



# Integrated Country Strategy

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## Russia

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## 1. Chief of Mission Priorities

The U.S. relationship with the Russian Federation, already among our most critical, complex, and difficult, remains severely strained. Since the Russian Federation's 2014 violation of Ukraine's sovereignty and territorial integrity, Russia has taken increasingly aggressive actions on the international stage. From military intervention in Syria to election interference in the United States and Europe, Russia's overwhelmingly disruptive and malign role in international affairs has degraded the bilateral relationship and threatens global stability. The United States has worked to degrade Russia's ability to conduct aggression by imposing costs on the Russian state and the oligarchy that sustains it. Russia refuses to acknowledge the destabilizing effect of its actions and has responded to the imposition of U.S.-led sanctions with asymmetric, punitive measures against our diplomatic mission. The 2017 staffing cap imposed by the Russian government remains in place, limiting the U.S. Mission in Russia to 455 employees, which represents a reduction of nearly two thirds of our previous workforce. In March 2018, the Russian government declared 60 U.S. personnel personae non grata and, in a move that drastically hindered our ability to assist U.S. citizens, ordered the closure of the U.S. Consulate in St. Petersburg.

In light of the current context and lack of mutual trust, engaging constructively with the Russian Federation is a challenge. As we continue to impose escalating costs for Russian malign behavior, we leave the door open for dialogue, giving Russia the opportunity to demonstrate its willingness to be a constructive interlocutor. Securing Russia's respect for the sovereignty and territorial integrity of its neighbors remains a primary strategic objective. Through steady cost-imposition, we will ensure that the consequences of Russia's ongoing violation of international commitments are clear and use the full power of U.S. diplomacy to expose Russian malign influence in the affairs of sovereign nations. Meanwhile, we will continue to engage Russia where it is in the national interest to do so, including re-energizing the UN-led political process to prevent the use of chemical weapons in Syria, continuing pressure on North Korea to denuclearize, ending the conflict in Ukraine, and returning to compliance with arms control agreements.

We will work to expose and counter Russia's efforts to undermine the stability of core Western institutions and the post-war international order. The Kremlin invests significantly in anti-American propaganda that promotes a negative image of the United States: that of a decaying, overbearing, ill-intentioned superpower intent on harming Russia and the Russian people. Through strategic messaging and public diplomacy programming, we will prioritize people-to-people connections that reinforce the long-standing ties between the United States and Russia in every field that serves U.S. national interests. We will strategically bring as many Russians as possible into contact with an affirmative image of America and Americans using traditional and social media, U.S. speakers and trainers, U.S. government-funded exchanges, large-audience cultural programs, and English language programs. We will also reach out to build connections with the next generation of Russian thought leaders. The Russian government has targeted private U.S. citizen visitors, including those engaging in people-to-people diplomacy, with spurious claims of visa violations. The U.S. Mission will steadfastly support and protect U.S. citizen residents and travelers in the Russian Federation.

We will continue to encourage Russia to adhere to its commitments to international economic bodies and to pursue internal economic reforms. Consistent with our sanctions policy, we will support U.S.

business interests by continuing to promote trade and investment opportunities between the United States and Russia in non-sanctioned sectors of the economy, while encouraging Russian efforts that seek true integration into the global economy.

Russia's unique security environment poses special challenges to all employees and family members. The deteriorating bilateral relationship has created exceptionally taxing working and living conditions, characterized by sustained surveillance and harassment of Embassy personnel by Russia's security services. Despite the difficult security environment and severely strained bilateral relations, the U.S. Mission will focus on staffing critical positions, reducing visa wait times, and continuing to improve the integrity and security of its facilities throughout the country, implementing upgrades to existing facilities, and constructing new facilities and renovating others for new purposes where needed.

## 2. Mission Strategic Framework

### **Mission Goal 1: Russia respects the territorial integrity and sovereignty of independent states**

**Mission Objective 1.1:** Russia fulfills its commitments to resolve the conflict in Ukraine, including through implementation of the Minsk agreements.

**Mission Objective 1.2:** The United States counters Russian actions that undermine peace and security and foment disorder abroad.

### **Mission Goal 2: The United States and Russia engage constructively on resolution of international conflicts and global challenges**

**Mission Objective 2.1:** The United States and Russia support peaceful solutions to international conflicts in the Middle East, North Africa, and South and Central Asia, and efforts to mitigate the threat of nuclear programs in Iran and DPRK.

**Mission Objective 2.2:** The United States and Russia support efforts on counterterrorism/countering violent extremism, border security, counter-narcotics, and emerging threats.

**Mission Objective 2.3:** The United States and Russia support adherence to and implementation of international non-proliferation and disarmament commitments.

**Mission Objective 2.4:** The United States and Russia work within international and bilateral frameworks to address global environmental, health, and science and technology issues.

**Mission Objective 2.5:** The United States and Russia continue to cooperate on space exploration, planetary science, and the Arctic.

### **Mission Goal 3: Russian society becomes more resilient and democratic.**

**Mission Objective 3.1:** Russia's social and political landscape preserves space for political pluralism and democratic principles, and civil society organizations remain actively engaged in mitigating democratic backsliding and increasing transparency, including by promoting respect for human rights and freedom of religion.

**Mission Objective 3.2:** The impact of Russia's aggressive propaganda diminishes and independent media reaches a larger audience.

**Mission Objective 3.3:** People-to-people contact increases through improved visa processing, facilitating exchange programming to enhance our mutual understanding.

**Mission Goal 4: Opportunities for trade and the business environment remain open to U.S. companies to support economic prosperity and spread American business values.**

**Mission Objective 4.1:** Russia plays a more constructive role in the global economy and implements its commitments to economic organizations, including the WTO.

**Mission Objective 4.2:** U.S. business interests are both advanced and defended through monitoring, advocacy, and enforcement.

**Management Objective 1:** Right-size staff.

**Management Objective 2:** Upgrade property. Mission Russia will upgrade, modernize and improve residences, offices, and common shared space to provide staff and family members with safe, modern, energy-efficient living and working conditions at Embassy Moscow and all consulates.

**Management Objective 3:** Resolve Anglo American School legal status while protecting its autonomy.

### 3. Mission Goals and Objectives

#### Mission Goal 1: Russia Respects the Territorial Integrity and Sovereignty of Independent States

**Description and Linkages:** Securing Russia's respect for the sovereignty and territorial integrity of independent states remains a primary strategic objective, and we will continue to degrade Russia's ability to conduct aggression by imposing costs on the Russian state and the oligarchy that sustains it. Rolling back Russia's aggressive actions and restoring Ukraine's territorial integrity are central to the United States' transatlantic quest for a "Europe that is free and at peace with itself."

**Mission Objective 1.1: Russia fulfills its commitments to resolve the conflict in Ukraine, including through implementation of the Minsk agreements.**

**Justification:** Rolling back Russia's aggressive actions and restoring Ukraine's territorial integrity are central to the United States' transatlantic quest for a "Europe that is free and at peace with itself." This vision also emphasizes that "our goal is not to undermine [Russia's] legitimate security interests," but rather to "convince [Russia], step-by-step, that their definition of security is obsolete, that their deepest fears are unfounded." This would remove a key obstacle to the progress of democratic reform in Ukraine and strengthen its ties with the United States and Western Europe.

This can best be accomplished through full implementation of international agreements to preserve Ukraine's sovereignty and territorial integrity and continued pressure on Russia regarding its purported annexation of Crimea. For example, the Minsk Package of Agreements – September 5, 2014, September 19, 2014, and February 12, 2015 – offer a real opportunity for peace, disarmament, political normalization, and decentralization in eastern Ukraine, and the return to Ukraine the control of its territory and borders. Russia agreed to it; Ukraine agreed to it; the pro-Russian fighters in southeastern Ukraine agreed to it. The United States and the international community stand behind it. Russia must fulfill its Minsk commitments by ensuring, directly and through its influence on Russia's proxy forces, a complete cease-fire in all parts of eastern Ukraine; full, unfettered access to the whole conflict zone including all non-government controlled territory, for Organization for Security and Cooperation in Europe monitors; and a full pull-back of all heavy weapons. If fully implemented, this will bring greater peace and security in eastern Ukraine, and with it, Ukraine will again have unfettered access to its own people in the East, and the opportunity for dialogue and political normalization with them. This is what Minsk promises: peace, followed by political normalization, and a return of the internationally-recognized border. Russia's commitments under the Minsk agreements are clear; the choice is Russia's to make.

The United States will start rolling back sanctions on Russia only when the Minsk agreements are fully implemented, but the reverse is also true: we must stand ready to levy further pressure should Russia continue the pursuit of its destabilizing actions in the east or other parts of Ukraine, fail to implement Minsk, or seize additional territory in further violation of Ukraine's sovereignty. We must also recall that sanctions related to Russia's purported annexation of Crimea will not be rolled back in relation to progress on Minsk. Crimea-related sanctions will remain so long as Russia's purported annexation continues.

**Mission Objective 1.2: The United States counters Russian actions that undermine peace and security and foment disorder abroad.**

**Justification:** Since its violation of Ukraine’s sovereignty and territorial integrity and its illegal attempted annexation of Ukrainian territory, Russia has taken increasingly aggressive and meddlesome actions on the international stage. Russian malign activity in the United States and abroad will not go unanswered. Russia claims an exclusive and ever expanding “sphere of privileged interests” in the territory of the former Soviet Union and has sought to undermine stability and legitimacy in these countries, especially when they have sought to deepen ties with the United States and Europe. These relations are further complicated by ongoing questions of dependency on Russia of some of the successor states. Russia’s aggressive actions around its periphery have added to some of these countries’ uneasiness in their relations with Moscow. Russia has exhibited increasingly aggressive behavior toward the United States, Western Europe, and its Baltic neighbors. In order to deter further aggression, the United States should strengthen its cooperation with NATO partners to demonstrate our commitment to Article V. While securing Russia’s respect for the sovereignty and territorial integrity of its neighbors remains a primary strategic objective, we also must counter and discourage its destabilizing actions. To that end, we will ensure that the consequences of Russia’s violations of its international commitments toward its neighbors are clear and use the full power of U.S. diplomacy to expose and punish Russian malign influence in the affairs of sovereign nations.

In Central Asia, we should share a common goal of maintaining peace and security in the region and addressing any threats emanating from Afghanistan. Russia, however, is concerned about a long-term U.S. presence in Afghanistan and leverages the threat of ISIL and the U.S. presence to exert greater political and economic control over the region. At the same time, Russia claims that Islamic extremism and narcotics trafficking will dramatically increase as U.S. forces withdraw from Afghanistan, and it fosters regional instability by deepening its support for the Taliban. Russia hopes to increase security cooperation with the Central Asian republics, aimed at balancing the perceived U.S. influence in the region and preserving its self-proclaimed privileged role in regional security and stability. Russia seeks to reestablish its economic and military dominance in the post-Soviet space through the creation and strengthening of regional organizations which are under its influence, including the Collective Security Treaty Organization (CSTO) and the Eurasian Economic Union (EAEU).

**Mission Goal 2: The United States and Russia Engage Constructively on Resolution of International Conflicts and Global Challenges**

**Description and Linkages:** Russia seeks to expand its global influence and use its status as a nuclear power, energy exporter, and permanent UN Security Council member to weigh in on all major international issues. Russia uses its malign influence and aggressive policies to ensure that no international issue is addressed without its direct involvement, which has served to increase global instability and insecurity. Russia also continues to express concern about the threat that terrorism and transnational crime pose to its domestic security. It is in the interest of the United States to work



constructively where possible with Russia on areas of strategic convergence and avoid Russian obstructionism on areas of vital U.S. strategic interest.

**Mission Objective 2.1: The United States and Russia support peaceful solutions to international conflicts in the Middle East, North Africa, and South and Central Asia, and efforts to mitigate the threat of nuclear programs in Iran and DPRK.**

**Justification:** Russia seeks to expand its global influence and use its status as a nuclear power, energy exporter, and permanent UN Security Council member to weigh in on all major international issues. Russia uses its malign influence and aggressive policies to ensure that no international issue is addressed without its direct involvement, which has served to increase global instability and insecurity. It is in the interest of the United States to work constructively where possible with Russia on areas of strategic convergence and avoid Russian obstructionism on areas of vital U.S. strategic interest, to the extent that such efforts would not diminish pressure on Russia to reverse its destructive policy in Ukraine. On some regional issues (for example, Iran and DPRK), the United States and Russia share some common goals, but differ on the tactics and strategies to achieve them. In other cases, our preferred outcomes and analyses diverge completely.

Nevertheless, maintaining a close dialogue with Russia on international conflicts is critical to facilitating communication and minimizing Russia's ability to play a destabilizing and counterproductive role. Russia expressed concerns about the increase in Islamist extremism in the Middle East and North Africa and has cautioned against "external interference" in domestic conflicts in the region, including in Syria. We also have exchanged views on Yemen and Libya in the pursuit of diplomatic solutions to crises there. In East Asia, lines of communication with Russia on North Korea to reinforce sanctions implementation and the goal of a denuclearized Korean peninsula remain useful. Russia's close relationship with Iran, especially with regard to Iran's destabilizing role in Syria and the Gulf countries, requires careful attention.

**Mission Objective 2.2: The United States and Russia support efforts on counterterrorism/countering violent extremism, border security, counter-narcotics, and emerging threats.**

**Justification:** Russia continues to express concern about the threat that terrorism and transnational crime pose to its domestic security. This concern gives the United States an opportunity to encourage Russia to play a constructive role in support of U.S.-led international efforts to meet these challenges. Russia's cooperation in efforts to address these growing global security issues is important to support U.S. and international efforts to meet these and other challenges of the 21st century. However, we must ensure we reinforce the value of protecting human rights as we enforce counter-terrorism or counter-extremism measures.

Despite the current bilateral tensions, Russia and the United States potentially share common interests in countering terror and the growth and increasing sophistication of transnational crime. The law enforcement engagement posture between the United States and Russia has been limited following Russia's aggression in Ukraine and its interference in the 2016 U.S. elections. Historically, cooperation

reached its peak following the 2013 Boston Marathon bombing when the Russian government allowed FBI agents to conduct investigative interviews with Russian citizens in Dagestan. U.S.-Russia engagement is currently limited to sharing threat intelligence and collection of evidence pursuant to Mutual Legal Assistance Treaty requests.

Russia remains a source of emerging cyber threats, both state-sponsored/state-directed and independent, some of which have successfully targeted U.S. facilities and companies on a significant scale. Russian overtures on cooperation and assistance to counter cyber threats continue to be disingenuous. Productive cooperation is hampered by Russia's refusal to acknowledge its role in malicious cyber activity and other malign influences. In addition to its continued failure to address the threat of cyber criminals operating from its territory, Russia has actively sought to prevent the extradition of indicted Russian cyber criminals (and others) to face justice in the United States.

**Mission Objective 2.3: The United States and Russia support adherence to and implementation of international non-proliferation and disarmament commitments.**

**Justification:** The United States and Russia have the shared experience of decades of nuclear cooperation that has supported international disarmament, nuclear security, and nonproliferation efforts. Russia's aggression in Ukraine, failure to fully adhere to its international arms control commitments, and support for the Syrian regime's use of chemical weapons against its own people raise serious doubts about Russia's commitment and adherence to international non-proliferation and disarmament commitments.

The United States and Russia continue to pursue nuclear and radiological security activities under the Multilateral Nuclear Environmental Program, though at a much reduced level from the cooperative work accomplished under the previous Cooperative Threat Reduction umbrella agreement. In multilateral fora, the United States continues to press Russia to reinforce existing non-proliferation regimes.

We must continue to press Russia to join efforts to rid the world of chemical and biological weapons and to reduce holdings and proliferation of conventional weapons. As joint leaders of the Global Initiative to Combat Nuclear Terrorism, for example, the United States and Russia seek to expand membership and activities under that initiative. The United States and Russia also have developed working relationships in export controls and border security to stem the outflow of illicit controlled items. Continued successful implementation of New START and Russia's return to compliance under the Intermediate-Range Nuclear Forces (INF) Treaty and Open Skies Treaty, are critical to shaping the environment necessary for follow-on disarmament and transparency efforts. The United States and Russia will continue to be the primary countries the international community looks to in this area.

**Mission Objective 2.4: The United States and Russia work within international and bilateral frameworks to address global environmental, health, and science and technology issues.**

**Justification:** The Mission supports projects on fundamental science and advanced research that are in the United States' national interest. Since 1959, science cooperation has been a bedrock of the bilateral relationship and traditionally played a confidence-building role. Collaboration builds peer-to-peer

relationships with Russian scientists, who are still an influential segment of Russian society. Programs and exchanges bringing Russian experts to the U.S. and U.S. experts from the U.S. National Academy of Sciences, and major U.S. universities to Russia have led to scientific breakthroughs.

Regarding the Arctic, both countries are cooperating on marine environmental protection, conservation of biodiversity and search and rescue in the Arctic Seas. Other areas of cooperation are management of nature reserves and parks; waste management and recycling; cleanups on land and in rivers damaged by industrial production or hydrocarbon extraction; and conservation efforts near big cities and rural areas. There exists a series of programs and exchanges bringing Russian experts to the United States and U.S. experts from the Environmental Protection Agency, U.S. Fish and Wildlife Service, and the Department of the Interior to Russia. Russia faces several major infectious diseases and demographic challenges and cooperates with U.S. on multimillion dollar projects for research on cancer, heart disease and stroke, HIV/AIDS, and TB. There exist numerous research exchanges and joint research development projects.

**Mission Objective 2.5: The United States and Russia continue to cooperate on space exploration, planetary science, and the Arctic.**

**Justification:** An example of how successful basic research cooperation led to increased collaboration is the strong civilian space ties on the International Space Station program. Collaboration with the Russian State Space Cooperation (Roscosmos), and several institutes of the Russian Academy of Sciences. U.S.-Russia cooperation in the International Space Station program has led to continuous human spaceflight despite the highs and lows of the bilateral relationship. In addition, Roscosmos is one of 14 space agencies participating in the International Space Exploration Coordination Group, a multilateral, international coordination forum for space exploration. Civilian space exploration remains a positive example of U.S. and Russia cooperation.

### Mission Goal 3: Russian Society Becomes More Resilient and Democratic

**Description and Linkages:** The Russian government is authoritarian and has severely restricted civil society and the exercise of fundamental freedoms. The United States will continue our efforts to reach out to increasingly vulnerable segments of society to better understand the changing situation. Despite difficulties in discussing human rights issues with the Russian government, we will continue our efforts to engage at all levels in a substantive dialogue with Russian interlocutors.

**Mission Objective 3.1: Russia's social and political landscape preserves space for political pluralism and democratic principles, and civil society organizations remain actively engaged in mitigating democratic backsliding and increasing transparency, including by promoting the protection of human rights and religious freedom.**

**Justification:** The Russian government under President Putin is authoritarian and has severely restricted civil society and the exercise of fundamental freedoms. Russian civil society faces a hostile climate, including: politically-motivated prosecutions, harsh fines and jail terms for civil society "violators" of

increasingly ambiguous and predatory legislation; restrictions on Russian organizations receiving funding from non-Russian entities; bans on foreign donor organizations deemed “undesirable,” and a government-driven media campaign that labels dissenters and human rights advocates as “foreign agents” and “the Fifth Column.” This anti-civil society propaganda mixes toxically with anti-American themes and contributes to the harassment of resident and visiting U.S. citizens by the Russian authorities. The authorities have increasingly restricted the freedoms of expression, assembly, and association, and minority religious and other groups face official persecution. Using changes to political institutions and processes, as well as harassment and predatory legislation, the government has limited the ability of opposition parties to organize, register candidates for public office, access media, and conduct political campaigns, effectively closing off the political space for dissent. These problems intensified between President Putin’s election in 2012 and his re-election in 2018 to the Presidency. Significant human rights issues, including extrajudicial killings of LGBTI persons in Chechnya and predatory prosecutions of human rights activists, routinely are not credibly investigated or prosecuted by the federal government or local authorities.

The United States will continue our efforts to reach out to increasingly vulnerable segments of society to better understand the changing situation. We will follow the lead of our contacts to determine the appropriate level of interaction with and public/private advocacy by the Embassy. Building on the Mission’s history of observing high-profile politically-motivated trials and prosecutions, we will continue to monitor and report on human rights issues involving the Russian judicial system, as our contacts or the subjects of these proceedings deem appropriate. Post is the primary source of information on human rights cases for both Washington and third-country missions in Russia, and we will continue to serve Russia’s diplomatic community as a facilitator regarding human rights issues, when fully staffed.

Despite difficulties in discussing human rights issues with the Russian government, we will continue our efforts to engage at all levels in a substantive dialogue with Russian interlocutors. Given the central role that human rights play in U.S. foreign policy, including issues of particular relevance in the Russian environment (for example, LGBTI and women’s rights, migrant and labor issues, and religious freedom), we will continue in our bilateral diplomacy to elevate the discussion of ongoing human rights violations, while also using our public messaging and multilateral diplomacy as a platform to voice concerns.

As fundamental political disagreements continue to influence the U.S.-Russia relationship at the highest levels, civil society and people-to-people collaboration become even more important to solidifying long-term ties between the United States and Russia. To expand these interactions and reduce the isolating impact of recent Russian legislation, Mission Russia will maintain and increase activities that foster peer-to-peer contacts between Russian and American civil society organizations. The Mission will also support opportunities for Russians to gain first-hand knowledge of American politics, government, culture, history, and societal values through travel to the United States and programs that bring Americans to Russia. The Mission will continue to facilitate travel to the United States and intervene with the Russian government to ensure that Americans travelling to and within Russia – whether on U.S. government funded exchange programs or private travel – receive fair and reciprocal treatment, as well as clear and consistent information regarding visa categories and application/registration procedures.

The Mission will also pursue contacts within the next generation of Russian thought leaders in order to influence the country's trajectory for the positive.

**Mission Objective 3.2: The impact of Russia's aggressive propaganda diminishes and independent media reaches a larger audience.**

**Justification:** Most news in today's Russia – and news that reaches and influences Russian-speaking populations worldwide – is either Kremlin-directed, Kremlin-influenced by means of self-censorship, or manipulated by Moscow's mounting investments in Russian-language media within and beyond the country's borders. This Kremlin-created information bubble is effective – many stereotypes about America held by Russians in Russia and across the world come from the long reach of Kremlin-directed propaganda and Russians' resultant lack of exposure to factual information. Embassy Moscow is uniquely placed to lead the U.S. government's pushback on Moscow-scripted propaganda that is disseminated worldwide.

The Mission will need to increase its capacity for reporting on Russian disinformation and for implementing proactive communication strategies to counter it where necessary in addition to the standard work of a press office's public outreach using traditional and social media. Cultural programs, people-to-people exchanges, and civil society engagement play a critical role in diminishing Russia's propaganda appeal. Through personal experiences with Americans in Russia or in the United States, Russians are able to form their own opinions about American policy decisions, culture, and societal values, which helps to overcome negative stereotypes portrayed in Russian media. These programs also foster collaboration and communication on issues of mutual interest and concern, leading to long-term dialogue between our two countries. Additionally, exchange programs and skills-development opportunities specifically for up-and-coming media professionals can bolster journalism as a career and strengthen the foundation of independent media in Russia.

**Mission Goal 4: Opportunities for Trade and the Business Environment Remain Open to U.S. Companies to Support Economic Prosperity and Spread American Business Values**

**Description and Linkages:** A Russia that is economically prosperous and well-integrated into the global economy will be best positioned to promote common interests, while providing a level playing field for American business interests as they compete in this market, especially against a backdrop of heightened U.S. sanctions. It remains in the U.S. interest to promote trade and investment in non-sanctioned sectors of the economy. We also must continue to assist U.S. companies pursuing business opportunities in a proactive way, ensuring that our companies can compete on an equal basis with domestic firms and third country competitors

**Mission Objective 4.1: Russia plays a more constructive role in the global economy and implements its commitments to economic organizations, including the WTO.**

**Justification:** A Russia that is economically prosperous and well-integrated into the global economy will be best positioned to promote common interests, while providing a level playing field for American business interests as they compete in this market, especially against a backdrop of heightened U.S. sanctions.

As one of the world's ten largest economies, with one of the highest percentages of foreign trade in GDP, Russia plays an important role on the global trading stage. To the extent that Russia follows the WTO's rule-based approach, it could contribute to the global trading system and global prosperity. Ensuring that Russia meets its commitments to the WTO in such areas as market access and protection of intellectual property rights (IPR) will be essential. The Eurasian Economic Union (EAEU) with Armenia, Belarus, Kazakhstan, Russia, and Kyrgyzstan should be monitored to ensure that it provides enhanced market access for U.S. companies.

**Mission Objective 4.2: U.S. business interests are both advanced and defended through monitoring, advocacy, and enforcement.**

**Justification:** Many U.S. companies continue their operations in Russia and still seek opportunities in the Russian market against a backdrop of U.S. and international sanctions, including the enactment of the "Countering America's Adversaries Through Sanctions Act" (CAATSA), as well as Russian restrictions on imports, and the downturn in the Russian economy.

## 4. Management Objectives

**Management Objective 1:** Right-size staff.

**Justification:** Mission Russia will increase and adjust its staffing to address personnel shortages and workload imbalances experienced after the 2017 drawdown and the 2018 round of expulsions. The host-government's imposed personnel cap of 455 employees resulted in significant gaps between staffing levels and visa demand, information systems needs, maintenance requirements, and political, economic, political-military, environmental, and other reporting responsibilities. (Linkages: JSP Goal 4, JRS, NSS)

**Management Objective 2:** Upgrade property. Mission Russia will upgrade, modernize and improve residences, offices, and common shared space to provide staff and family members with safe, modern, energy-efficient living and working conditions at Embassy Moscow and all consulates.

**Justification:** Embassy compound utility systems are overdue for replacement, and concourse facilities do not meet USG accessibility standards for the disabled.

MSG Quarters do not meet DOS Standards, Vladivostok CGR does not meet DOS fire safety standards. Rosinka housing compound is no longer suitable for embassy workers as commute times can exceed two hours each way due to increased traffic congestion in Moscow. (Linkages: ICS, JRS, NSS)

**Management Objective 3:** Resolve Anglo American School (AAS) legal status while protecting its autonomy.

**Justification:** The Russian Foreign Ministry has informed the U.S. Embassy that it has not accorded diplomatic status to AAS and has instructed the school to obtain a license to operate from the Ministry of Education. AAS has developed a plan to transition to a non-commercial organization with a license to provide additional education services, but needs to establish an agreement with the host government (bilateral or multilateral) that preserves the autonomy of the school in governance, recruitment, curriculum, and admissions policies. The dependence of AAS on diplomatic visas for its overseas hire faculty and administrators has become a vulnerability due to recent visa issuance uncertainties. (Linkages: ICS, JRS, NSS)