



Established by Congress 1923

American Battle Monuments Commission Fiscal Year 2023 Appropriation Request

Submitted to the
117th 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) 2023 requests total budget authority of \$86,800,000 and a 465 Full-Time Equivalent (FTE) employment level. The budget authority requested for the Salaries and Expenses account is an increase of \$2,000,000 from the amount requested for FY 2022. This request will also fund an increase of 18 FTE.

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 2023.

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

Funding Request Summary

(\$ in millions)

	FY 2021 Appropriation	FY 2022 Request	FY 2023 Request	Change
Salaries & Expenses	84.1	84.8	86.8	2.0
Foreign Currency	0.0	0.0	0.0	0.0
TOTAL Budget Authority	84.1	84.8	86.8	2.0
FTE	444	447	465	18

PART 1: INTRODUCTION

Mission

The American Battle Monuments Commission, the preeminent guardian of America's commemorative military cemeteries and memorials worldwide, honors the achievements of the U.S. armed forces by preserving their legacy of service and by seeking new and innovative ways of reflecting the evolving nature of sacrifice.

Vision

ABMC is the premier agency for commemorating and venerating American military service, sacrifice, and achievements, fulfilling the promise of General of the Armies John J. Pershing that *"Time will not dim the glory of their deeds."*

Values

Honor – Respect – Excellence – Stewardship – Commitment

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, 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-two separate memorials, monuments and markers, of which four are located in the United States.

As reported in the FY 2021 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."

**American Battle Monuments Commission
Cemeteries**

Belgium

Ardennes American Cemetery
Flanders Field American Cemetery
Henri-Chapelle American Cemetery

France

Aisne-Marne American Cemetery
Brittany American Cemetery
Epinal American Cemetery
Lafayette Escadrille Memorial Cemetery
Lorraine American Cemetery
Meuse-Argonne American Cemetery
Normandy American Cemetery
Oise-Aisne American Cemetery
Rhone American Cemetery
Saint-Mihiel American Cemetery
Somme American Cemetery
Suresnes American Cemetery

Italy

Florence American Cemetery
Sicily-Rome American Cemetery

Luxembourg

Luxembourg American Cemetery

Mexico

Mexico City National Cemetery

the Netherlands

Netherlands American Cemetery

Panama

Corozal American Cemetery

the Philippines

Clark Veterans Cemetery
Manila American Cemetery

Tunisia

North Africa American Cemetery

United Kingdom

Brookwood American Cemetery
Cambridge American Cemetery

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.

Since the 2007 opening of the Normandy American Cemetery Visitor Center in France, the Commission has continued to develop programs to preserve the stories of the men and women commemorated at its sites, by providing historical context to visitors now far removed from the war years and by using digital communication platforms and educational products to bring those stories home to the people of the United States, preserving for future generations this legacy of service and sacrifice. The Commission expects to open its 10th visitor center in 2023, at Netherlands American Cemetery.

**American Battle Monuments Commission
Memorials, Monuments and Markers**

Belgium

Audenarde Monument
Kemmel Monument
Battle of the Bulge Memorial

Cuba

Santiago Surrender Tree

France

Belleau Wood Marine Monument
Bellicourt Monument
Cantigny Monument
Chateau-Thierry Monument
Chaumont Marker - AEF Headquarters
Montfaucon Monument
Montsec Monument
Naval Monument at Brest
Pointe du Hoc Ranger Monument
Sommepey Monument
Souilly Marker-1st Army Headquarters
Tours Monument
Utah Beach Memorial

Midway Atoll

Midway Monument

Morocco

Western Naval Task Force Marker

New Guinea

Marker at Papua New Guinea

New Zealand

New Zealand Memorial

Northern Mariana Islands

Saipan Memorial

the Philippines

Cabanatuan Memorial

South Korea

Korean War Monument at Busan

Solomon Islands

Guadalcanal Memorial

United Kingdom

Dartmouth Monument
Naval Monument at Gibraltar
XI Amphibious Force Marker

United States of America

East Coast Memorial
Honolulu Memorial
National World War I Memorial
West Coast Memorial

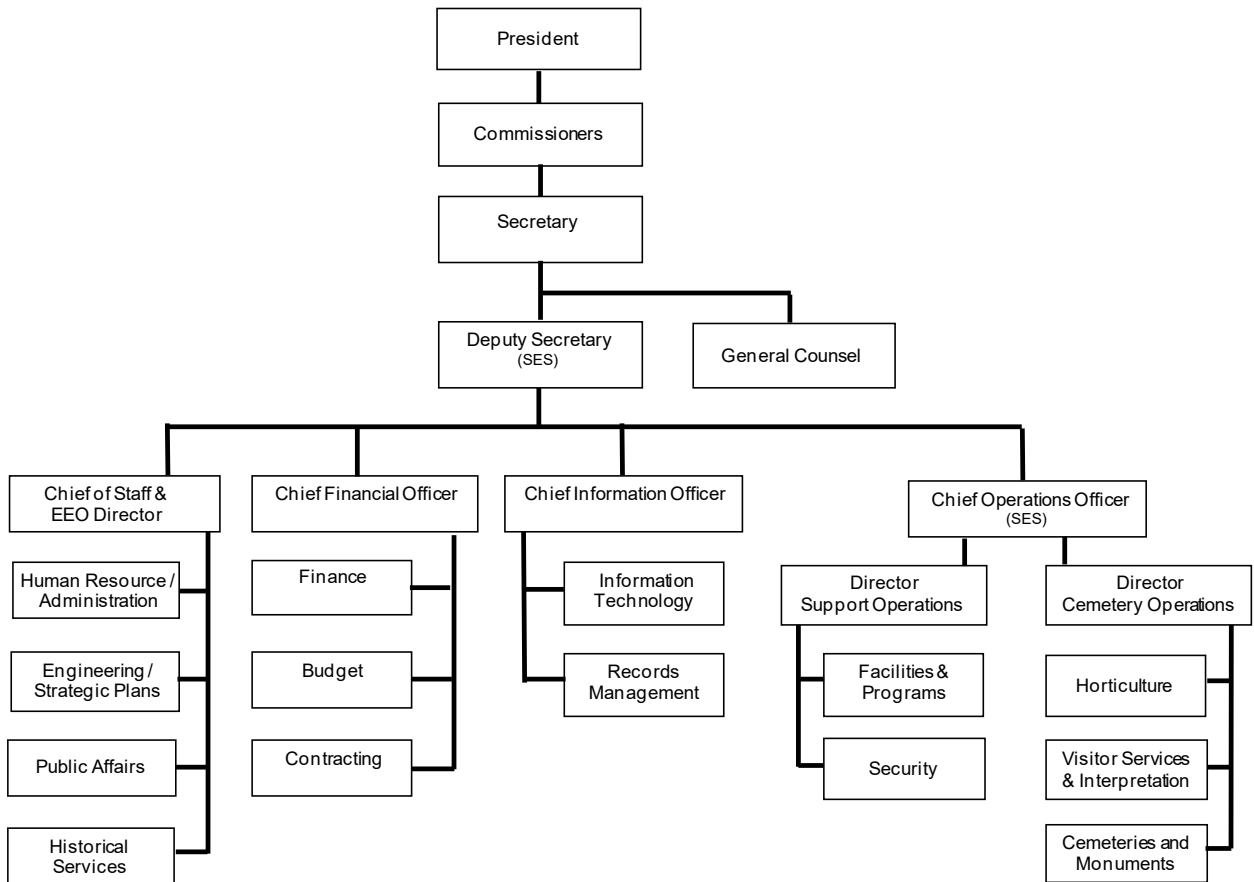
Organization

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 Acting Secretary and professional staff of the Commission at least twice annually.

Commission

Mark P. Hertling – Chairman
Darrell L. Dorgan
John L. Estrada
Florent Groberg
Amy Looney Heffernan
Matthew E. Jones
Raymond D. Kemp
Bud D. Pettigrew
Michael E. Smith
Gail Berry West
Daniel P. Woodward

Robert J. Dalessandro – Acting Secretary

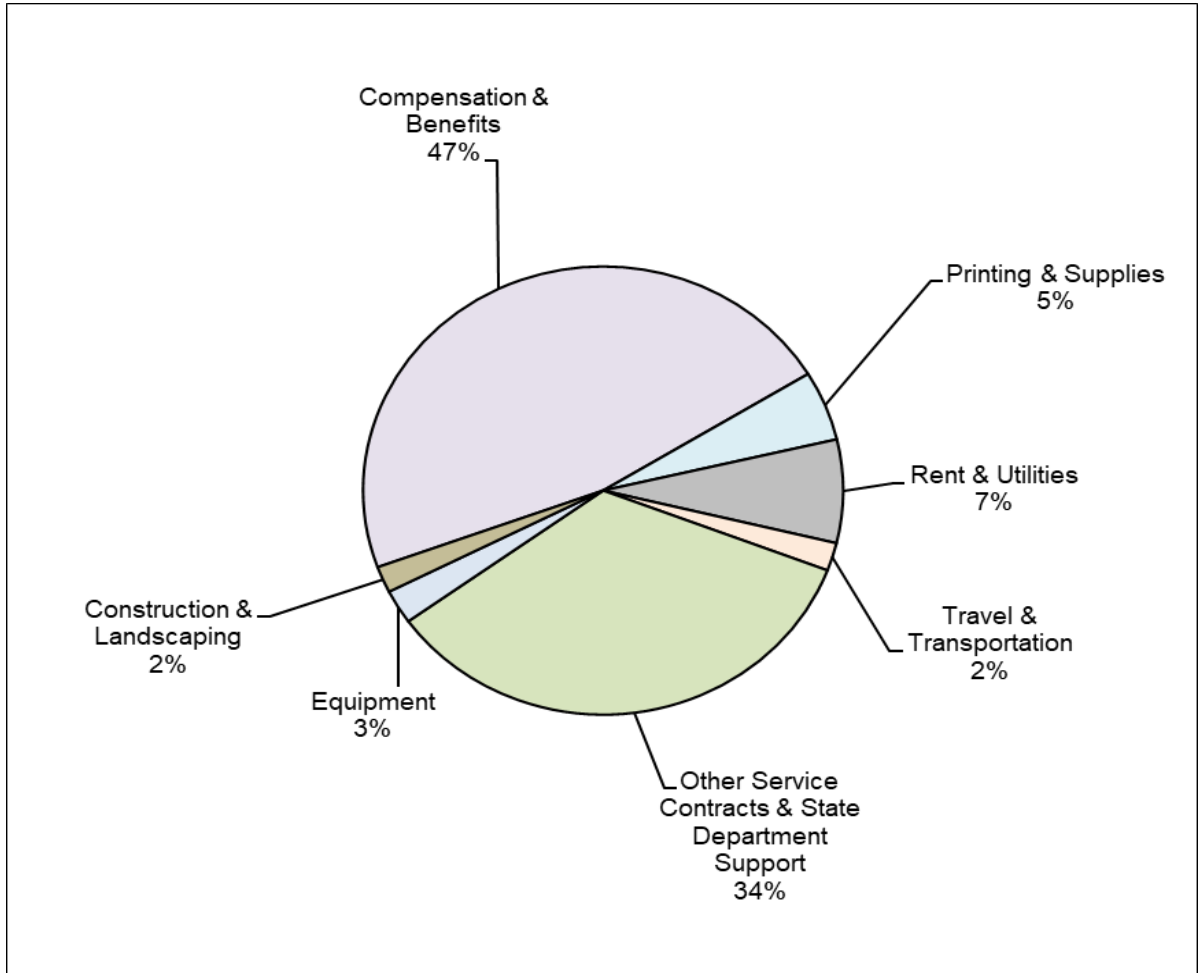


Operations

The Commission's FY 2023 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 47 percent of the Commission's FY 2023 request while the remaining 53 percent supports facilities maintenance, logistics, services, supplies and other administrative costs critical to ABMC operations.

Fiscal Year 2023 Funding Plan



Most of the Commission's facilities are at least half a century old, with the Mexico City National Cemetery being 171 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 these facilities, landscapes, and structures are maintained to a standard commensurate to the service and sacrifice these commemorative sites honor.

Responding to events around the world, the Commission emphasizes security throughout the agency, enhancing ABMC's management review, allocating project funding 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 2023 BUDGET REQUEST

Overview

The American Battle Monuments Commission budget for FY 2023 requests total budget authority of \$86,800,000 and a 465 FTE employment level. The budget authority requested for the Salaries and Expenses account is an increase of \$2,000,000 from the amount requested for FY 2022. This request will also fund an increase of 18 FTE.

The Foreign Currency Fluctuations Account 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 2023.

Funding Request Summary

(\$ in millions)

	FY 2021 Appropriation	FY 2022 Request	FY 2023 Request	Change
Salaries & Expenses	84.1	84.8	86.8	2.0
Foreign Currency	0.0	0.0	0.0	0.0
TOTAL Budget Authority	84.1	84.8	86.8	2.0
 FTE	 444	 447	 465	 18

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, [~~\$84,800,000~~] *\$86,800,000*, 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 - \$86,800,000

FY 2023 Budget Request

(\$ in thousands)

Object Class	FY 2021 Appropriation	FY 2022 Request	FY 2023 Request
Personnel Compensation	26,156	27,174	28,452
Personnel Benefits	11,005	11,536	12,208
Benefits for Former Personnel	-	-	-
Travel & Transportation of Persons	850	950	950
Transportation of Things	808	828	804
Rent/Communications/Utilities	6,237	6,325	6,467
Printing	239	260	240
Other Services	27,062	28,429	29,758
Supplies & Materials	3,211	3,967	4,135
Equipment	2,410	2,491	2,136
Land & Structures	6,122	2,840	1,650
TOTAL	84,100	84,800	86,800

Maintenance and Infrastructure Program

Facilities Management	7,390	1,165	1,398
Interpretation	2,830	925	3,250
<i>Education and Outreach</i>	300	300	300
<i>Historical Services</i>	210	-	100
<i>Public Affairs</i>	1,800	425	1,500
<i>Visitor Services and Interpretation</i>	520	200	1,350
Horticulture	1,016	2,200	1,300
Security	75	250	-
New Memorials	25	-	-
Vehicle Replacement	160	-	-
Information Technology	1,170	1,210	-
Cemetery/Horticulture Equipment	1,141	-	-
TOTAL	13,807	5,750	5,948

FY 2023 Budget and FTE Justification

The Commission's FY 2023 budget request of \$86,800,000 will allow the agency to continue its maintenance and infrastructure program; make necessary capital improvements and updates to exhibits and interpretive media in our visitor centers; continue the emphasis on its education program through partnerships with History Unbound, the National World War II Museum, and the Smithsonian Institution; and invest in creating a robust virtual visitor experience on the agency website for those who will never have the opportunity to visit these overseas commemorative sites.

Maintaining our cemeteries and monuments to the highest of standards will always be an agency priority, as the manner in which we maintain these memorial shrines is a reflection of the character of our nation. An equally important imperative is to share the stories of those we honor with generations that do not have the personal awareness of the World Wars or those who fought them. When the agency was established following World War I, visitors did not need historical context – they knew the story. The wives and mothers who visited our cemeteries were there to grieve, to say farewell. That is no longer the case. Younger generations do not know the story. It is up to agencies like ABMC to ensure that those who died are not forgotten, and that these cemeteries remain relevant to our nation's history.

ABMC is a commemorative agency. Our relevance is tied directly to public engagement. If we do not sustain public awareness of our commemorative cemeteries and memorials, the stories of service and sacrifice they represent, and the diversity reflected in those stories, we will not have fully honored *all* who served and made the sacrifices for the world's freedom.

We must invest in digital communication initiatives, including online virtual tours that will bridge the physical separation of the American people from their overseas military memorial cemeteries. These sites reflect military heritage and our global engagement in the defense and pursuit of freedom—they represent in a very tangible sense our national values.

Our FY 2023 project list includes a combined \$3,250,000 investment in our Historical Services, Public Affairs, and Visitor Services & Interpretation programs to achieve the objectives detailed above.

The increase in FTE is attributed to several requirements. The agency established a procurement office and hired 3 warranted contracting officers, as these positions had previously been contract employees without warrant authority. Following guidance to transition IT resources to a cloud based environment, ABMC hired its first ever Chief Information Officer (CIO) and Deputy CIO. They are now supported by 2 additional IT resources to complete the transition to the cloud and address new cybersecurity requirements issued by the Administration. The agency also replaced contracted legal counsel with a full time general counsel position. Two positions were added in both Historical Services and Public Affairs to increase the agency's social media presence, develop virtual tours to reach new audiences, and cultivate the education program. With the increase in large-scale international events such as the 2018 WWI Centennial, D-Day 75 and the upcoming D-Day 80, Memorial Day, Veterans Day, and the 2023 ABMC Centennial, an events coordinator was hired. Positions in Records Management and a training officer

were added to address government-wide requirements in these program areas. The agency also hired a Director of Facilities Management who was certified in project management; the addition of new facilities and an aging infrastructure is placing increasing pressure on our facilities management staff. Finally, we will require 2 positions for the new Netherlands American Cemetery Visitor Center that will open in FY 2023. ABMC is requesting to formalize these requirements with an increase in FTE to 465.

Together, an FY 2023 budget authority of \$86,800,000 and an increase in FTE authorization to 465 will position the agency to maintain the cemeteries and monuments entrusted to our care at a standard commensurate to the service and sacrifice they represent, and to ensure the sites remain relevant in our nation's and the world's consciousness.

Adjustments from the FY 2022 Request

FY 2022 Salaries and Expenses - Request		\$84,800,000
Adjustments:		
Compensation and Benefits	\$1,950,000	
Cemetery Maintenance and Routine Operations	\$103,000	
Professional Services Contracts	\$20,000	
Information Technology Services and Equipment	\$84,000	
Office Space and Routine Administrative Expenses	\$36,000	
Services from Other Government Agencies	(\$371,000)	
Printing	(\$20,000)	
Maintenance and Infrastructure Program	\$198,000	
Subtotal Adjustments		\$2,000,000
FY 2023 Salaries and Expenses		\$86,800,000
FY 2023 Foreign Currency Fluctuations Account		\$0
Total FY 2023 Budget Request		\$86,800,000

Compensation and Benefits.....\$1,950,000
 For FY 2023, the Commission is requesting \$40,660,000, an increase of \$1,950,000, for Compensation and Benefits to fund 465 FTEs. This request will support the pay requirements for U.S. and Foreign National employees and the personnel benefits for employees worldwide, including housing, health insurance, social security, retirement, and other allowances.

Cemetery Maintenance and Routine Operations.....\$103,000
 This increase for cemetery maintenance and routine operations will fund building repairs, equipment maintenance contracts, irrigation system contracts, tools and spare parts, fuel for vehicles and equipment, and caretaker contracts for memorial and monuments.

Professional Services Contracts.....\$20,000
 This increase of \$20,000 will fund contractual services, payroll processing, employee training, and contractors in the areas of safety, interpretation and architecture.

Information Technology Services and Equipment.....\$84,000
 This increase of \$84,000 will fund information technology facilities, security, maintenance, and hardware and software replacements in FY 2023.

Office Space Leases and Routine Administrative Operations.....\$36,000
 Funding for office space leases and routine administrative operations will increase in FY 2023. Office space requirements and lease payments in Arlington, Virginia and in Paris, France are included as well as equipment purchases and rentals, publications, office supplies, postage, freight, and other administrative line items.

Services from Other Government Agencies..... (\$371,000)

The decrease in FY 2023 relates to a reduction in costs associated with the Department of Interior for hosting of the agency’s financial management system. The remainder of costs are related to payments under the Department of State’s International Cooperative Administrative Support Services (ICASS), Capital Security Cost-Sharing (CSCS) and Maintenance Cost-Sharing (MCS); and services paid to the Office of Personnel Management, General Services Administration, and the Department of Homeland Security.

Printing..... (\$20,000)

A decrease of \$20,000 will fund printing requirements at ABMC to include the General Printing Office, digital advertising, and brochures in a variety of languages.

Maintenance and Infrastructure Program \$198,000

The overall Maintenance and Infrastructure Program request level will increase by \$198,000 from FY 2022 in 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 2021 Appropriation	FY 2022 Request	FY 2023 Request
Facilities Management	7,390	1,165	1,398
Interpretation	2,830	925	3,250
<i>Education and Outreach</i>	300	300	300
<i>Historical Services</i>	210	-	100
<i>Public Affairs</i>	1,800	425	1,500
<i>Visitor Services and Interpretation</i>	520	200	1,350
Horticulture	1,016	2,200	1,300
Security	75	250	-
New Memorials	25	-	-
Vehicle Replacement	160	-	-
Information Technology	1,170	1,210	-
Cemetery/Horticulture Equipment	1,141	-	-
TOTAL	13,807	5,750	5,948

The Commission is requesting a total of \$5,948,000 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 2023 – 2029 project list is provided in Part 3.

Facilities Management..... \$1,398,000

The high quality of ABMC commemorative sites 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 2023 projects the Commission proposes to execute include:

- Renovate the superintendent quarters at Henri-Chapelle American Cemetery;
- Renovate/replace handicap ramp and stairs at the Lafayette Escadrille Memorial Cemetery; and
- Renovate memorial terrace tiles at the Henri-Chapelle American Cemetery.

Interpretation Program..... \$3,250,000

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.

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

ABMC’s Education and Outreach program will continue in FY 2023 in addition to website and digital communication improvements.

Historical Services..... \$100,000

Preservation and storage of historical documents is funded in FY 2023.

Public Affairs..... \$1,500,000

Development of virtual tours and augmented reality-assisted guidance of the cemeteries are funded in FY 2023.

Visitor Services and Interpretation \$1,350,000

Funding for an agency-wide cultural resources management plan, redesigning/upgrading exhibits, and a visitor use study and satisfaction survey are the priority for ABMC’s Visitor Service operations in FY 2023.

Horticulture..... \$1,300,000

The Horticulture program’s goal 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 install a new drainage system at the St. Mihiel American Cemetery.

Official Reception and Representation Expenses

The Commission requests \$15,000 for official reception and representation expenses in FY 2023. This is the same amount funded in FY 2022. 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

FY 2023 Budget Request

(\$ in thousands)

Object Class	FY 2021 Appropriation	FY 2022 Request	FY 2023 Request
Personnel Compensation	26,156	27,174	28,452
Personnel Benefits	11,005	11,536	12,208
Benefits for Former Personnel	-	-	-
Travel & Transportation of Persons	850	950	950
Transportation of Things	808	828	804
Rent/Communications/Utilities	6,237	6,325	6,467
Printing	239	260	240
Other Services	27,062	28,429	29,758
Supplies & Materials	3,211	3,967	4,135
Equipment	2,410	2,491	2,136
Land & Structures	6,122	2,840	1,650
TOTAL	84,100	84,800	86,800

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

Personnel Compensation - The Commission requests \$28,452,000. This funding will support a 465 FTE employment level (an increase of 18 FTE), including pay and allowances authorized for the Commission’s U.S. employees and Foreign National workforce.

Personnel Benefits - This \$12,208,000 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 2023.

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.

Transportation of Things - The Transportation of Things request is \$804,000 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.

Rent, Communications, and Utilities - The Commission requests \$6,467,000, an increase of \$142,000, 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 – A \$20,000 decrease for printing cemetery booklets, visitor brochures, photographs, general information pamphlets, and reports is requested.

Other Services - The Commission requests \$29,758,000 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 – A \$4,135,000 request 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 \$2,136,000, a \$355,000 decrease, to fund vehicles, office and information technology equipment, and the cemetery and horticulture equipment replacement program.

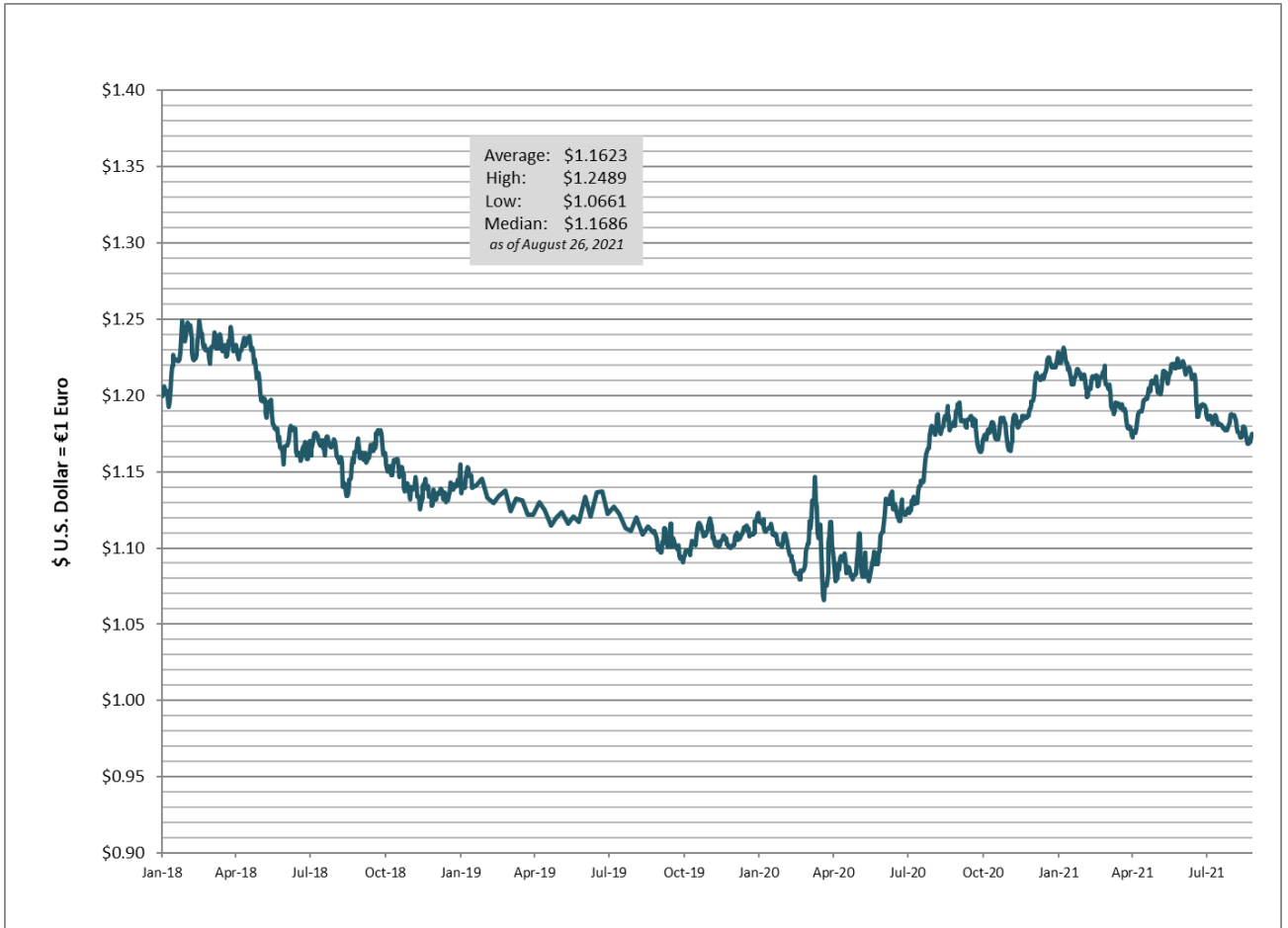
Land and Structures - The request of \$1,650,000 will fund the mix of Maintenance and Infrastructure program requirements outlined above. This decrease is reflected in the ABMC project plan for landscaping, renovation, and construction efforts for FY 2023.

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 2023.

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 - 7 YEAR PROJECT PLAN

(\$ in thousands)

Program	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Facilities Management	1,398	3,845	3,400	1,100	1,630	1,575	1,150
Interpretation	3,250	5,795	2,075	4,050	1,175	3,000	1,950
<i>Education and Outreach</i>	300	-	375	-	250	250	-
<i>Historical Services</i>	100	695	-	-	150	-	300
<i>Visitor Services and Interpretation</i>	1,350	3,600	200	2,550	175	2,750	1,650
<i>Public Affairs</i>	1,500	1,500	1,500	1,500	600	-	-
Horticulture	1,300	2,031	3,916	2,477	6,241	2,900	3,000
Information Technology	-	-	-	2,000	2,000	2,000	3,050
TOTAL	5,948	11,671	9,391	9,627	11,046	9,475	9,150

ABMC FY 2023 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	Normal Priority	OO	A&E Services	A&E Services Contingency	\$100
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$100
Facilities Management	Urgent	Henri-Chapelle American Cemetery	Construction – Improvements/Renovations	Quarters Renovation	\$250
Facilities Management	High Priority	Lafayette Escadrille Memorial Cemetery	Major Repairs And Renovations	Renovate / Replace handicap ramp and stairs on LEMC Monument	\$468
Facilities Management	High Priority	Henri-Chapelle American Cemetery	Major Repairs And Renovations	Renovate Memorial Terrace Tiles	\$480
					\$1,398

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	Normal Priority	HQ	Professional Services	Education Program	\$300
Historical Services	High Priority	Florence American Cemetery	Studies, Analyses, And Evaluations	Vanishing Treasures – Survey, Processing, Digitization, and Storage of Non-Record Historic Documents	\$100
					\$400

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	Normal Priority	St. Mihiel American Cemetery	Drainage and Irrigation	Replace Irrigation System	\$1,300
					\$1,300

Program	Project Priority	Location	Project Type	Project Name	Estimate
Public Affairs	High Priority	HQ	Professional Services	VR Tour Experience and Augmented Reality-Assisted Guide	\$1,500
					\$1,500

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	Cambridge American Cemetery	Exhibits	Redesign/Replace Exhibits	\$300
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Document Digital Preservation and Access	\$400
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Cultural Resources Management Plan (CRMP)	\$350
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
					\$1,350

TOTAL FY 2023 \$5,948

ABMC FY 2024 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	Normal Priority	Luxembourg American Cemetery	Major Repairs And Renovations	Remodel VC Administrative Office	\$250
Facilities Management	Normal Priority	OO	A&E Services	A&E Services Contingency	\$100
Facilities Management	Normal Priority	Cambridge American Cemetery	Construction – Improvements/Renovations	Renovate Chapel Phase 2	\$100
Facilities Management	High Priority	Florence American Cemetery	Construction – Improvements/Renovations	Renovate Cobblestone Bridge Waterproofing Membrane	\$350
Facilities Management	High Priority	Henri-Chapelle American Cemetery	Construction – Improvements/Renovations	Renovate/Replace Perimeter Wall	\$500
Facilities Management	Normal Priority	Lafayette Escadrille Memorial Cemetery	Construction – Improvements/Renovations	Study/Renovate Bridge	\$125
Facilities Management	Normal Priority	Manila American Cemetery	Construction – Improvements/Renovations	Resurface Asphalt Roadways	\$500
Facilities Management	High Priority	Normandy American Cemetery	Construction – Improvements/Renovations	Extend Service Area & Renovate Roof	\$500
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$200
Facilities Management	Normal Priority	Meuse-Argonne American Cemetery	Construction – New	Construct Shielded Platform for Headstone Storage/Crushing Area	\$100
Facilities Management	Normal Priority	Cambridge American Cemetery	Major Repairs And Renovations	Renovate/Repave Visitor Parking Lot & Sidewalks	\$500
Facilities Management	Normal Priority	Cambridge American Cemetery	Major Repairs And Renovations	Renovate Service Area	\$150

Facilities Management	Normal Priority	North Africa American Cemetery	Major Repairs And Renovations	Replace Plot Area Border Stones	\$250
Facilities Management	High Priority	Somme American Cemetery	Major Repairs And Renovations	Repair/Replace Aggregate Concrete & Borders	\$100
Facilities Management	Normal Priority	Luxembourg American Cemetery	Construction – Improvements/Renovations	Replace Perimeter Fence	\$120
					\$3,845

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	High Priority	Suresnes American Cemetery	Additions to Permanent Collections	Vanishing Treasures – Survey, Processing, Digitization, and Storage of Non-Record Historic Documents: SUAC/LEMC	\$545
Historical Services	High Priority	OO	Studies, Analyses, And Evaluations	Vanishing Treasures: Identification, Cataloging, Digitization, and Rehousing of Non-Record Archives Including Historic Documents	\$150
					\$695

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	High Priority	Aisne-Marne American Cemetery	Major Repairs And Renovations	Rehabilitate Deep Well	\$170
Horticulture	High Priority	Brittany American Cemetery	Drainage and Irrigation	Renovate Water Reservoir Storage Tank Interiors	\$195
Horticulture	Normal Priority	Corozal American Cemetery	Professional Services	Improve/Modify Planting Plans	\$266
Horticulture	Normal Priority	Lafayette Escadrille Memorial Cemetery	Landscaping	Rejuvenate Forests	\$245
Horticulture	Normal Priority	Memorials	Landscaping	Rejuvenate Forests	\$100
Horticulture	High Priority	Meuse-Argonne American Cemetery	Drainage and Irrigation	Rehab Deep Well and Waterproof/Coat Pond	\$695
Horticulture	High Priority	Netherlands American Cemetery	Drainage and Irrigation	Investigate Alternative Irrigation System Water Sources	\$180
Horticulture	High Priority	Oise-Aisne American Cemetery	Drainage and Irrigation	Investigate Alternative Irrigation System Water Sources	\$180
					\$2,031

Program	Project Priority	Location	Project Type	Project Name	Estimate
Public Affairs	High Priority	HQ	Professional Services	VR Tour Experience and AR-assisted Guide	\$1,500
					\$1,500

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Cyclic Updates to Interpretative Media	\$200
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Document Digital Preservation and Access	\$400

Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Develop ABMC Architectural History	\$250
Visitor Services and Interpretation	Normal Priority	Chateau-Thierry Monument	Exhibits	Rehabilitate Exhibits	\$500
Visitor Services and Interpretation	Normal Priority	Normandy American Cemetery	Exhibits	Replace/Improve NVC Interpretive Film	\$600
Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Cyclic Updates to Interpretative Media	\$450
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Study: National Historic Landmarks (NHL) - WWI sites	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Study: National Historic Landmarks (NHL) - WWII sites	\$300
					\$3,600

TOTAL FY 2024 \$11,671

ABMC FY 2025 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	High Priority	Henri-Chapelle American Cemetery	Construction – Improvements/Renovations	Replacment of Entry Court Silex Tiles	\$1,000
Facilities Management	Normal Priority	Lafayette Escadrille Memorial Cemetery	Construction – Improvements/Renovations	Renovate Pathways	\$125
Facilities Management	Normal Priority	Lorraine American Cemetery	Construction – Improvements/Renovations	Replace Perimeter Fenceline & Gates	\$200
Facilities Management	Normal Priority	Luxembourg American Cemetery	Construction – Improvements/Renovations	Repave Cemetery Paths	\$275
Facilities Management	High Priority	Manila American Cemetery	Construction – New	Construct Alternate Site Entry/Exit	\$200
Facilities Management	High Priority	Naval Monument at Gibraltar	Major Repairs And Renovations	Renovate Monument	\$100
Facilities Management	Normal Priority	Netherlands American Cemetery	Construction – Improvements/Renovations	Resurface Asphalt Service Paths	\$100
Facilities Management	High Priority	Suresnes American Cemetery	Construction – Improvements/Renovations	Study/Design & Construct Quarters	\$1,200
Facilities Management	High Priority	Suresnes American Cemetery	Drainage and Irrigation	Renovate/Replace Storm Drainage System	\$200
					\$3,400

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	Normal Priority	HQ	Professional Services	Education Program	\$375
					\$375

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	Normal Priority	Cemeteries	Landscaping	Relevel Plot Areas	\$100
Horticulture	High Priority	Corozal American Cemetery	Drainage and Irrigation	Replace Irrigation System	\$1,250
Horticulture	Normal Priority	Manila American Cemetery	Studies, Analyses, And Evaluations	Update Cemetery Planting Plans	\$266
Horticulture	High Priority	Netherlands American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$2,300
					\$3,916

Program	Project Priority	Location	Project Type	Project Name	Estimate
Public Affairs	High Priority	HQ	Professional Services	VR Tour Experience and AR-assisted Guide	\$1,500
					\$1,500

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	\$100
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Cultural Landscape Report	\$100
					\$200

TOTAL FY 2025 \$9,391

ABMC FY 2026 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	Normal Priority	Corozal American Cemetery	Construction – New	Corozal Master Plan study	\$300
Facilities Management	Normal Priority	HQ	Construction – Improvements/Renovations	Repair Fountain Basin & Monument Plaza	\$100
Facilities Management	Normal Priority	Lorraine American Cemetery	Construction – New	Construct Overflow Parking Lot	\$200
Facilities Management	Normal Priority	North Africa American Cemetery	Construction – Improvements/Renovations	Resurface Asphalt Roads & Repair Storm Drainage	\$200
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$200
Facilities Management	Normal Priority	OO	A&E Services	A&E Services Contingency	\$100
					\$1,100

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	High Priority	Ardennes American Cemetery	Drainage and Irrigation	Rehabilitate Two Deep Wells	\$315
Horticulture	High Priority	Cemeteries	Drainage and Irrigation	Install New Drainage System	\$350
Horticulture	High Priority	Henri-Chapelle American Cemetery	Drainage and Irrigation	Rehabilitate Deep Well	\$245
Horticulture	Normal Priority	Memorials	Landscaping	Rejuvenate Forests	\$117
Horticulture	High Priority	Oise-Aisne American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$1,450
					\$2,477

Program	Project Priority	Location	Project Type	Project Name	Estimate
Information Technology	Normal Priority	HQ	IT Support Services	ABMC Enterprise IT 3.0 (Phase I)	\$2,000
					\$2,000

Program	Project Priority	Location	Project Type	Project Name	Estimate
Public Affairs	High Priority	HQ	Professional Services	VR Tour Experience and AR-assisted Guide	\$1,500
					\$1,500

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	Cambridge American Cemetery	Exhibits	Fabricate/Install Exhibit Upgrades	\$1,000
Visitor Services and Interpretation	Normal Priority	Flanders Field American Cemetery	Exhibits	Rehabilitate Exhibits	\$250
Visitor Services and Interpretation	Normal Priority	Meuse-Argonne American Cemetery	Exhibits	Rehabilitate Exhibits	\$400
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	\$200
Visitor Services and Interpretation	Normal Priority	Pointe du Hoc Ranger Monument	Construction– Improvements/Renovations	Upgrade Visitor Center	\$400
					\$2,550

TOTAL FY 2026 \$9,627

ABMC FY 2027 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	High Priority	OO	A&E Services	A/E Services	\$250
Facilities Management	Normal Priority	Chateau-Thierry Monument	Construction – Improvements/Renovations	Repave Entrance Road	\$800
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$200
Facilities Management	High Priority	Montsec American Monument	Construction – New	Construct Public Restrooms	\$250
Facilities Management	Normal Priority	Oise-Aisne American Cemetery	Major Repairs And Renovations	Replace Roadway Border Stones	\$130
					\$1,630

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	Normal Priority	HQ	Professional Services	Education Program	\$250
Historical Services	High Priority	OO	Studies, Analyses, And Evaluations	Vanishing Treasures: Identification, Cataloging, Digitization, and Rehousing of Non-Record Archives Including Historic Documents	\$150
					\$400

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	Normal Priority	Henri-Chapelle American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$1,500
Horticulture	High Priority	Ardennes American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$1,450
Horticulture	Normal Priority	St. Mihiel American Cemetery	Drainage and Irrigation	Replace Irrigation System	\$1,300

Horticulture	High Priority	Lorraine American Cemetery	Drainage and Irrigation	Rehabilitate Deep Well	\$375
Horticulture	High Priority	Manila American Cemetery	Landscaping	Re-level Plot Areas Phase 1	\$1,250
Horticulture	Normal Priority	Cemeteries	Major Repairs And Renovations	NEAC plot releveing	\$100
Horticulture	Normal Priority	OO	Studies, Analyses, And Evaluations	Update Cemetery Planting Plans	\$266
					\$6,241

Program	Project Priority	Location	Project Type	Project Name	Estimate
Information Technology	Normal Priority	HQ	IT Support Services	ABMC Enterprise IT 3.0 (Phase II)	\$2,000
					\$2,000

Program	Project Priority	Location	Project Type	Project Name	Estimate
Public Affairs	High Priority	HQ	Professional Services	Virtual Tour Experience and Tour Guides	\$600
					\$600

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	\$175
					\$175

TOTAL FY 2027 \$11,046

ABMC FY 2028 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Executive Engineer	Normal Priority	Honolulu Memorial	Major Repairs And Renovations	Clean Memorial Stonework	\$175
Facilities Management	Normal Priority	Lorraine American Cemetery	Construction – Improvements/Renovations	Renovate Roads, Pathways, Borderstones & Storm Drainage	\$500
Facilities Management	Normal Priority	OO	A&E Services	A&E Services Contingency	\$100
Facilities Management	High Priority	OO	Major Repairs And Renovations	Maintain Federal Monuments in Europe	\$200
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$200
Facilities Management	Normal Priority	OO	A&E Services	A&E Services Contingency	\$100
Facilities Management	Normal Priority	Suresnes American Cemetery	Construction – New	Construct New Public Restrooms	\$300
					\$1,575

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	Normal Priority	HQ	Professional Services	Education Program	\$250
					\$250

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	High Priority	Lorraine American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$1,500
Horticulture	High Priority	Manila American Cemetery	Landscaping	Re-level Plot Areas Phase 2	\$1,250
Horticulture	Normal Priority	Sicily-Rome American Cemetery	Drainage and Irrigation	Waterproof Reflection Pond	\$150
					\$2,900

Program	Project Priority	Location	Project Type	Project Name	Estimate
Information Technology	Normal Priority	HQ	IT Support Services	ABMC Enterprise IT 3.0 (Phase III)	\$2,000
					\$2,000

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	Cabanatuan American Memorial	Exhibits	Design/Install Exhibits at Visitor Building	\$250
Visitor Services and Interpretation	Normal Priority	Manila American Cemetery	Exhibits	Rehabilitate Exhibits	\$500
Visitor Services and Interpretation	Normal Priority	Normandy American Cemetery	Exhibits	Rehab/Upgrades Exhibits	\$500
Visitor Services and Interpretation	Normal Priority	North Africa American Cemetery	Exhibits	Design/Fabricate Exhibit Panels	\$250
Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Update Interpretative Media	\$450
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	\$200
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	\$175
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Documentation - Administrative History	\$125
					\$2,750

TOTAL FY 2028 \$9,475

ABMC FY 2029 Project List

in thousands \$

Program	Project Priority	Location	Project Type	Project Name	Estimate
Facilities Management	Normal Priority	Aisne-Marne American Cemetery	Major Repairs And Renovations	Replace Slate Roofs (AMAC Visitor Bldg. & Quarters)	\$300
Facilities Management	High Priority	Florence American Cemetery	Construction – Improvements/Renovations	Repair/Repoint Entrance, Bridge & Memorial Stonework	\$350
Facilities Management	Normal Priority	OO	Construction – Improvements/Renovations	Construction Contingency	\$200
Facilities Management	High Priority	OO	Major Repairs And Renovations	Restorations at Overseas Federal Monuments	\$200
Facilities Management	Normal Priority	OO	A&E Services	A/E Services	\$100
					\$1,150

Program	Project Priority	Location	Project Type	Project Name	Estimate
Historical Services	High Priority	OO	Studies, Analyses, And Evaluations	Vanishing Treasures - Processing, Digitization, and Storage of Historic Documents	\$200
Historical Services	Normal Priority	OO	Studies, Analyses, And Evaluations	Conserve & Treat Collections	\$100
					\$300

Program	Project Priority	Location	Project Type	Project Name	Estimate
Horticulture	High Priority	Luxembourg American Cemetery	Drainage and Irrigation	Install New Irrigation System	\$1,750
Horticulture	High Priority	Manila American Cemetery	Landscaping	Re-level Plot Areas Phase 3	\$1,250
					\$3,000

Program	Project Priority	Location	Project Type	Project Name	Estimate
Information Technology	Normal Priority	HQ	Equipment	IT Lifecycle Hardware Replacement	\$100
Information Technology	High Priority	HQ	IT Support Services	Establish a Digitized Records Management Program	\$1,000
Information Technology	Normal Priority	HQ	IT Support Services	Digitization - WWI Burial Files at NARA	\$1,000
Information Technology	Normal Priority	HQ	IT Support Services	Document Digitization Initiative	\$625
Information Technology	Normal Priority	HQ	IT Support Services	Deployment of electronic, automated, cloud based Freedom of Information Act (FOIA) solution	\$175
Information Technology	Normal Priority	HQ	IT Support Services	Deployment of virtual reality experiences at the East Coast Memorial, West Coast Memorial and possibly the Honolulu Memorial and Normandy American Cemetery with the company, TimeLooper.	\$150
					\$3,050

Program	Project Priority	Location	Project Type	Project Name	Estimate
Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Cyclic Updates to Interpretative Media	\$450
Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Update Interpretative Media	\$200
Visitor Services and Interpretation	High Priority	OO	Studies, Analyses, And Evaluations	Visitor Use Study and Satisfaction Survey	\$300
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Documentation - Cultural Landscape Report	\$200
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Archeological Documentation and Burial Location Verification	\$175
Visitor Services and Interpretation	Normal Priority	OO	Studies, Analyses, And Evaluations	Baseline Documentation - Administrative History	\$125

Visitor Services and Interpretation	Normal Priority	OO	Exhibits	Cyclic Updates to Interpretative Media	\$200
					\$1,650

TOTAL FY 2029 \$9,150