize the value of U.S Government owned land, and the build-to-lease transactions to relieve the U.S Government of risky land acquisition and construction financing.
- The Office of Real Property Management (RPM) manages software upgrades to support the management of the Department's global portfolio. RPM directly supports the Initiative on Federal Real Property Asset Management and 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 oversees the Leasehold account and works to strengthen existing management controls to ensure that lease costs remain affordable.

The FY 2012 increase of \$235,000 supports personnel costs at current staffing levels.

#### Base Budget Detail Schedule (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	11,067	11,067	11,302
Program Support	3,163	3,163	3,163
<b>Total</b>	<b>\$14,230</b>	<b>\$14,230</b>	<b>\$14,465</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## LEASEHOLD PROGRAM

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$386,753</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$379,253</b>
<b>FY 2012 Request</b>	<b>\$383,556</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 2012 request of \$383.6 million reflects a decrease of \$3.2 million from the FY 2010 Actual.

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 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 fluctuations 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. OBOs 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.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Leases	386,753	379,253	383,556
<b>Total</b>	<b>\$386,753</b>	<b>\$379,253</b>	<b>\$383,556</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## COST MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$2,739</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$2,739</b>
<b>FY 2012 Request</b>	<b>\$2,939</b>

#### **Budget Justification**

The Office of Cost Management (COST) provides 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 2012 request of \$2.9 million and 23 positions is an increase of \$200,000 over the FY 2010 Actual.

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 each project. Depending on the level of detail required CWE and IGE preparation are inherently governmental functions. The COST 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 FY 2012 increase of \$200,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	2,514	2,514	2,714
Program Support	225	225	225
<b>Total</b>	<b>\$2,739</b>	<b>\$2,739</b>	<b>\$2,939</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## DESIGN AND ENGINEERING

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$23,616</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$23,616</b>
<b>FY 2012 Request</b>	<b>\$23,916</b>

#### Budget Justification

The Office of Design and Engineering (DE) provides professional architectural and engineering services to the diplomatic community. The FY 2012 request of \$23.9 million and 106 positions is an increase of \$300,000 from the FY 2010 Actual.

DE serves as OBO's building code officials responsible for ensuring that all DOS facilities meet professional standards and security requirements. DE provides facility designs which incorporate security, safety, and functionality, ensure consistency with U.S. building codes and standards and minimizes life-cycle operating and maintenance costs. This office provides consultation services to 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 four 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. The functional programs are:

- Natural Hazards – identifies 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 meet Federal accessibility standards.
- Building Innovation – identifies and implements new ideas and opportunities to improve 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 applicable laws and executive orders.

The FY 2012 budget increase of \$300,000 supports personnel costs at current staffing levels.

#### Base Budget Detail Schedule (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	20,541	20,541	20,841
Energy Conservation	1,530	1,530	1,530
Natural Hazards	510	510	510
Accessibility	765	765	765
Building Innovation	270	270	270
<b>Total</b>	<b>\$23,616</b>	<b>\$23,616</b>	<b>\$23,916</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## PROJECT DEVELOPMENT & COORDINATION

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$7,910</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$7,910</b>
<b>FY 2012 Request</b>	<b>\$8,475</b>

#### **Budget Justification**

The Office of Project Development and Coordination (PDC) provides project management for all capital and major rehabilitation construction projects from inception through project completion, including oversight of the Request for Proposal 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 then, following contract award, lead the Washington-based teams in support of the field operations that are managed by the Office of Construction Management's Project Director. The FY 2012 request of \$8.5 million and 59 positions is an increase of \$565,000 over the FY 2010 Actual.

The FY 2012 increase of \$565,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	7,700	7,700	8,265
Program Support	210	210	210
<b>Total</b>	<b>\$7,910</b>	<b>\$7,910</b>	<b>\$8,475</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SPECIAL PROJECTS COORDINATION

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$3,754</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$3,754</b>
<b>FY 2012 Request</b>	<b>\$3,820</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 especially complex because of the unique security issues. The FY 2012 request of \$3.8 million and 16 positions is an increase of \$66,000 from the FY 2010 Actual.

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. They participate in the project site acquisitions and the development and negotiation of conditions of construction with host countries. They manage 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. They ensure a zero tolerance environment for any security compromise by developing, coordinating, and implementing project security policies and procedures, training personnel, and monitoring compliance.

The FY 2012 increase of \$66,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	3,604	3,604	3670
Support	150	150	150
<b>Total</b>	<b>\$3,754</b>	<b>\$3,754</b>	<b>\$3,820</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## CONSTRUCTION MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$24,536</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$24,536</b>
<b>FY 2012 Request</b>	<b>\$24,738</b>

#### **Budget Justification**

The Office of Construction Management (CM) is responsible for managing the construction and renovation of U.S. diplomatic facilities overseas. CM provides the professional and technical oversight at each project work site to ensure that the specified standards of quality, safety, and security are achieved while meeting schedule and budgetary constraints. The FY 2012 request of \$24.7 million and 129 positions is an increase of \$202,000 and five project funded positions over the FY 2010 Actual.

CM's overall goal is to meet or exceed the standards driven by the industry to provide cost efficient and construction management or new and renovations of overseas facilities. CM is currently supporting \$4.7 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 continually monitored to ensure compliance with authorized scope and budget.

CM maintains an effective onsite safety and zero tolerance construction security programs, and ensures that all construction security requirements are complied with. Annual training along with project support has helped the accident rate to become less than half of the industry average. CM provides quality assurance field inspections of 40+ site visits annually.

The FY 2012 increase of \$202,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	16,683	16,683	16,885
Program Support	7,853	7,853	7,853
<b>Total</b>	<b>\$24,536</b>	<b>\$24,536</b>	<b>\$24,738</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FACILITY MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$131,771</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$131,771</b>
<b>FY 2012 Request</b>	<b>\$135,179</b>

### Budget Justification

The Office of Facilities Management (FAC) provides 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. FAC is also responsible for establishing annual maintenance funding targets for each post and managing the Routine Maintenance account. The FY 2012 request of \$135.2 million and 253 positions is an increase of \$3.4 million and four positions over the FY 2010 Actual.

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

- 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 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 Facility 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 2012 increase of \$3.4 million provides for personnel costs at current staffing levels, the establishment of four new facility managers, and inflationary price increases for maintenance.

### Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	33,647	33,647	34,747
Travel	5,400	5,400	5,400
Program Support	46,571	46,571	46,571
Routine Maint	46,153	46,153	48,461
<b>Total</b>	<b>\$131,771</b>	<b>\$131,771</b>	<b>\$135,179</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SECURITY MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$14,871</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$14,871</b>
<b>FY 2012 Request</b>	<b>\$14,939</b>

#### **Budget Justification**

The Office of Security Management (SM) ensures, in a cost-effective manner, that all non-residential construction projects result in secure facilities, consistent with the Diplomatic Security and Anti-Terrorism Act of 1986 (P.L.99-399) and Section 160 of P.L. 100-204. The program ensure appropriate security safeguards are incorporated into all overseas diplomatic facility construction projects to protect against hostile terrorist acts and intelligence efforts. The FY 2012 request of \$14.9 million and 98 positions is an increase of \$66,000 from the FY 2010 Actual.

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 2012 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 the Department's 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.

The FY 2012 increase of \$68,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	13,737	13,737	13,805
Program Support	1,134	1,134	1,134
<b>Total</b>	<b>\$14,871</b>	<b>\$14,871</b>	<b>\$14,939</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## AREA MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	<b>\$10,087</b>
FY 2011 Continuing Resolution	<b>\$10,087</b>
FY 2012 Request	<b>\$10,087</b>

#### **Budget Justification**

The Office of Area Management (OBO/OPS/AM) provides comprehensive and timely customer service support to posts by serving as a practical, effective and results oriented organization. The FY 2012 request of \$10.1 million and 41 positions represents no change from the FY 2010 Actual.

This budget supports the personnel who manage OBO's Repair and Construction program. In addition to supporting this core element 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 in the field 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 embassy design and make other recommendations to improve future projects. This budget requests funding for three additional personnel needed to support this important new program.

The \$10.1 million request will provide sustainability and continue current operations at the FY 2010 Actual.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	8,716	8,716	8,716
Travel	0	0	0
Program Support	1,371	1,371	1,371
<b>Total</b>	<b>\$10,087</b>	<b>\$10,087</b>	<b>\$10,087</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FIRE PROTECTION

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$5,732</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$5,732</b>
<b>FY 2012 Request</b>	<b>\$5,796</b>

#### Budget Justification

The Office of Fire Protection (OBO/OPS/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 2012 request of \$5.8 million and 33 positions is an increase of \$64,000 over the FY 2010 Actual.

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.
- 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.
- 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 percent 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.
- Critical fire alarm and sprinkler system preventive maintenance and technical support is provided to overseas posts to resolve 90 percent 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.
- Specialized fire prevention training is provided at all Foreign Service Institute (FSI), Diplomatic Security (DS), Marine Security Guard (MSG), and Facility Manager training courses.

The FY 2012 increase of \$64,000 supports personnel costs at current staffing levels.

#### Base Budget Detail Schedule (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	3,985	3,985	4,049
Program Support	1,747	1,747	1,747
<b>Total</b>	<b>\$5,732</b>	<b>\$5,732</b>	<b>\$5,796</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$3,728</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$3,728</b>
<b>FY 2012 Request</b>	<b>\$3,859</b>

#### **Budget Justification**

The Safety, Health and Environmental Management (SHEM) program's 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 cancel out the lives saved by the Department's efforts constructing secure buildings to save personnel from terrorism. The FY 2012 request of \$3.9 million and current 22 positions is an increase of \$131,000 from the FY 2010 Actual.

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. The program's strategic goal of providing the long-term technical support, training, tools and oversight to enable over 260 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 post visits provide training for personnel who implement effective protective programs. Regional seminars leverage managers to take on greater responsibilities for the program, returning to posts with knowledge and skills to train others. SHEM provides focused visits to posts with problematic vehicle fatality records, given this is the Department's number one cause of accidental death. Over 190 supervisors have been certified and returned to their posts to train over 6,000 drivers in safe driving techniques. This is the cornerstone that is changing drivers' behavior behind the wheel, reducing the frequency and severity of motor vehicle related mishaps. Motor vehicle event data recorders installed in motor vehicles capture audio and video of events triggered by hard braking, 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 four posts and demonstrated the effectiveness of the devices: a nearly 50 percent increase in safe driving resulting in a reduction of 60 percent in near collisions and 35 percent in actual collisions.

The FY 2012 increase of \$131,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	2,938	2,938	3,069
Program Support	790	790	790
<b>Total</b>	<b>\$3,728</b>	<b>\$3,728</b>	<b>\$3,859</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## RESIDENTIAL DESIGN & CULTURAL HERITAGE

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$8,384</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$8,384</b>
<b>FY 2012 Request</b>	<b>\$8,716</b>

#### Budget Justification

The Office of Residential Design & Cultural Heritage (RDCH) provides interior design & furnishings to 386 representational residences worldwide and provides conservation, maintenance and stewardship of the Department's heritage properties and collections. The FY 2012 request of \$8.7 million and 13 positions is an increase of \$332,000 over the FY 2010 Actual.

Representational residences are the first line of transformational diplomacy. They are an extension of the work environment of the embassy and a looking glass to the American way of life. The program supports 386 official residences that function similar to hotels with high reception scheduling. The standard refurbishment rate for the hotel industry is a seven to ten year cycle.

The Department has an extensive inventory of historically and culturally significant items that require special maintenance and care. OBO's Cultural Heritage Program provides support for conservation and maintenance of the department's overseas heritage properties and the extensive collection of heritage assets housed in them. The request will ensure these special assets are properly maintained so they continue to be a treasure for generations and provide a meaningful backdrop to the Department's diplomatic efforts.

The FY 2012 increase of \$332,000 supports personnel costs at current staffing levels.

#### Base Budget Detail Schedule (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	1,396	1,396	1,728
Heritage Property	800	800	800
Residential Design	6,188	6,188	6,188
<b>Total</b>	<b>\$8,384</b>	<b>\$8,384</b>	<b>\$8,716</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## ART IN EMBASSIES PROGRAM

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$2,333</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$2,333</b>
<b>FY 2012 Request</b>	<b>\$2,416</b>

#### **Budget Justification**

The Art in Embassies Program (AIEP) provides exhibitions to represent American art abroad to U.S. Chiefs of Mission as a highly effective component in supporting the Department's public diplomacy efforts. The FY 2012 request of \$2.4 million and 15 positions is an increase of \$83,000 from the FY 2010 Actual.

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.

The Office of Art in Embassies oversees acquisitions for the establishment of permanent collections of contemporary art for the public spaces of all newly constructed U.S. embassies, consulates, annexes. This initiative expands and enhances the original mission through two-way exchange, uniting American culture and the culture of the host countries in ongoing artistic conversation and cultural outreach.

AIEP also conducts educational outreach through its American Artist Abroad (AAA) program, successfully extended the cultural experience of American art into local communities. Participating artists travel to countries where their work is on view and engage in a series of public cultural programming activities, such as lectures, workshops, community projects, and studio visits. AAA continues to garner media coverage both in the U.S. and the host country, and plans are underway to include artists represented in AIE's permanent collections in the program.

The FY 2012 increase of \$83,000 supports personnel costs at the current staffing level.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
Personnel	1,950	1,950	2,033
Program Support	383	383	383
<b>Total</b>	<b>\$2,333</b>	<b>\$2,333</b>	<b>\$2,416</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## POST COMMUNICATIONS

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$9,100</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$9,100</b>
<b>FY 2012 Request</b>	<b>\$9,100</b>

#### **Budget Justification**

The Post Communications Support Program, with the participation of the Department's Bureau of Information Resources Management (IRM), funds two distinct services—NEC Moves and Telephone 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 2012 request of \$9.1 million represents no change from the FY 2010 Actual.

Good communication is the key tool of diplomacy. Every attempt must be made to ensure that those who serve overseas have appropriate and modern technology available to fulfill their mission. Integral components of this technology are the telephone systems found at each overseas post. The Department has a replacement program for the telephone systems at 265-plus embassy, consulate, and other diplomatic facilities. The intent is to replace obsolete telephone systems and establish a ten-year replacement cycle. 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 NEC commences official operations when critical command and control communications equipment is relocated to, installed in, and activated at the new Information Programs Center (IPC) in the chancery. This program ensures that the physical cabling plant inside the IPC to support the cryptographic equipment for critical command and control communications systems, the classified data processing servers, and connectivity to post's new Combined Transmission Facility is installed and operational.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
NEC Moves	1,673	908	1,392
Telephone Replacement	7,427	8,192	7,708
<b>Total</b>	<b>\$9,100</b>	<b>\$9,100</b>	<b>\$9,100</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## INFORMATION RESOURCE MANAGEMENT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$18,251</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$18,251</b>
<b>FY 2012 Request</b>	<b>\$18,304</b>

#### **Budget Justification**

OBO's Information Resource Management Division (OBO/EX/IRM) provides information technology resources for the Bureau with cost-effectiveness in direct support of desktop, network, hardware, and application development. The FY 2012 request of \$18.3 million and 20 positions is an increase of \$53,000 from the FY 2010 request.

This budget will provide for consolidated desktop support, server and wire management services, OBO-specific network operations, application development and test environments, and disaster recovery functionality.

The largest portion of the budget is used to support OBO applications including ongoing development and support of the Buildings Management Information System (BMIS) application, OBOLink Records Management tool, PASS, ProjNet technologies, SharePoint implementation, web application, and other bureau specific data applications. The current initiatives will provide for sustainment of resources.

The FY 2012 increase of \$53,000 supports personnel costs at the current staffing level.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	4,700	4,700	4,753
Program Support	13,551	13,551	13,551
<b>Total</b>	<b>\$18,251</b>	<b>\$18,251</b>	<b>\$18,304</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## MANAGEMENT SUPPORT

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$46,145</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$46,145</b>
<b>FY 2012 Request</b>	<b>\$44,840</b>

#### **Budget Justification**

OBO's Management Support Division (OBO/EX/MSD) is the administrative support "hub" of OBO and provides for the ongoing support needs of over 1,300 OBO domestic and overseas government and contract staff. The FY 2012 request of \$44.8 million and 20 positions represents a decrease of \$1.3 million from the FY 2010 Actual.

OBO/EX/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 2012 decrease of \$1.3 million reflects a reduction in travel (\$800,000) and the reduction of eight personal services contractors (\$505,000).

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	3,453	3,453	2,948
Rent	12,362	12,362	12,362
Travel	23,944	23,944	23,144
Program Support	6,386	6,386	6,386
<b>Total</b>	<b>\$46,145</b>	<b>\$46,145</b>	<b>\$44,840</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## FRONT OFFICE

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$12,090</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$12,090</b>
<b>FY 2012 Request</b>	<b>\$12,602</b>

#### **Budget Justification**

The Front Office provides executive direction, financial management, human resources, developmental training, security assurance and internal review for OBO. The FY 2012 request of \$12.6 million and 90 positions is an increase of \$512,000 over the FY 2010 Actual.

The Front Office budget supports critical, high-level OBO functions and activities including the mission the OBO Director, Resource Management, Internal Reviews and Operations Research, Human Resources, and External Affairs. This management team ensures that 260+ 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 Office of the Inspector General, GAO and OMB and for developing bureau policies. 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 OBO's interface with industry and the media and serves as the focal point within the bureau for managing the implementation of major outreach programs affecting OBO activities.

The FY 2012 increase of \$512,000 supports personnel costs at current staffing levels.

#### **Base Budget Detail Schedule** (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	10,915	10,915	11,427
Program Support	1,175	1,175	1,175
<b>Total</b>	<b>\$12,090</b>	<b>\$12,090</b>	<b>\$12,602</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

## DOMESTIC RENOVATIONS

### FY 2012 Budget Summary (*\$ in thousands*)

<b>FY 2010 Actual</b>	<b>\$23,725</b>
<b>FY 2011 Continuing Resolution</b>	<b>\$23,725</b>
<b>FY 2012 Request</b>	<b>\$50,725</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 building. This program also includes the Capital Improvement Program (CIP), which was developed to protect Department real property investments through correction of deficiencies and capital improvements. The FY 2012 request of \$50.7 million represents an increase of \$27.0 million from the FY 2010 Actual.

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 Department's original HST headquarters building
- Continue the New State renovation
- Continue Perimeter Security Improvements
- Identify all technical needs and finding requirements for projects identified in the CIP and implement the projects in order of priority.

The FY 2012 request includes \$45.8 million to continue the renovation of the Harry S Truman building renovation and \$4.1 million for upgrades and repairs to other domestic offices.

#### Base Budget Detail Schedule (*\$ in thousands*)

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
HST Renovations	18,800	18,800	45,800
Other Domestic Facilities	4,075	4,075	4,075
Planning for SA-6 Move	850	850	850
<b>Total</b>	<b>\$23,725</b>	<b>\$23,725</b>	<b>\$50,725</b>

# EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

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

	<b>FY 2010 Actual</b>	<b>FY 2011 CR</b>	<b>FY 2012 Request</b>
1100 Personnel Compensation	114,897	114,897	117,905
1200 Personnel Benefits	39,429	39,429	40,553
2100 Travel & Trans of Persons	38,914	38,485	37,867
2200 Transportation of Things	8,784	8,527	8,343
2300 Rents, Comm & Utilities	424,961	414,025	419,226
2400 Printing & Reproduction	2,572	2,572	1,272
2500 Other Services	302,264	273,057	293,028
2600 Supplies and Materials	57,449	54,872	58,175
3100 Personal Property	40,652	38,934	42,489
3200 Real Property	756,186	708,941	749,754
4100 Grants, Subsidies & Contrb	31,442	30,411	32,905
<b>Total</b>	<b>1,817,550</b>	<b>1,724,150</b>	<b>1,801,517</b>