



Established by Congress 1923

American Battle Monuments Commission Fiscal Year 2021 Appropriation Request

Submitted to the
116th Congress of the United States, Second Session

Senate Committee on Appropriations
Subcommittee on Military Construction, Veterans Affairs, and Related Agencies
and
House Committee on Appropriations
Subcommittee on Military Construction, Veterans Affairs, and Related Agencies

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EXECUTIVE SUMMARY

Total Budget Authority

The American Battle Monuments Commission (ABMC) budget for Fiscal Year (FY) 2021 requests total budget authority of \$75,100,000 and a 444 Full-Time Equivalent (FTE) employment level. The budget authority requested for the Salaries and Expenses account is the same amount requested for FY 2020, however \$9,000,000 less than the amount appropriated for FY 2020.

The FY 2020 increase of \$9 million was appropriated to support ABMC's high-priority projects and address the maintenance backlog at existing monuments and cemeteries.

The Foreign Currency Fluctuations Account (FCFA) request is \$0. Due to the current rates of exchange, the budget rate used by ABMC, and unobligated balances in the FCFA, ABMC is not requesting new funding in FY 2021.

This request is outlined below and further discussed in detail in Part 2.

Funding Request Summary

(\$ in millions)

	FY 2019 Appropriation	FY 2020 Request	FY 2020 Appropriation	FY 2021 Request	Change
Salaries & Expenses	104.0	75.1	84.1	75.1	(9.0)
Foreign Currency	0.0	0.0	0.0	0.0	0.0
TOTAL Budget Authority	104.0	75.1	84.1	75.1	(9.0)
FTE	422	444	444	444	0

PART 1: INTRODUCTION

Purpose

To commemorate the U.S. armed forces by maintaining the national legacy of their service in the world's consciousness.

Vision

To increase the public's awareness of ABMC's commemorative sites and services, increasing ABMC's commemorative coverage and more effectively preserving our commemorative sites to ABMC's exceptional standard.

Mission

The American Battle Monuments Commission honors the service of the armed forces by creating and maintaining memorial sites, offering commemorative services, and facilitating the education of their legacy to future generations.

Values

Excellence – Duty – Courage – Service

Who We Serve

Since ABMC was founded in 1923, the success of our mission has depended on the engagement of our stakeholders. Over time, our approach to accomplishing our mission has evolved to meet the changing needs of these various individuals. This section outlines the major groups that we have traditionally served and the types of activities we have provided.

- Veterans, Family, and Friends Honored for Their Service or Their Loss – We honor the veterans, family members, and friends of United States military who have served our country or endured the loss of a loved one who served. This group has the closest ties to our sites, and we strive to provide them with the most positive experience possible. For immediate family members who want to visit a family member's burial or memorialization site, we provide letters authorizing fee-free passports for traveling overseas to visit the memorial site. We also provide, at no charge, color lithographs and headstone photographs to relatives of those interred or memorialized in our cemeteries and monuments. In addition, we offer a variety of other services, including information on an individual buried or honored, and escort services for family members visiting grave and memorial sites within the cemetery.

- **Military and Public Officials** – We host a variety of special events and commemorations throughout the year, including Memorial Day and Veterans Day holidays, to honor the freedom preserved and restored and the lives lost. Host country and U.S. government officials, diplomats, and military representatives attend these events with the public. In addition, military units hold ceremonies to honor their fallen comrades, and foreign organizations pay tribute to those who died liberating their regions.
- **Guests and Visitors** – We receive millions of American and foreign visitors of all generations at ABMC cemeteries and memorials. They learn and are inspired by the stewardship of the memorials and the stories of our armed forces at our visitor centers and contact stations. We provide a variety of services to these visitors, including direction, advice on modes of transportation, and information on local accommodations.
- **ABMC Partners** – We support and provide information to our partners that help us further our mission, including other government agencies, historians and educators, the travel and tourism industry, and the media. Through these partnerships, we promote our mission, encourage visits to our commemorative sites, and help educate and inspire the public.

History and Background

Recognizing the need for a federal agency to be responsible for honoring the fallen members of American armed forces where they had served abroad and for controlling the construction of military monuments and markers on foreign soil, the Congress enacted legislation in 1923 creating the American Battle Monuments Commission.

The Commission is an independent agency of the Executive Branch of the United States (U.S.) federal government. It is responsible for commemorating the service, achievements, and sacrifice of American armed forces in the U.S. and where they have served overseas since April 6, 1917 (the date of U.S. entry into World War I), through the erection of suitable memorial shrines; for designing, constructing, operating, and maintaining permanent American military burial grounds in foreign countries; for controlling the design and construction of U.S. military monuments and markers in foreign countries by other U.S. citizens and organizations, both public and private; and for encouraging the maintenance of such monuments and markers by their sponsors. In performing these functions, the Commission administers, operates and maintains twenty-six permanent American military burial grounds and thirty separate memorials, monuments and markers, of which three are located in the United States.

As reported in the FY 2019 Annual Report, nearly 208,000 U.S. war dead from World War I and World War II are buried or memorialized on Walls of the Missing at ABMC sites. Additionally, more than 8,200 war dead listed as missing from the Korean War and 2,500 from the Vietnam War are memorialized at ABMC's Honolulu Memorial. ABMC also administers three cemeteries not associated with the world wars: Mexico City National Cemetery, Corozal American Cemetery in Panama, and Clark Veterans Cemetery in the Philippines. More than 15,000 members of the armed forces, veterans, and others are interred in these sites.

Each grave site in the permanent American World War I and World War II cemeteries on foreign soil is marked by a headstone of pristine white marble. Annotated on the headstones of the World War I war dead who could not be identified is the phrase, "HERE RESTS IN HONORED GLORY AN AMERICAN SOLDIER KNOWN BUT TO GOD." In the World War II cemeteries, the words "AMERICAN SOLDIER" were replaced with the words "COMRADE IN ARMS."

The Commission's World War I, World War II, and Mexico City cemeteries are closed to future burials except for the remains of U.S. war dead found from time to time in the World War I and World War II battle areas. The Corozal American Cemetery outside Panama City, Panama, and the Clark Veterans Cemetery in the Philippines are the only active cemeteries the Commission maintains.

American Battle Monuments Commission Cemeteries	
<u>Belgium</u>	<u>Luxembourg</u>
Ardennes American Cemetery	Luxembourg American Cemetery
Flanders Field American Cemetery	
Henri-Chapelle American Cemetery	
	<u>Mexico</u>
	Mexico City National Cemetery
<u>France</u>	<u>the Netherlands</u>
Aisne-Marne American Cemetery	Netherlands American Cemetery
Brittany American Cemetery	
Epinal American Cemetery	
Lafayette Escadrille Memorial Cemetery	
Lorraine American Cemetery	<u>Panama</u>
Meuse-Argonne American Cemetery	Corozal American Cemetery
Normandy American Cemetery	<u>the Philippines</u>
Oise-Aisne American Cemetery	Clark Veterans Cemetery
Rhone American Cemetery	Manila American Cemetery
Saint-Mihiel American Cemetery	
Somme American Cemetery	<u>Tunisia</u>
Suresnes American Cemetery	North Africa American Cemetery
	<u>United Kingdom</u>
<u>Italy</u>	Brookwood American Cemetery
Florence American Cemetery	Cambridge American Cemetery
Sicily-Rome American Cemetery	

Since the 2007 opening of the Normandy American Cemetery Visitor Center in France, the Commission has recognized its responsibility to "tell the story" of the men and women commemorated at its sites, providing historical context to visitors now far removed from the war years. In addition to Normandy, the Commission has opened new visitor centers at Cambridge American Cemetery, England; Sicily-Rome American Cemetery, Italy; Flanders Field American Cemetery, Belgium;

Meuse-Argonne American Cemetery and Lafayette Escadrille Memorial Cemetery in France; Manila American Cemetery, Philippines; and the Pointe du Hoc and Chateau-Thierry Monuments in France. A new visitor center at Netherlands American Cemetery is in design development and projected to open in FY 2021.

The Commission dedicated its 30th memorial in December 2018 in Wellington, New Zealand, placed at the invitation of the Government of New Zealand in its National War Memorial Park.

American Battle Monuments Commission Memorials, Monuments and Markers	
<u>Belgium</u>	<u>New Guinea</u>
Audenarde Monument	Marker at Papua New Guinea
Kemmel Monument	
<u>Cuba</u>	<u>New Zealand</u>
Santiago Surrender Tree	New Zealand Memorial
<u>France</u>	<u>Northern Mariana Islands</u>
Belleau Wood Marine Monument	Saipan Memorial
Bellicourt Monument	<u>the Philippines</u>
Cantigny Monument	Cabanatuan Memorial
Chateau-Thierry Monument	<u>South Korea</u>
Chaumont Marker - AEF Headquarters	Korean War Monument at Busan
Montfaucon Monument	<u>Solomon Islands</u>
Montsec Monument	Guadalcanal Memorial
Naval Monument at Brest	<u>United Kingdom</u>
Pointe du Hoc Ranger Monument	Dartmouth Monument
Sommepey Monument	Naval Monument at Gibraltar
Souilly Marker-1st Army Headquarters	XI Amphibious Force Marker
Tours Monument	
Utah Beach Memorial	
<u>Midway Atoll</u>	<u>United States of America</u>
Midway Monument	East Coast Memorial
<u>Morocco</u>	Honolulu Memorial
Western Naval Task Force Marker	West Coast Memorial

Organization

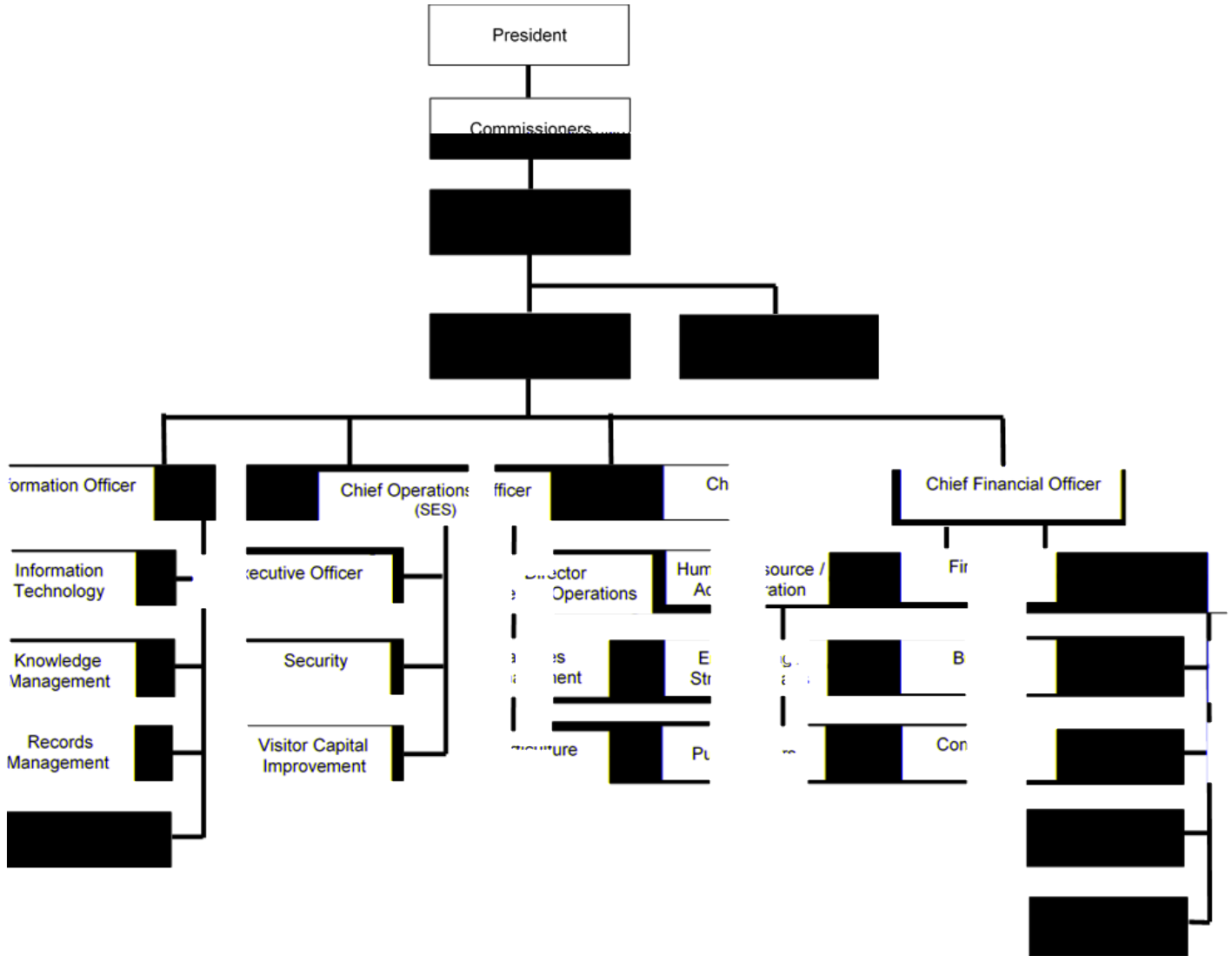
The Board of Commissioners constitutes the policy-making body of the Commission. The President of the United States appoints up to eleven members, who serve for an indefinite term without pay. They meet with the Secretary and professional staff of the Commission at least twice annually.

Commission

The Honorable David J. Urban – Chairman
The Honorable Jennifer S. Carroll
The Honorable Benjamin L. Cassidy
The Honorable Dorothy S. Gray
The Honorable Thomas O. Hicks
The Honorable John P. McGoff
The Honorable Robert L. Ord
The Honorable Luis R. Quinonez
The Honorable Evans C. Spiceland
The Honorable Robert O. Wefald

William M. Matz – Secretary

The Commission's daily operations are directed by an Executive Level Secretary appointed by the President. For FY 2021, the Commission will be staffed by 444 FTE consisting of U.S. General Schedule and Foreign Service National civilian employees. The agency headquarters is located in Arlington, Virginia, and a field operations office responsible for all overseas cemeteries and memorials is located in Paris, France. The following chart outlines the Commission's organizational structure:

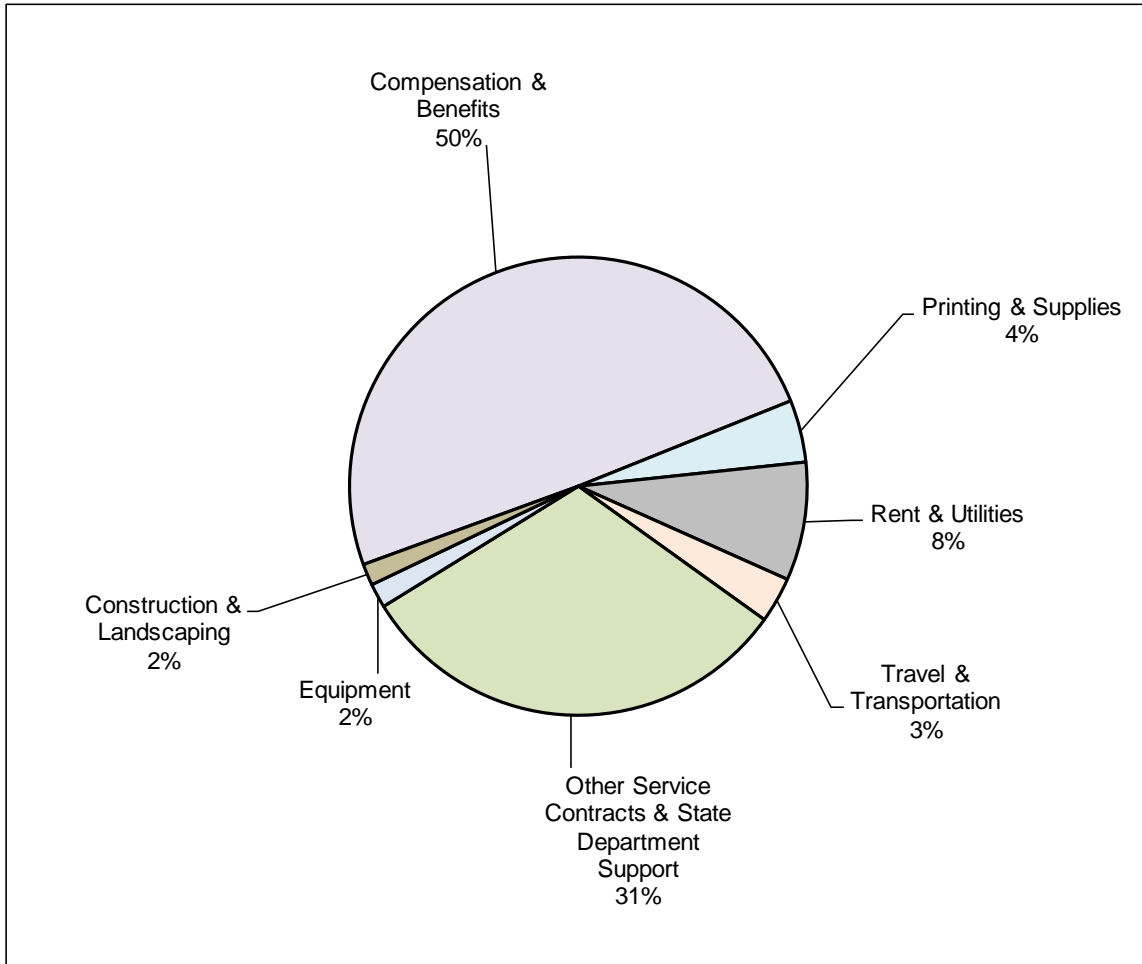


Operations

The Commission's FY 2021 funding request focuses on providing the appropriate amount of funding for personnel costs, service fees, scheduled maintenance and repairs, supplies, spare parts, replacement equipment, and capital improvements enabling the Commission to perform its mission.

Providing the care, maintenance, and visitor services inherent to these sites requires exceptionally intensive labor at the Commission's cemeteries and memorials. Accordingly, compensation and benefits consume 50 percent of the Commission's FY 2021 request while the remaining 50 percent supports facilities maintenance, logistics, services, supplies and other administrative costs critical to ABMC operations.

Fiscal Year 2021 Funding Plan



Most of the Commission's facilities are at least half a century old, with the Mexico City National Cemetery being 169 years old. The permanent structures, grounds and plantings make the Commission's facilities among the most beautiful memorials in the world, yet their age requires increased funding levels to maintain them. These shrines to America's war dead require a formidable annual program of maintenance and repair of facilities, equipment, and grounds.

The Commission prioritizes the use of its engineering, maintenance and horticulture funds carefully to ensure the most effective and efficient utilization of its available resources. This care includes the upkeep of graves and headstones, memorial structures within and external to the cemeteries, visitor facilities, quarters for assigned personnel, roads and paths, and ornamental landscaping and fine lawns, all on approximately 1,700 acres of land. All of the plantings, including the lawns, must be cut and shaped, fertilized, and treated with insecticides and fungicides at regular intervals during the growing season, and plantings must be replaced when their useful lives are exhausted or they receive major storm damage.

Responding to events around the world, the Commission emphasizes security throughout the agency, enhancing ABMC's management review, allocating specific funding, and creating a new security program within the Commission's Maintenance and Infrastructure Programs. Nothing is more important than safeguarding ABMC personnel on and off duty, our visitors, and our historic infrastructure. Consistent with U.S. State Department guidance, ABMC will continue to use prior year funding provided in FY 2016 to develop and implement security projects that provide for the health and safety of our staff and visitors, as well as overall facility security.

ABMC also administers trust funds to (1) build memorials authorized by Congress, but financed primarily from private contributions, commemorative coin proceeds, or investment earnings and (2) maintain and repair nonfederal war memorials with private contributions.

PART 2: FY 2020 BUDGET REQUEST

Overview

The American Battle Monuments Commission (ABMC) budget for Fiscal Year (FY) 2021 requests total budget authority of \$75,100,000 and a 444 Full-Time Equivalent (FTE) employment level. The budget authority requested for the Salaries and Expenses account is the same amount requested for FY 2020, however \$9,000,000 less than the amount appropriated for FY 2020.

The FY 2020 increase of \$9 million was appropriated to support ABMC's high-priority projects and address the maintenance backlog at existing monuments and cemeteries.

The Foreign Currency Fluctuations Account (FCFA) request is \$0. Due to the current rates of exchange, the budget rate used by ABMC, and unobligated balances in the FCFA, ABMC is not requesting new funding in FY 2021.

(\$ in millions)

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Foreign Currency	0.0	0.0	0.0	0.0	0.0
TOTAL Budget Authority	104.0	75.1	84.1	75.1	(9.0)
FTE	422	444	444	444	0

Proposed Appropriations Language

Federal Funds:

Salaries and Expenses Treasury Account ID: 74-0100-0

For necessary expenses, not otherwise provided for, of the American Battle Monuments Commission, including the acquisition of land or interest in land in foreign countries; purchases and repair of uniforms for caretakers of national cemeteries and monuments outside of the United States and its territories and possessions; rent of office and garage space in foreign countries; purchase (one-for-one replacement basis only) and hire of passenger motor vehicles; not to exceed \$15,000 for official reception and representation expenses; and insurance of official motor vehicles in foreign countries, when required by law of such countries, [~~\$84,100,000~~] *\$75,100,000*, to remain available until expended.

Foreign Currency Fluctuations Account Treasury Account ID: 74-0101-0

For necessary expenses, not otherwise provided for, of the American Battle Monuments Commission, such sums as may be necessary, to remain available until expended, for purposes authorized by section 2109 of title 36, United States Code.

Salaries and Expenses - \$75,100,000

FY 2021 Budget Request

(\$ in thousands)

Object Class	FY 2019 Appropriation	FY 2020 Appropriation	FY 2021 Request
Personnel Compensation	25,068	25,867	26,156
Personnel Benefits	10,883	10,974	11,005
Benefits for Former Personnel	400	400	-
Travel & Transportation of Persons	1,512	1,751	1,650
Transportation of Things	782	774	776
Rent/Communications/Utilities	5,907	6,365	6,272
Printing	278	183	183
Other Services	23,832	26,415	23,514
Supplies & Materials	3,522	3,164	3,114
Equipment	1,867	1,395	1,290
Land & Structures	29,949	6,812	1,140
TOTAL	104,000	84,100	75,100

Maintenance and Infrastructure Program

Facilities Management	3,512	10,506	1,785
Interpretation	24,055	350	336
<i>Visitor Capital Improvements</i>	<i>23,275</i>	<i>200</i>	<i>-</i>
<i>Historical Services</i>	<i>30</i>	<i>50</i>	<i>36</i>
<i>Education and Outreach</i>	<i>450</i>	<i>25</i>	<i>300</i>
<i>Visitor Services Operations</i>	<i>300</i>	<i>75</i>	<i>-</i>
<i>Knowledge Management</i>	<i>-</i>	<i>-</i>	<i>-</i>
Horticulture	6,750	2,160	966
Security	-	-	75
New Memorials	-	75	-
Vehicle Replacement	155	150	100
Information Technology	150	-	225
Cemetery/Horticulture Equipment	1,100	600	600
TOTAL	35,722	13,841	4,087

Adjustments from the FY 2020 Appropriation

FY 2020 Salaries and Expenses - Appropriation	\$84,100,000
Adjustments:	
Compensation and Benefits	(\$80,000)
Travel	(\$101,000)
Professional Services Contracts	\$810,000
Information Technology Services and Equipment	\$98,000
Department of State ICASS / CSCSP / MSC Payments	\$70,000
Routine Cemetery Operations	\$66,000
Office Space Leases and Routine Administrative Operations	(\$84,000)
Services from Other Government Agencies	(\$25,000)
Maintenance and Infrastructure Program	(\$9,754,000)
 Subtotal Adjustments	 (\$9,000,000)
 FY 2021 Salaries and Expenses	 \$75,100,000

Compensation and Benefits..... (\$80,000)
 For FY 2021, the Commission is requesting \$37,161,000 for Compensation & Benefits to fund 444 FTEs. This request will support the pay requirements for U.S. employees and Local National workforce and fund the personnel benefits for employees worldwide, including housing, health insurance, social security, retirement, and other allowances.

Travel (\$101,000)
 ABMC travel requirements will be reduced by \$101,000 in FY 2021.

Professional Services Contracts \$810,000
 This request is a net increase of \$810,000 for contractual services, payroll processing, and contractors in the areas of public relations and management systems.

Information Technology Services and Equipment \$98,000
 This request is a net increase of \$98,000 in order to fund information technology facilities maintenance and equipment replacement in FY 2021.

Department of State ICASS / CSCSP / MSC Payments \$70,000
 The estimated increase in FY 2021 for ABMC payments under the Department of State’s International Cooperative Administrative Support Services (ICASS), Capital Security Cost-Sharing (CSCS) and Maintenance Cost-Sharing (MCS) is \$70,000.

Routine Cemetery Operations \$66,000
 An increase of \$66,000 will fund routine operations at ABMC cemeteries and memorials such as utilities, equipment rentals, and maintenance contracts.

Office Space Leases and Routine Administrative Operations (\$84,000)
 Funding for office space leases and routine administrative operations will be a net decrease of \$84,000 for FY 2021. Office space requirements and lease payments in Arlington, Virginia and in Paris, France are estimated to increase by \$99,000, offset by net decreases in other administrative operations areas.

Services from Other Government Agencies..... (\$25,000)
 With this request, a decrease in employee training through other government agencies will be offset by additional funding for accounting system hosting services with the Department of the Interior.

Maintenance and Infrastructure Program..... (\$9,754,000)
 The overall Maintenance and Infrastructure Program request level will support the Facilities Management, Interpretation, Horticulture, Vehicle Replacement, and Information Technology program requirements. Greater detail regarding the Maintenance and Infrastructure Program funding is provided below.

Maintenance and Infrastructure Program

(\$ in thousands)

Program	FY 2019 Appropriation	FY 2020 Appropriation	FY 2021 Request
Facilities Management	3,512	10,506	1,785
Interpretation	24,055	350	336
<i>Visitor Capital Improvements</i>	23,275	200	-
<i>Historical Services</i>	30	50	36
<i>Education and Outreach</i>	450	25	300
<i>Visitor Services Operations</i>	300	75	-
Horticulture	6,750	2,160	966
Security	-	-	75
New Memorials	-	75	-
Vehicle Replacement	155	150	100
Information Technology	150	-	225
Cemetery/Horticulture Equipment	1,100	600	600
TOTAL	35,722	13,841	4,087

The Commission is requesting a total of \$4,087,000 for the Maintenance and Infrastructure Program to support projects in Facilities Management, Interpretation, Horticulture, Security, Vehicle Replacement, and Cemetery and Horticulture Equipment.

A detailed FY 2021 - 2027 project list is provided in Part 3.

Facilities Management..... \$1,785,000

The high quality of the commemorative sites maintained by the Commission demonstrates a careful commitment to America’s war dead buried or memorialized overseas. Commission staff are the stewards of these sites, whose condition reflects the degree to which ABMC has achieved excellence. Operating, maintaining, and improving facilities to this standard requires a robust Facilities Management program.

Major FY 2021 projects the Commission proposes to execute include:

- Refurbish the memorial at the Normandy American Cemetery;
- Construct new public restrooms at the Lorraine American Cemetery; and
- Repair enamel and metal elements of the battle maps at the Netherlands American Cemetery.

Interpretation Program..... \$336,000

Meticulously maintaining cemeteries and memorials is and will remain ABMC’s core mission. But that alone is not enough to honor those who served; the Commission must also preserve and communicate their stories of competence, courage, and sacrifice. Telling the story of those who fought and died through the creation of interpretive centers began with the opening of the Normandy Visitor Center in May 2007. The Commission’s funding request for FY 2021 continues the ABMC Education Program.

Historical Services..... \$36,000

Identifying and preparing historical narratives and exhibit collections will continue in FY 2021.

Education and Outreach..... \$300,000

ABMC’s Education and Outreach Program will continue in FY2021.

Horticulture..... \$966,000

The Commission’s goal for the Horticulture program is to ensure that the horticultural elements of cemetery plot areas, fine lawns, meadows and plantings reflect the honor bestowed upon those who served. These funds will be used to replace the irrigation system at the Somme American Cemetery, replace alignment trees at the Ardennes American Cemetery, and replace the waterproof coating for three fountains at the Rhone American Cemetery.

Security \$75,000

In FY 2016, the Commission was appropriated significant funding to address security projects at ABMC sites. The \$75,000 for Security in FY 2021 will continue these important efforts as the prior years funds are expended.

Cemetery and Horticulture Equipment..... \$600,000

This request will support the annual requirement for cemetery and horticulture equipment replacement.

Official Reception and Representation Expenses

The Commission requests \$15,000 for official reception and representation expenses in FY 2021. This is the same amount funded in FY 2020. A Representation Fund line item of \$15,000 will continue to support ABMC’s worldwide commemorative mission.

Statement of Increases and Decreases by Object Classification

(\$ in thousands)

Object Class	FY 2019 Appropriation	FY 2020 Appropriation	FY 2021 Request
Personnel Compensation	25,068	25,867	26,156
Personnel Benefits	10,883	10,974	11,005
Benefits for Former Personnel	400	400	-
Travel & Transportation of Persons	1,512	1,751	1,650
Transportation of Things	782	774	776
Rent/Communications/Utilities	5,907	6,365	6,272
Printing	278	183	183
Other Services	23,832	26,415	23,514
Supplies & Materials	3,522	3,164	3,114
Equipment	1,867	1,395	1,290
Land & Structures	29,949	6,812	1,140
TOTAL	104,000	84,100	75,100

The following narrative describes the increases and decreases by budget object classification.

Personnel Compensation - The Commission requests \$26,156,000. This funding will support a 444 FTE employment level, including pay and allowances authorized for the Commission’s U.S. employees and Foreign National workforce.

Personnel Benefits - This \$11,005,000 request includes funding benefits for employees worldwide such as health insurance, social security, and other allowances authorized for the Commission’s U.S. employees and Local National workforce.

Benefits for Former Personnel - The funding request for unemployment compensation and severance pay is \$0 in FY 2021.

Travel and Transportation of Persons – This line item supports travel and transportation requirements for U.S. and Local National workers, U.S. employees and dependents traveling on permanent change of station, U.S. student dependents traveling to or from school, and travel by the Commissioners appointed by the President who are charged with oversight of Commission

operations. ABMC funding for official travel is \$101,000 less than the FY 2020 requirement.

Transportation of Things - The Transportation of Things budget request is \$776,000 for the transportation of supplies, materials, spare parts, vehicles and equipment used in the operation, maintenance, and repair of ABMC facilities and for the transportation of household goods in connection with permanent change of station. No change in this line item is requested.

Rent, Communications, and Utilities - The Commission requests \$6,272,000, a decrease of \$93,000, for office space rent in Arlington, Virginia and Paris, France; water, gas and electricity; horticulture equipment rental; and postal, telephone, and internet services.

Printing and Reproduction - No increase for printing cemetery booklets, visitor brochures, photographs, general information pamphlets, and reports is requested.

Other Services - The Commission requests \$23,514,000 for other contractual services which consist of engineering and technical services; professional support services; horticulture contracts; operation, maintenance, and repair of equipment; information technology services; interagency service agreements (such as payments to the Department of State for International Cooperative Administrative Support Service, and Capital Security Cost Share Program); maintenance and repairs of vehicles; and employee training. These funds also support the Commission's Maintenance and Infrastructure Program requirements. This request includes \$15,000 (not to exceed) for official reception and representation expenses.

Supplies and Materials - The decrease of \$50,000 reflects ABMC's funding requirement for horticulture and facilities parts and supplies, visitor center supplies, day-to-day supplies for the cemeteries, and general office supplies and subscriptions.

Equipment - The Commission requests \$1,290,000, a \$105,000 decrease, to fund vehicles, office and information technology equipment, and the cemetery and horticulture equipment replacement program.

Land and Structures - The request of \$1,140,000 will fund the mix of Maintenance and Infrastructure program requirements outlined above. This decrease is reflected in the ABMC projects for landscaping, renovation, and construction efforts and in the non-recurring funding increase provided in FY 2020.

Foreign Currency Fluctuations Account

The FCFA addresses exchange rate imbalances between the U.S. Dollar, the European Euro, and other foreign currencies. Due to the current rates of exchange, the budget rate used by ABMC, and unobligated balances in the FCFA, ABMC is not anticipating new funding requirements in FY 2021.

The Commission is requesting to continue the "such sums as may be necessary" language. If the exchange rates at the time of expenditure are above €1 euro =

\$1.00 dollar, then funds are transferred from the FCFA to Salaries and Expenses. Under the “such sums as may be necessary” language, if a need arises where the amounts held in the accounts prove to be insufficient the Commission will submit adjusted estimates.

Foreign Currency Exchange Rate Trend



PART 3: MAINTENANCE AND INFRASTRUCTURE PROGRAM FY 2021 – 2027

(\$ in thousands)

Program	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Facilities Management	1,785	2,018	2,818	2,275	1,813	1,063	1,783
Interpretation	336	825	1,036	1,990	2,286	1,989	1,879
<i>Visitor Capital Improvements</i>	-	100	700	1,650	1,500	1,200	750
<i>Historical Services</i>	36	-	36	-	36	39	39
<i>Education and Outreach</i>	300	725	300	-	375	250	250
<i>Visitor Service Operations</i>	-	-	-	340	375	500	840
Horticulture	966	750	1,200	1,016	2,916	2,500	2,300
Security	75	75	75	75	75	75	75
New Memorials	-	75	75	75	75	75	75
Vehicle Replacement	100	100	100	160	100	100	140
Information Technology	225	40	-	40	-	-	80
Cemetery and Horticulture Equipment	600	600	600	600	600	600	750
TOTAL	4,087	4,483	5,904	6,231	7,865	6,402	7,082

Maintenance and Infrastructure Program - FY 2021 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					1,785
	Headquarters - Arlington	IT Support Services	Integrated Facilities Management System	3 - Normal Priority	400
	Manila American Cemetery	Construction – Improvements/Renovations	Clean and Renovate Memorial	2 - High Priority	80
	Manila American Cemetery	A&E Services	Study Traffic Circle and Entrance Drainage	3 - Normal Priority	20
	Netherlands American Cemetery	Construction – Improvements/Renovations	Replace Stones at Wall of the Missing	3 - Normal Priority	40
	Lorraine American Cemetery	A&E Services	Study to Improve Handicap Access, Toilets, and Overflow Parking	3 - Normal Priority	30
	Ardennes American Cemetery	Major Repairs And Renovations	Refurbish Compost Building	2 - High Priority	29
	Manila American Cemetery	Construction – Improvements/Renovations	Install New Cemetery Entry Signage	2 - High Priority	40
	Overseas Operations - Paris	Headstones	Procurement of Headstones	3 - Normal Priority	450
	Overseas Operations - Paris	Headstones	Headstones Manpower	3 - Normal Priority	100
	Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	32
	Netherlands American Cemetery	Construction – Improvements/Renovations	Repair Enamel and Metal Elements of Battle Map	3 - Normal Priority	85
	Normandy American Cemetery	Construction – Improvements/Renovations	Waterproof Garden Area and Wall of the Missing	3 - Normal Priority	50
	Clark Veterans Cemetery	Construction – Improvements/Renovations	Repair Perimeter Wall	3 - Normal Priority	29
	Lorraine American Cemetery	Construction – New	Construct New Public Restrooms	3 - Normal Priority	100
	Normandy American Cemetery	Major Repairs And Renovations	Refurbish Memorial	3 - Normal Priority	300
Historical Services					36
	Headquarters - Arlington	Exhibits	ABMC Permanent Collection	3 - Normal Priority	36
Education and Outreach					300
	Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority	300

Horticulture				966
Somme American Cemetery	Drainage and Irrigation	Replace Irrigation System	3 - Normal Priority	600
Ardennes American Cemetery	Landscaping	Replace Alignment Trees	2 - High Priority	116
Rhone American Cemetery	Major Repairs And Renovations	Replace Fountain Water Proof Coating	3 - Normal Priority	250

Security				75
Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority	75

Vehicle Replacement				100
Overseas Operations - Paris	Vehicles	Vehicles	2 - High Priority	100

Information Technology				225
Headquarters - Arlington	IT Support Services	Intranet Refresh	2 - High Priority	225

Cemetery and Horticulture Equipment				600
Overseas Operations - Paris	Equipment - Horticulture	Cemetery Machinery and Equipment	3 - Normal Priority	600

Maintenance and Infrastructure Program - FY 2022 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					2,018
	Luxembourg American Cemetery	Construction – New	Install Path to Compost Site	3 - Normal Priority	20
	Overseas Operations - Paris	Headstones	Procurement of Headstones	3 - Normal Priority	500
	Overseas Operations - Paris	Headstones	Headstones Manpower	3 - Normal Priority	200
	Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	33

Overseas Operations - Paris	Construction – Improvements/Renovations	Construction Contingency	3 - Normal Priority	100
Overseas Operations - Paris	A&E Services	A&E Services Contingency	3 - Normal Priority	100
St. Mihiel American Cemetery	Major Repairs And Renovations	Resurface Parking Lot and Replace Border Stones	3 - Normal Priority	265
Chateau-Thierry Monument	Construction – Improvements/Renovations	Repave Entrance Road	3 - Normal Priority	800

Visitor Capital Improvements **100**

Overseas Operations - Paris	Exhibits	Quality Assurance for Visitor Center Development	3 - Normal Priority	100
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Education and Outreach **725**

Headquarters - Arlington	Professional Services	Convert Web Interactives to HTML	3 - Normal Priority	175
Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority	300
Headquarters - Arlington	Professional Services	ABMC Centennial Media Products	2 - High Priority	250

Horticulture **750**

Overseas Operations - Paris	Drainage and Irrigation	Drainage and Irrigation studies	3 - Normal Priority	100
Flanders Field American Cemetery	Drainage and Irrigation	Relevel Plot Area and Replace Irrigation System	3 - Normal Priority	400
Luxembourg American Cemetery	Landscaping	Relevel Plot and Prairie Areas	3 - Normal Priority	250

Security **75**

Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority	75
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New Memorials **75**

Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority	50
Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority	25

Vehicle Replacement					100
Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority		100
Information Technology					40
Headquarters - Arlington	Equipment	Cyclic Replacement of IT Office Equipment	3 - Normal Priority		40
Cemetery and Horticulture Equipment					600
Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority		600

Maintenance and Infrastructure Program - FY 2023 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					2,818
	Manila American Cemetery	Construction – New	Construct Alternate Site Entry	2 - High Priority	200
	Manila American Cemetery	Construction – Improvements/Renovations	Resurface Asphalt Roadways	3 - Normal Priority	500
	Lorraine American Cemetery	Construction – New	Construct Handicap Access Ramp	3 - Normal Priority	100
	Lorraine American Cemetery	Construction – Improvements/Renovations	Replace Perimeter Fence-line & Gates	3 - Normal Priority	100
	Lorraine American Cemetery	Construction – New	Construct Overflow Parking Lot	3 - Normal Priority	200
	Luxembourg American Cemetery	Construction – Improvements/Renovations	Repave Cemetery Paths	3 - Normal Priority	275
	Luxembourg American Cemetery	Construction – New	Install a Guardrail	3 - Normal Priority	50
	Cambridge American Cemetery	Construction – Improvements/Renovations	Renovate Chapel	3 - Normal Priority	100

Cambridge American Cemetery	Major Repairs And Renovations	Renovate Service Area	3 - Normal Priority	150
Cambridge American Cemetery	Construction – Improvements/Renovations	Modify Handicap Access	3 - Normal Priority	10
Overseas Operations - Paris	Headstones	Procurement of Headstones	3 - Normal Priority	500
Overseas Operations - Paris	Headstones	Headstones Manpower	3 - Normal Priority	200
Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	33
Overseas Operations - Paris	Construction – Improvements/Renovations	Construction Contingency	3 - Normal Priority	200
Overseas Operations - Paris	A&E Services	A&E Services Contingency	3 - Normal Priority	100
Overseas Operations - Paris	Construction – Improvements/Renovations	Federal Monument Repair/Restoration	3 - Normal Priority	100

Visitor Capital Improvements **700**

Cambridge American Cemetery	Exhibits	Exhibit Redesign	3 - Normal Priority	500
Overseas Operations - Paris	Exhibits	Cyclic Updates to Interpretative Media	3 - Normal Priority	200

Historical Services **36**

Headquarters - Arlington	Exhibits	ABMC Permanent Collection	3 - Normal Priority	36
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Education and Outreach **300**

Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority	300
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Horticulture **1,200**

Brittany American Cemetery	Landscaping	Re-Level Grave Plots	3 - Normal Priority	350
Overseas Operations - Paris	Drainage and Irrigation	Drainage and Irrigation Studies	3 - Normal Priority	100
Lorraine American Cemetery	Drainage and Irrigation	Modify Irrigation System	3 - Normal Priority	75
Lorraine American Cemetery	Landscaping	Modify Drainage Ditch	3 - Normal Priority	175
Overseas Operations - Paris	Drainage and Irrigation	Replace Irrigation System	3 - Normal Priority	500

Security					75
	Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority	75

New Memorials					75
	Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority	50
	Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority	25

Vehicle Replacement					100
	Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority	100

Cemetery and Horticulture Equipment					600
	Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority	600

Maintenance and Infrastructure Program - FY 2024 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					2,275
	Manila American Cemetery	Construction – Improvements/Renovations	Remove Fuel Storage Tanks/Pumps	2 - High Priority	75
	North Africa American Cemetery	Major Repairs And Renovations	Resurface Asphalt Roads and Repair Storm Drainage	3 - Normal Priority	200
	Oise-Aisne American Cemetery	Major Repairs And Renovations	Replace Roadway Border Stones	3 - Normal Priority	130
	Netherlands American Cemetery	Construction – Improvements/Renovations	Resurface Museum and Map Room Ceiling	3 - Normal Priority	20
	Netherlands American Cemetery	Construction – Improvements/Renovations	Replace Museum and Map Room Brick Floor	3 - Normal Priority	22

Netherlands American Cemetery	Construction – Improvements/Renovations	Remodel Public Restrooms	3 - Normal Priority	30
Netherlands American Cemetery	Construction – Improvements/Renovations	Replace Stone on Entrance Pillar	4 - Low Priority	25
Netherlands American Cemetery	Construction – Improvements/Renovations	Clean Exterior of Tower	3 - Normal Priority	50
Netherlands American Cemetery	Construction – Improvements/Renovations	Extend Garage on Two Quarters	4 - Low Priority	80
Suresnes American Cemetery	Construction – New	Build Public Restrooms	3 - Normal Priority	300
Suresnes American Cemetery	Major Repairs And Renovations	Renovate Welcome Center Parking	3 - Normal Priority	50
Suresnes American Cemetery	Construction – New	Install Barrier Gate	3 - Normal Priority	20
Suresnes American Cemetery	Major Repairs And Renovations	Study / Renovate Parking Area	3 - Normal Priority	50
Lorraine American Cemetery	Construction – Improvements/Renovations	Renovate Quarters	3 - Normal Priority	40
Sicily-Rome American Cemetery	Construction – Improvements/Renovations	Replace Floors in Quarters	3 - Normal Priority	50
Overseas Operations - Paris	Headstones	Procurement of Headstones	3 - Normal Priority	500
Overseas Operations - Paris	Headstones	Headstones Manpower	3 - Normal Priority	200
Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	33
Overseas Operations - Paris	Construction – Improvements/Renovations	Construction Contingency	3 - Normal Priority	200
Overseas Operations - Paris	A&E Services	A&E Services Contingency	3 - Normal Priority	100
Naval Monument at Gibraltar	Construction – Improvements/Renovations	Renvate Monument	2 - High Priority	100

Visitor Capital Improvements

				1,650
Chateau-Thierry Monument	Exhibits	Rehabilitate Exhibits	3 - Normal Priority	500
Overseas Operations - Paris	Exhibits	Cyclic Updates to Interpretative Media	3 - Normal Priority	450
Normandy American Cemetery	Exhibits	Update Visitor Center Feature Film	3 - Normal Priority	600
Overseas Operations - Paris	Exhibits	Quality Assurance for Visitor Center Development	3 - Normal Priority	100

Visitor Service Operations					340
Overseas Operations - Paris	Interpretation Training	Interpretive Guide Certification	3 - Normal Priority		20
Overseas Operations - Paris	Interpretation Training	Outside Interpretive Guide Certification	3 - Normal Priority		20
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	3 - Normal Priority		100
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	2 - High Priority		100
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Cyclic Collections Conservation Treatment	3 - Normal Priority		100
Horticulture					1,016
Manila American Cemetery	Studies, Analyses, And Evaluations	Update Cemetery Planting Plans	4 - Low Priority		266
Overseas Operations - Paris	Drainage and Irrigation	Irrigation System Replacement	3 - Normal Priority		750
Security					75
Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority		75
New Memorials					75
Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority		50
Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority		25
Vehicle Replacement					160
Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority		160
Information Technology					40
Headquarters - Arlington	Equipment	Cyclic Replacement of IT Office Equipment	3 - Normal Priority		40

Cemetery and Horticulture Equipment				600
Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority	600

Maintenance and Infrastructure Program - FY 2025 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					1,813
	Overseas Operations - Paris	Construction – Improvements/Renovations	Repair Fountain Basin and Monument Plaza	3 - Normal Priority	100
	Overseas Operations - Paris	Construction – Improvements/Renovations	Federal Monument	3 - Normal Priority	100
	Manila American Cemetery	Construction – Improvements/Renovations	Enhance Lighting at Memorial and Mall	2 - High Priority	50
	Lorraine American Cemetery	Construction – Improvements/Renovations	Renovate Roads, Pathways, Borderstones & Storm Drainage	3 - Normal Priority	500
	Lorraine American Cemetery	Major Repairs And Renovations	Replace Floors in Quarters	3 - Normal Priority	30
	Overseas Operations - Paris	Headstones	Headstones Procurement	3 - Normal Priority	500
	Overseas Operations - Paris	Headstones	Headstones Manpower	3 - Normal Priority	200
	Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	33
	Overseas Operations - Paris	Construction – Improvements/Renovations	Construction Contingency	3 - Normal Priority	200
	Overseas Operations - Paris	A&E Services	A&E Services Contingency	3 - Normal Priority	100

Visitor Capital Improvements				1,500
Cambridge American Cemetery	Exhibits	Fabricate and Install Exhibit Upgrades	3 - Normal Priority	1,500

Historical Services					36
Headquarters - Arlington	Exhibits	ABMC Permanent Collection	3 - Normal Priority		36
Education and Outreach					375
Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority		375
Visitor Service Operations					375
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	3 - Normal Priority		200
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	3 - Normal Priority		175
Horticulture					2,916
Overseas Operations - Paris	Professional Services	Update Cemetery Planting Plans	3 - Normal Priority		266
Luxembourg American Cemetery	Drainage and Irrigation	Drainage and Aeration Project	3 - Normal Priority		150
Luxembourg American Cemetery	Landscaping	Re-level Plot and Prairie	3 - Normal Priority		500
Manila American Cemetery	Landscaping	Re-level Plot Areas	2 - High Priority		1,250
Overseas Operations - Paris	Drainage and Irrigation	Replace Irrigation System	3 - Normal Priority		750
Security					75
Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority		75
New Memorials					75
Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority		50
Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority		25

Vehicle Replacement					100
Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority		100

Cemetery and Horticulture Equipment					600
Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority		600

Maintenance and Infrastructure Program - FY 2026 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					1,063
	Manila American Cemetery	Construction – Improvements/Renovations	Repaint Service Area Roof and Inspect Drain and Downspouts	3 - Normal Priority	30
	Overseas Operations - Paris	Headstones	Procurement of Headstones	3 - Normal Priority	500
	Overseas Operations - Paris	Headstones	Headstones Manpower	2 - High Priority	200
	Overseas Operations - Paris	Headstones	Headstones Shipping	3 - Normal Priority	33
	Overseas Operations - Paris	Construction – Improvements/Renovations	Construction Contingency	3 - Normal Priority	200
	Overseas Operations - Paris	A&E Services	A&E Services Contingency	3 - Normal Priority	100
Visitor Capital Improvements					1,200
	Overseas Operations - Paris	Exhibits	Update Interpretative Media	3 - Normal Priority	450
	Manila American Cemetery	Exhibits	Rehabilitate Exhibits	3 - Normal Priority	500
	North Africa American Cemetery	Exhibits	Design and Fabricate Exhibit Panels	3 - Normal Priority	250

Historical Services					39
Headquarters - Arlington	Exhibits	ABMC Permanent Collection	3 - Normal Priority		39
Education and Outreach					250
Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority		250
Visitor Service Operations					500
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Administrative History	3 - Normal Priority		125
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	3 - Normal Priority		200
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	3 - Normal Priority		175
Horticulture					2,500
Luxembourg American Cemetery	Landscaping	Plot and Prairie Releveling Phase 4	3 - Normal Priority		500
Manila American Cemetery	Landscaping	Re-level Plot Areas Phase 2	2 - High Priority		1,250
Overseas Operations - Paris	Drainage and Irrigation	Irrigation System Replacement	3 - Normal Priority		750
Security					75
Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority		75
New Memorials					75
Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority		50
Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority		25

Vehicle Replacement					100
Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority		100

Cemetery and Horticulture Equipment					600
Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority		600

Maintenance and Infrastructure Program - FY 2027 Project List

Program	ABMC Location	Project Type	Project Name	Project Priority	Estimate
Facilities Management					1,783
Overseas Operations - Paris		Construction – Improvements/Renovations	Federal Monuments	3 - Normal Priority	400
	Florence American Cemetery	Major Repairs And Renovations	Repair and Repoint Front Entrance, Bridge, and Memorial Stone Work	2 - High Priority	350
Overseas Operations - Paris		Headstones	Procurement of Headstones	3 - Normal Priority	500
Overseas Operations - Paris		Headstones	Headstones Manpower	3 - Normal Priority	200
Overseas Operations - Paris		Headstones	Headstones - Shipping	3 - Normal Priority	33
Overseas Operations - Paris		Construction – Improvements/Renovations	Contingency	3 - Normal Priority	200
Overseas Operations - Paris		A&E Services	A/E Services	3 - Normal Priority	100
Visitor Capital Improvements					750
Overseas Operations - Paris		Exhibits	Update Interpretative Media	3 - Normal Priority	200
Overseas Operations - Paris		Exhibits	Cyclic Updates to Interpretative Media	3 - Normal Priority	450
Overseas Operations - Paris		Exhibits	Quality Assurance for Visitor Center Development	3 - Normal Priority	100

Historical Services				39
Headquarters - Arlington	Exhibits	ABMC Permanent Collection	3 - Normal Priority	39
Education and Outreach				250
Headquarters - Arlington	Professional Services	Education Program	3 - Normal Priority	250
Visitor Service Operations				840
Overseas Operations - Paris	Interpretation Training	Interpretive Guide Certification	3 - Normal Priority	20
Overseas Operations - Paris	Interpretation Training	Outside Interpretive Guide Certification	3 - Normal Priority	20
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Vanishing Treasures Project	3 - Normal Priority	100
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Administrative History	3 - Normal Priority	125
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	3 - Normal Priority	200
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	3 - Normal Priority	175
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Conservation Treatment of Collections	3 - Normal Priority	100
Overseas Operations - Paris	Studies, Analyses, And Evaluations	Conservation Treatment of Collections	3 - Normal Priority	100
Horticulture				2,300
Overseas Operations - Paris	Drainage and Irrigation	Drainage and Irrigation studies	3 - Normal Priority	100
Overseas Operations - Paris	Drainage and Irrigation	Drainage and Irrigation Studies	3 - Normal Priority	100
Overseas Operations - Paris	Drainage and Irrigation	Drainage and Irrigation studies	3 - Normal Priority	100
Manila American Cemetery	Landscaping	Re-level Plot Areas Phase 3	2 - High Priority	1,250
Overseas Operations - Paris	Drainage and Irrigation	Irrigation System Replacement	3 - Normal Priority	750

Security				75
Overseas Operations - Paris	Equipment	Security Enhancements	2 - High Priority	75
 New Memorials				 75
Headquarters - Arlington	Construction – New	Construct New Memorial	3 - Normal Priority	50
Headquarters - Arlington	A&E Services	Develop Design for New Monument	3 - Normal Priority	25
 Vehicle Replacement				 140
Overseas Operations - Paris	Vehicles	Vehicles	3 - Normal Priority	140
 Information Technology				 80
Headquarters - Arlington	Equipment	Cyclic Replacement of IT Equipment	3 - Normal Priority	40
Headquarters - Arlington	Equipment	Cyclic Replacement of IT Equipment	3 - Normal Priority	40
 Cemetery and Horticulture Equipment				 750
Overseas Operations - Paris	Equipment	Cemetery Machinery and Equipment	3 - Normal Priority	750