

UNITED STATES DEPARTMENT OF STATE

# OVERSEAS RIGHTSIZING

A QUARTERLY REPORT  
BY THE OFFICE OF RIGHTSIZING  
THE U.S. GOVERNMENT OVERSEAS  
PRESENCE



2005 / 11





## About the Office of Rightsizing the USG Overseas Presence

The Under Secretary for Management's Office of Rightsizing the USG Overseas Presence (M/R) is a Congressionally mandated office responsible for managing the rightsizing of the US Government abroad. This Department of State office is responsible for reviewing and approving the staffing projections for all capital construction projects abroad. Congress-directed M/R oversees the process by which Chiefs of Mission conduct 5-year reviews on the staffing of their missions. M/R schedules the annual 20% of all U.S. Missions abroad, and reviews and approves the staffing in these missions. M/R also coordinates NSDD 38 requests, all policy issues concerning Chief of Mission authority, inter-agency correspondence regarding Executive Branch agencies overseas presence, and related issues.

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## Performance Summary & Highlights

by M/R Deputy Director J. Patrick Truhn

- 1. M/R public website up and running** – M/R has established a public website at <http://www.state.gov/m/r/>. The site will carry materials having to do with the activities of the Office of Rightsizing, including regionalization plans, rightsizing reviews of New Embassy Compounds, MOMS, efforts to increase the accuracy of Post Personnel, etc. The site also provides links to other related sites; e.g., the Office of Buildings Overseas' Capital Security Cost Sharing Program, OMB's Presidential Management Agenda site, GAO reports on rightsizing, and Results.gov. The purpose is to provide other agencies without OpenNet+ access a place to find general materials on the rightsizing mandate and requirements.
- 2. Management Challenges** – From a recent GAO report on Rightsizing efforts at the State Department: “State has introduced some improvements to enhance the process of implementing GAO’s **rightsizing framework** to rationalize embassy staffing levels. State is stressing the importance of each agency fully scrutinizing its overseas staffing levels. In addition, the department’s performance plan process has been strengthened and addresses embassy priorities, a key factor in GAO’s rightsizing framework. Also, based on recent GAO work, State has begun to streamline the delivery and reduce the cost of shared administrative services provided under the International Cooperative Administrative Support Services (ICASS) system. Moreover, State is exploring ways to expand the use of regional hubs to provide support services more efficiently and is working to reduce duplicative embassy support functions. ...”
- 3. RSC finance mechanism** – The ICASS Executive Board (IEB) Finance Committee considered an M/R proposal on the design of a funding mechanism for ICASS regional/global shared services. The Committee recommended that the proposal be referred to the ICASS Working Group (IWG) to work out details of the proposal, which would then be addressed at the IEB quarterly meeting. Regional



Service Centers will host shared-services functions that are now performed by staff at individual posts, including ICASS services. The goals of regionalization through Regional Service Center hubs (overseas and in the U.S.) are to reduce staff at individual posts, maintain or increase the quality of services available, and create staffing and costs efficiencies that reduce cost and support staffing overseas. The establishment of a to-be Regionalization architecture and a migration plan, with business case analysis, is a current Rightsizing PMA Scorecard item.

The proposal maintains the principle of local empowerment at the post level, but encourages greater involvement by the ICASS Working Group in the oversight and encouragement of regional/global services. Presently, regional services are paid for by the hosting post regardless of relative usage. The ICASS Working Group will become an “ICASS Council” for the RSCs and approve the budgets of the RSCs. Use of RSC services would be decided by the post ICASS Councils and Service Providers as a transparent extension of post services. RSCs would not independently offer services to post level agencies. As service provision transfers from posts to RSCs, the IWG would be responsible for balancing the funding and staff needed for RSCs against reductions in staff and funding at posts.

This proposal is the culmination of numerous papers and studies done by M/R. Existing policies will have to be amended, procedures modified, and software adjusted, but this proposal is a pre-requisite for the funding of future regional services offered from one location to multi-regional customers.

4. **Rightsizing and Mission Program Planning** – The Department of State modified its Mission Program Plans (MPPs) and Bureau Program Plans (BPPs) instructions and guidance to require that posts and bureaus enumerate what rightsizing actions they have taken and what actions are planned for the future. The MPPs and

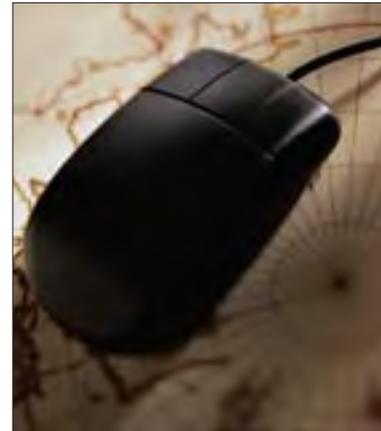


“The proposal maintains the principle of local empowerment at the post level, but encourages greater involvement by the ICASS Working Group...”

BPPs are the Government Planning and Results Act (GPRA) tools the Department uses annually. The Rightsizing MPP and BPP instructions and guidance are attached.

5. **Ongoing Rightsizing** – M/R often gets reports regarding efforts Ambassadors and missions are making to consider the appropriate staffing for their missions. These reports are outside of the Congressionally-mandated rightsizing reviews M/R conducts. Recently Embassy Damascus and Embassy La Paz reported that they had reduced staff as a result of rightsizing considerations.

An analysis of State Department overseas staffing reveals that, in less than five years, over 40% of the direct-hire positions in the Bureau of European and Eurasian Affairs have been abolished, transferred, or established. Staffing “down and right” – into eastern Europe, the Caucasus and Central Asia – increased significantly (24.6%) over the period in response to changed U.S. priorities and U.S. national security interests.



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6. **More regionalization in Frankfurt**

- The US Agency for International Development’s Regional Inspector General’s Office (RIG) has committed to moving this summer from the USAID’s Regional Center in Budapest to the Regional Services Center Frankfurt. This will be the first instance of an RIG not collocating with another USAID mission. AID/RIG has signed onto the Department’s Personal Services Agreement (PSA) authority for their operations in Frankfurt. This will allow ICASS to provide Human Resources services for AID/RIG’s locally engaged staff in Frankfurt.
- TSA has committed to moving 23 location non-dependent inspectors from Brussels to Frankfurt for regional activities.

7. **More MOUs** – The Department of State concluded Memoranda of Understanding with the Office of Personnel Management and the Millennium Challenge Corporation laying out the manner in

which these agencies will establish an overseas presence. The MOUs provide a common basis of understanding for agencies and their personnel, who are often unfamiliar with the overseas operations of the U.S. Government. The MOUs also provide the receiving post a quick understanding of the agency's view of its overseas operations, so that administrative assistance can be provided effectively.

8. **Mission Rightsizing Reviews** – The Office of Rightsizing is in the process of completing a number of rightsizing reviews for New Embassy Compound (NEC) projects schedule for 2006 and 2007. M/R provided detailed guidance to 20 posts in January and February for their reviews. The list of posts and review guidance is attached. Agency headquarters will be asked to validate estimates for their staffing projections, as part of the review. OMB will also review the reports before they are finalized and transmitted to the Hill.
9. **Post Personnel** – M/R and the Bureau of Human Resources are collaborating on making PASS (Post Administrative Suite of Services) Post Personnel (PP) application *the* validated database for official, verified accounting of all persons and agencies assigned overseas. The plan is to;
  - link PP to ICASS, so that the “at post” staffing count in ICASS is generated by PP and cannot be entered “freehand”;
  - use Post Personnel data only to populate Post Profiles;
  - link ICASS, PP, Post Profiles, and NSDD-38 nomenclature tables to identify agencies and prevent disjuncture in agency nomenclature that require manual reconciliation;
  - use resultant validated PP as a replacement for CSEP NSDD-38 database; and use the new NSDD-38 application to feed changes into PP for non-State staffing; and, eventually
  - to reconcile staffing patterns with Capital Security Cost Sharing, NEC staffing projections, etc.

When completed this system can be tended from various physical locations and will not require posts alone to maintain the data. The result will be one single, unified, accurate database of all U.S. Government staffing overseas, ending (in a perfect world) forever the need to send out staffing data calls to posts for particular requirements.

The data will be made available on a regular basis to Executive Branch agencies with personnel overseas. Agency headquarters will be asked to verify the data regularly ensure its consistency.

**10. Management Pilots** – The Bureau for European and Eurasian Affairs (EUR), in cooperation with Management bureaus, is initiating pilot programs to investigate more efficient use of our overseas resources:

- Embassy Brussels, in coordination with the Bureau of Administration's Office of the Procurement Executive, is piloting a program to increase contracting authority for locally engaged staff. If successful and expanded, it could free up American officers for essential operational and management controls activities, or potentially even eliminate some American positions.
- EUR and the Bureau for European and Eurasian Affairs are working together to pilot and offshore financial management center. The pilot will be conducted through the Regional Service Center in Frankfurt and evaluated by an inter-bureau working group in Washington. For those services that are location non-specific, the goal is to offer them regionally or globally.

**11. Consolidation to Eliminate Duplication** – Paris, with the support of EUR, the Bureau for International Organizations and the Office of the Under Secretary for Management, is implementing a Tri-Mission Management proposal, consolidating management support for the bilateral mission, U.S. OECD (Organization for Economic Cooperation and Development) and U.S. UNESCO (United Nations Educational, Scientific and Cultural Organization). The proposed plan would eliminate one American and two locally engaged staff positions at a savings of approximately one million dollars per year.

**12. RPO Vienna** – The EUR Executive Office, together with its Frankfurt branch office, the Regional Support Center (RSC), EUR's office of Public Diplomacy, and Embassy Vienna, plan to close the Vienna Regional Program Office. There are two main functions currently in RPO Vienna:

- Training: As of the second quarter of FY2005, all training functions in Vienna will be eliminated. Essential training will be conducted in RSC Frankfurt. This will result in the elimination of 3 LES positions from RPO Vienna.
- Printing functions: The Bureau of Administration's Office of Multi-Media Services is reviewing RPO's printing and other multimedia functions in its competitive sourcing initiative (A-76). MMS is currently examining how many of RPO's locally engaged staff positions, if any, will be retained for the Department's Most Efficient Organization proposal

13. **OIP** – The Overseas In-processing Program was initiated to reduce the American footprint at high threat overseas posts and improve the in-processing of personnel to dangerous and difficult overseas diplomatic Posts such as Embassy Baghdad. The new process not only reduces the amount of orientation and in-processing time at Post (and in Washington, DC) and integrates the departure of various other-agency personnel to Baghdad, but also condenses the amount of work and personnel required at each Post.

The new Orientation and In-Processing (OIP) Center debuted in May 2004 with the priority to assist in the opening of the highly-visible Embassy Baghdad. OIP services resulted in a reduction of processing time from two weeks to two days, in the relative safety of the Washington area, rather than at a post under active hostilities. Rather than undergoing additional processing that could take up to a week when they arrived in Baghdad, personnel were ready to begin their assignments immediately. Several processing functions conducted by specialists in Washington, DC have resulted in a significant decrease in the workload for personnel on-site in Iraq.

The Department of State's immediate plan is to roll out the successful OIP process implemented in Baghdad to other dangerous and difficult posts. Orientation and in-processing is one of several functions currently in analysis by the State Department to improve safety and mission performance while cutting costs under the Department's Model for Overseas Management Support (MOMS) rightsizing initiative. The OIP Center directly addresses two initiatives from the President's Management Agenda - strategic management of human

capital and a rightsized overseas presence, and depends on successful e-Government implementation.

14. **e-Visas** – The Bureau of Consular Affairs implemented a centralized system of electronic visa applications “e-Visas.” Managed and maintained from Washington, the system allows a visa applicant anywhere in the world to logon to the State Department Consular Affairs website and get complete information on applying for a visa, eligibility requirements, processing times. Applicants can also obtain particular information about the requirements for the Consular post nearest them. The inquirer can then fill out an application in any of 6 languages (so far). There are click throughs to each embassy Consular site for further particular information on that embassy’s local policies and requirements. This program takes the burden off consular sections to maintain websites that contain a wealth of standard information. Previously, each embassy maintained its own site of standard forms and managed the language requirements. This effort is part of an effort to provide central management for universal requirements while maintaining local control and management of local requirements
  
15. **Patch Management** – The State Department’s Bureau of Information Resource Management is instituting centralized patch management. This program allows the Patch Management Center in Washington to “push” patch and system changes out to posts to every desktop connected to the OpenNet+ system. Local system managers will no longer have to go around to every desk top machine and install patches manually. System adjustments can be scheduled for off-hour implementation on a 24 hour wave. This move is part of a effort in the Department to move routine work out of posts, work that can be managed remotely without any diminution of service to posts.

# The President's Management Agenda Rightsizing Scorecard Summary



## CURRENT STATUS (As of June 2005)

### U.S. overseas staffing is at right level with skills to achieve policy goals.

- Management incentives/ accountability systems in place and impact demonstrated [Q3 FY2005](#).
- ✓ Agencies include cost and staffing data in annual budget requests [Q2 FY2004](#)

### New embassy construction linked to rightsized staffing

- ✓ Interagency guidelines for staffing estimation [Q1 FY2004](#)
- ✓ Capital Cost Sharing proposed [Q2 FY2004](#)
- Mechanism developed for streamlining/consolidation of support/program services considered factors in projections for new compounds [Q3 FY2005](#)

### Transparent estimation and accounting of USG overseas costs and staffing in place

- ✓ framework for full cost accounting in place [Q3 FY2004](#)
- ✓ agencies employ framework [Q4 FY2004](#)

### Regionalization used as rightsizing tool overseas

- ✓ Creekbed regional rightsizing pilot studies complete [Q2 FY2004](#)
- Regionalization and shared-services moves underway [Q3 FY2005](#)
- ✓ Out-of-the-Box regionalization study and shared services model completed [Q3 FY2004](#)

### Review mechanisms to validate ongoing and new embassy staffing and size

- Standardized Rightsizing Review process implemented for all Missions [Q3 FY2005](#)



## PROGRESS (Third Quarter FY 2005)

### Actions taken this quarter:

1. A-11 includes requirement for agencies to report of overseas positions and costs for the FY 2007 budget submission.
2. State's Rightsizing Office (M/R) launched web content on State public website about the office and rightsizing links.
3. M/R submitted draft proposal on regional cost distribution system for International Cooperative Administrative Support Services (ICASS) system to the ICASS Executive Board.
4. State established the Office of Global Support Services and Innovation (GSSI) to facilitate regional and centralized service delivery to overseas posts.

### Planned Actions for next quarter:

1. Develop matrix of NSDD-38 requests, outlining approved, disapproved, pending, new position, reduction, or realignment. State data on overseas staffing changes to be included. (State: cont'd from Q3)
2. Submit As-Is and To-Be Regionalization Shared Service Architecture and migration plan (State Cont'd). Expansion of MOMS services to an additional pilot posts. (State: cont'd from Q3).
3. State to submit five-year Post Rightsizing review schedule and plan to OMB (State)
4. Execute BDR on overseas Staffing and costs data for the FY 2007 budget (OMB).
5. Submission of new Rightsizing Reviews for FY 2006 to OMB.

## **FY06 Rightsizing Related Legislative Language**

### Right-Sizing the United States Government Overseas Presence

#### '06 House Appropriations Committee Report Language

The Committee strongly supports interagency efforts to right-size the overseas presence of the United States Government. The Committee understands the definition of right-sizing to be the systematic and thorough review of all overseas missions and staffing levels and the reallocation of resources to achieve a leaner, streamlined, more agile, and more secure U.S. Government presence abroad. The Committee expects agencies funded in this bill to cooperate fully with all interagency efforts to achieve effective right-sizing.

The 1998 terrorist attacks on two U.S. Embassies in Africa highlighted security deficiencies in diplomatic facilities. The bombings in Saudi Arabia, the assassination of a USAID employee in Jordan, and the closure of the U.S. Embassy in Kenya underscore continued threats against U.S. personnel overseas. The attacks on the American Embassies in Africa prompted the creation of the Overseas Presence Advisory Panel, which proposed significant recommendations regarding right-sizing that have subsequently been embraced by this Committee, and included in the President's Management Agenda. In addition, the General Accounting Office (GAO) has studied right-sizing the Nation's overseas presence. The GAO reports found that U.S. agencies' staffing projections for new embassy compounds are developed without a systematic approach or comprehensive right-sizing analysis. In response, the GAO developed a framework of questions designed to link staffing levels to three critical elements of overseas diplomatic operations: (1) physical/technical security of facilities and employees; (2) mission priorities and requirements; and (3) cost of operations. In light of continuing security vulnerability, the Committee intends to ensure that such a framework is established and followed.

The Committee expects that the fiscal year 2007 budget request will continue to reflect the application of a right-sizing methodology. Increases or expansions should be justified in terms of mission priorities both within the agency, and within the specific diplomatic mission, and should be, to the maximum extent possible, accompanied by offsetting decreases to maximize the allocation of scarce resources to emerging priorities. A proper plan should include a systematic analysis to bring about a reconfiguration of overseas staffing to the minimum level necessary to meet critical U.S. foreign policy goals. The Committee expects to receive this additional analysis prior to the establishment or expansion of any activities beyond those currently approved.

'06 Legislative language

## DIPLOMATIC AND CONSULAR PROGRAMS

*Right-Sizing the U.S. Government Presence Overseas.*—The Committee continues to define right-sizing as the reconfiguration of overseas U.S. Government staff to the number necessary to achieve U.S. foreign policy goals. The Committee is convinced, and agrees with the recommendation of the Overseas Presence Advisory Panel, that rationalizing staffing and operations abroad has the potential for significant budgetary savings. It costs two to three times as much to maintain an employee outside of the United States as it does within the United States. The notion of right-sizing as a desirable means to improve security and gain efficiencies implies that the current number of overseas staff in some locations is greater than the minimum number necessary, and that the presence of a number greater than the minimum number presents an unnecessary and unacceptable financial and security burden. Given the security requirements for the U.S. mission in Iraq, the Committee strongly urges the Department to use the most stringent criteria for determining staffing levels. As part of the overall right-sizing function, the Committee encourages the Department to review the ICASS system and fully explore how ICASS can contribute to right-sizing efforts. The Committee recommendation continues funding for the Office on Right-Sizing the United States Government Overseas Presence.

'06 Legislative language

## EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

The Committee recommends a total appropriation of \$1,513,710,000 for Embassy Security, Construction, and Maintenance. This amount is \$10,066,000 above the amount available in fiscal year 2005 (excluding supplemental appropriations) and \$12,290,000 below the budget request. The recommendation designates \$910,200,000 as available only for priority worldwide security upgrades, acquisition, and construction, the full amount requested for such activities. The recommendation includes \$603,510,000 for non-security related costs, which is the same as the amount provided in fiscal year 2005 and \$12,290,000 below the budget request.

This account provides funds to manage U.S. Government real property overseas and maintain Government-owned and long-term leased properties at approximately 260 posts, and to lease office and functional facilities and residential units, not only for the Department of State, but also for all U.S. employees overseas.

*Worldwide Security Upgrades.* The Committee recommendation includes \$910,200,000 for security projects, the full amount requested and an increase of \$10,066,000 over the fiscal year 2005 level, to continue the capital security program of constructing new secure replacement facilities for the Department's most vulnerable embassies and consulates and providing additional security measures and upgrades. The Committee expects that projects undertaken under this program will address the security of the highest priority facilities. In previous fiscal years, the Department has proposed to reprogram funds under this activity for projects that do not address top priority security vulnerabilities and for projects that will not result, when complete, in a facility that meets existing security standards. The Committee expects that worldwide security funds will be used only for projects that meet these specifications. The Committee

recommendation will support the construction of an estimated nine new embassy compounds, four United States Agency for International Development (USAID) buildings on secure embassy compounds, the design of an additional new embassy compound, and the acquisition of a number of secure sites for future embassy compound construction. The Committee notes that funding provided under this heading for USAID facilities is expected to be supplemented by USAID contributions through the Capital Security Cost Sharing Program, which is discussed in more detail below.

The Committee recommendation also includes \$100,000,000, the amount requested, to continue the compound security upgrade program. The Committee understands that this program includes the installation of forced entry/ballistic resistant roof hatches, vault doors and power-assisted vehicle barriers, and other similar measures. The Committee expects that this funding will also provide physical security improvements to residential compounds and other locations where American citizens gather. Priority should be given to residential and compound security.

The Committee expects that a proposed spending plan for the entire amount of available resources for worldwide security upgrades will be submitted through the normal reprogramming process within 60 days of the date of enactment of this Act. The Department shall notify the Committee immediately if there are any facilities that the Department believes face serious security risks.

The Committee continues to support the Capital Security Cost Sharing Program. Under this program, all agencies that have staff overseas under Chief of Mission authority pay a fair share of urgent, security-driven capital projects undertaken to replace embassies and consulates at the most vulnerable posts. The goals of this program are twofold. First, the program accelerates the replacement of unsafe, unsecured and outdated diplomatic facilities that are used overseas by U.S. Government agencies. This is planned as a 14-year, \$17,500,000,000 program to replace 150 vulnerable embassy and consulate facilities with new compounds that fully comply with statutory security requirements. Second, the program will create incentives within all government departments and agencies to scrutinize and 'right-size' their overseas presence to avoid unnecessary costs and security risks. Each agency with staff overseas under Chief of Mission authority has, built into their fiscal year 2006 budget request, an annual contribution towards construction of new secure diplomatic facilities based on the number of positions overseas and the type of space occupied. These contributions do not take the place of State Department contributions, which are also growing, but create a larger, shared funding pool to accelerate replacement.

The recommendation assumes a total program level of \$1,013,300,000 in fiscal year 2006 for Capital Security Construction, including \$810,200,000 under this account, and \$203,100,000 from non-State agencies, based on positions worldwide. Of this total, the additional amount generated by the Capital Security Cost Sharing program is \$596,716,000; which consists of \$393,616,000 from the State Department that is included in the recommendation under this account, and \$203,000,000 from non-state agencies. The Committee understands that there is an anticipated five-year phase-in period for the program, wherein the total Government-wide amount grows from \$1,013,300,000 in fiscal year 2006 to \$1,400,000,000, then remains at that level for

the next 8 years. The Committee further understands that the program will include agency involvement in setting priorities and in other aspects of the development of new embassy compounds. The Committee believes that the establishment of strong interagency coordination and cooperation will be critical to achievement of program goals and encourages the Department and the Administration to ensure that the management of this program is inclusive, cooperative and transparent.

The Committee recommendation provides \$603,510,000 for operations and maintenance activities, which is \$12,290,000 below the request, and the same as the current year level. The Committee notes that the requested amount included \$22,356,000 in program increases. The Committee recommendation also includes \$8,609,000 for headquarters operations. The Committee directs the Department to prioritize requested funding increases and to specifically identify amounts above current services in a comprehensive spending plan to be submitted no later than 60 days after enactment of this Act.

*Assets Management*—The budget request designates \$107,052,000 in assets management funds planned for obligation in fiscal year 2006. The Committee expects that these funds will be used for opportunity purchases to replace uneconomical leases and for other priority capital acquisition purposes. In addition, as in previous years, the Committee expects that assets management funds will continue to be allocated in part to security construction needs. Any use of these or additional assets management funds in fiscal year 2006 is subject to reprogramming. In addition, with respect to the requirement that a reprogramming for any major new start be submitted, the Committee understands that requirement to mean that any rehabilitation or construction projects involving an ambassador's residence will be subject to the requirement. In addition to regular reporting provided to the Committee on acquisition and disposal of overseas property, the Department shall submit a report to the Committee by November 11, 2005, listing all properties disposed of, or in process for disposal, along with associated actual or anticipated proceeds of sale, at posts which have had funding approved for the construction of a new secure compound in, or after, fiscal year 1999.

The recommendation continues language carried in the bill in previous years that prohibits funds from being used for acquisition of furniture and furnishings and generators for other departments and agencies.

The Committee commends the Bureau of Overseas Buildings Operations (OBO) for continuing its internal management innovations to increase performance and accountability, to streamline operations, and to control costs. Recognizing that the increased complexity of a growing program of construction, real estate, operations/maintenance, and planning activities requires greater technological and information systems integration, the Committee encourages OBO to pursue development of integrated building management systems. Such technology upgrades to integrate disparate legacy systems will protect the large and continuing investment of taxpayer resources in overseas properties and those who occupy them. The Committee has provided sufficient resources to support this effort.

The Committee expects that new embassy projects advanced by the Department will have been properly planned and right-sized, with regional considerations, projecting anticipated needs and requirements by the date submitted to Congress. In rare

circumstances where global conditions dictate a significant change in requirements after Congress has approved funding for a specific project, the Department should be proactive in informing Congress and requesting any additional funding without risking execution of projects already approved. The Committee directs the Department to execute the new embassy compound as planned for Khartoum, Sudan within the \$76,100,000 appropriated in fiscal year 2005. Any changes to requirements, including follow-on requirements, either for an enlarged mission in Khartoum or for any change in staffing in the region, should be communicated to this Committee within 120 days of enactment, including a re-prioritized ranking of other posts within the region for which project funding would be deferred in favor of these new requirements.

*Right-Sizing the U.S. Government Overseas Presence*- The Committee directs the Office of Overseas Buildings Operation to work closely with the Office on Right-Sizing the U.S. Government Overseas Presence to ensure that projected staffing levels for new embassy compounds are prepared in a disciplined and realistic manner and that these estimates become a basis for determining the size, configuration and budget of new embassy compound construction projects. The justification for all facilities projects funded under this account must include a full explanation of regional efficiency and security planning, and related staffing assumptions. Such projects will not be approved for funding absent evidence of the application of a uniform right-sizing methodology.