

FOR PUBLIC RELEASE



Functional Bureau Strategy

The Office of Foreign Missions

FOR PUBLIC RELEASE

Approved: January 10, 2022

FOR PUBLIC RELEASE

Table of Contents

1. Executive Statement and Mission Statement.....	1
2. Bureau Strategic Framework	3
3. Bureau Goals and Objectives	5
4. Bureau Cross-Cutting Management Objective	14

1. Executive Statement and Mission Statement

Mission:

Support the secure and efficient operations of U.S. missions abroad & regulate the activities of foreign mission in the U.S. to protect foreign policy and U.S. national interests.

The Foreign Missions Act (FMA) (22 U.S.C.§4301-4316) provides the legal foundation to facilitate secure and efficient operations of U.S. missions abroad, and of foreign missions and international organizations in the United States. Congress mandated the creation of the Office of Foreign Missions (OFM) in the FMA to serve the interests of the American public, the American diplomatic community abroad, and the foreign diplomatic community residing in the United States ensuring that all diplomatic benefits, privileges, and immunities would be properly exercised in accordance with federal laws and international agreements.

As an advocate for reciprocal agreements, OFM presses for fair treatment of U.S. personnel abroad while assuring foreign diplomats based in the United States receive the same treatment that each respective government provides in return. Additionally, OFM assists foreign missions in dealing with local government offices in the United States. The concept of reciprocity is best established at 22 U.S.C. § 4301 (c), which states “the treatment to be accorded foreign missions in the United States shall be determined by the Secretary after due consideration of the benefits, privileges, and immunities provided to missions of the United States in the country or territory represented by that foreign mission, as well as matters relating to the protection of the interests of the United States.”

OFM's implementation of the FMA includes overseeing the process used to formally establish, accredit, or terminate foreign missions and international organizations in the United States, including approval or denial of their requests to acquire, renovate, or dispose of real property in the United States; determining, via accreditation, the rights, privileges, and immunities accorded to foreign government and international organization personnel in the United States; assisting U.S. missions abroad in negotiating the reduction or elimination of taxes and customs on their operations, construction projects, and purchases; regulating the operation, titling and registration of the foreign missions' use of motor vehicles in the United States; overseeing the process through which shipments consigned to foreign missions and their members are permitted entry into the United States; restricting the travel of certain foreign mission members in the United States; coordinating the policies and procedures on improving the availability of banking and financial services for foreign missions in the United States; coordinating emergency management planning and response for foreign missions in the United States and their personnel; and, designating/determining other "benefits" accorded to foreign missions and the provisions thereof.

The requirements of the FMA influence OFM's strategic goals and priorities.

2. Bureau Strategic Framework

Bureau Goal 1: Employ reciprocity to ensure equitable treatment for U.S. missions and their personnel abroad.

- **Bureau Objective 1.1:** Develop and enforce reciprocal policies for foreign missions in the U.S. to increase the number of countries that agree/allow U.S. missions to own or lease real property abroad.
- **Bureau Objective 1.2:** Develop and enforce reciprocal policies for foreign missions in the U.S. to provide U.S. missions tax relief on official and personal purchases.
- **Bureau Objective 1.3:** Develop and enforce reciprocal policies for foreign missions in the U.S. to allow U.S. missions to own, lease, or otherwise operate motor vehicles abroad.
- **Bureau Objective 1.4:** Establish agreements with foreign missions that advance same-sex accreditation for U.S. missions abroad.

Bureau Goal 2: Regulate the activities of foreign missions in the United States to protect U.S foreign policy and national security interests.

- **Bureau Objective 2.1:** Implement additional capacity to the bureau's data system – TOMIS – to provide real-time comprehensive information on foreign missions' operations, staff, and movement in the United States.
- **Bureau Objective 2.2:** Utilize data visualization software, such as ArcGIS, to analyze the information collected on the activities of foreign missions in the United States.
- **Bureau Objective 2.3:** Conduct outreach in-person and virtually to promote compliance of Department policies U.S government rules, regulations, and laws.

Bureau Goal 3: Protect the U.S. public from abuses of privileges and immunities by members of foreign missions.

- **Bureau Objective 3.1:** Enforce compliance of motor vehicle liability insurance requirements, as mandated by State Department Basic Authorities Act of 1956, as amended (22 U.S.C. 4304a).

Bureau Cross-Cutting Management Objective 4.1: Provide better oversight and customer service, internally and externally, by strengthening the quality of OFM's policies, products, and information management processes.

3. Bureau Goals and Objectives

Bureau Goal 1: Employ reciprocity to ensure equitable treatment for U.S. missions and their personnel abroad.

- **Bureau Goal 1 Description:** OFM is responsible for ensuring equitable treatment for U.S. missions abroad and their personnel by implementing the Secretary's mandate under the FMA to ensure reciprocity is given due consideration prior to the Department's extension of benefits, privileges, and immunities to foreign missions and their members in the United States, and in accordance with U.S. rules, regulations, and laws, as well as existing bilateral and international agreements. OFM uses the broad authority of the FMA to accomplish this goal to achieve maximum reciprocal privileges, immunities, and benefits for U.S. missions abroad and their personnel.

Bureau Objective 1.1: Develop and enforce reciprocal policies for foreign missions in the U.S. to increase the number of countries that agree/allow U.S. missions to own or lease real property abroad.

- **Bureau Objective 1.1 Justification and Linkages:** As a primary advocate for reciprocal agreements, OFM pursues equitable treatment of U.S. missions abroad, while assuring foreign missions in the United States receive treatment equitable to the treatment their respective governments provide to U.S. missions abroad. Among other benefits, OFM oversees the development and enforcement of policies and guidance relating to the acquisition, maintenance, and sale of real properties.

This objective supports JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 1.1 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;

Approved: January 10, 2022

- Reliance upon partners whose technical capacity does not equal OFM's or vice versa; and
- Reliance upon partners who lack will or ability to share information or participate in initiatives.

Bureau Objective 1.2: Develop and enforce reciprocal policies for foreign missions in the U.S. to provide U.S. missions tax relief on official and personal purchases.

- **Bureau Objective 1.2 Justification and Linkages:** As a primary advocate for reciprocal agreements, OFM pursues fair treatment of U.S. missions abroad, while assuring foreign missions in the United States receive treatment equitable to the treatment their respective governments provide to U.S. missions abroad. Among other benefits, OFM oversees the development and enforcement of policies and guidance relating to tax relief on official and personal purchases.

This objective supports JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 1.2 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM's or vice versa; and
 - Reliance upon partners who lack will or ability to share information or participate in initiatives.

Bureau Objective 1.3: Develop and enforce reciprocal policies for foreign missions in the U.S. to allow U.S. missions to own, lease, or otherwise operate motor vehicles abroad.

- **Bureau Objective 1.3 Justification and Linkages:** As a primary advocate for reciprocal agreements, OFM pursues fair treatment of U.S. missions abroad, while assuring foreign missions in the United States receive treatment equitable to the treatment their respective governments provide to U.S. missions abroad. Among other benefits, OFM oversees the development and enforcement of policies and guidance relating to the acquisition, registration, use, and disposition of diplomatic vehicles.

This objective supports JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 1.3 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM's or vice versa; and
 - Reliance upon partners who lack will or ability to share information or participate in initiatives.

Bureau Objective 1.4: Establish agreements with foreign missions that advance same-sex accreditation for U.S. missions abroad.

- **Bureau Objective 1.4 Justification and Linkages:** As a primary advocate for reciprocal agreements, OFM pursues fair treatment of U.S. missions abroad, while assuring foreign missions in the United States receive treatment equitable to the treatment their respective governments provide to U.S. missions abroad. Among other benefits, OFM advances the accreditation of all spouses.

This objective supports JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

Approved: January 10, 2022

- **Bureau Objective 1.4 Risk Considerations:**

- Reliance upon partners for whose interests and priorities might conflict with OFM's;
- Reliance upon partners who lack transparency or accountability; and
- Reliance upon partners who lack will or ability to share information or participate in initiatives.

Bureau Goal 2: Regulate the activities of foreign missions in the United States to protect U.S foreign policy and national security interests.

- **Bureau Goal 2 Description:** OFM is committed to protecting U.S. foreign policy and national security interests. The ability to regulate the activities of foreign missions in the United States is granted through the broad authority of the FMA and definition of a “benefit.” OFM controls foreign mission activity in the United States through defining a benefit and then creating regulations to govern access to such benefits. Deterring, detecting, and investigating non-compliance of Department policy and local, state, and federal laws is essential to protect and safeguard national security. The ingenuity, resources, and globally present nature of criminal entities that engage in fraud pose a serious risk to U.S. foreign policy objectives. To mitigate that risk, OFM believes in a robust and multi-faceted approach that engages and relies on close coordination between all stakeholders. Data analytics provides insight into trends and identifies links between one case and another. This data is used to develop foreign mission specific policies and regulations responsive to the latest and most pertinent threats to U.S. policy and national security.

Should it be in the interest of U.S. foreign policy or national security, foreign missions may be required to obtain benefits from or through the Secretary on terms and conditions as the Secretary approves, or forego the acceptance, use, or relation of any benefit or to comply with such terms and conditions as the Secretary may determine. This includes any benefit from or authorized by any local, state, or federal government authority, or any entity providing public services.

Approved: January 10, 2022

Bureau Objective 2.1: Implement additional capacity to the bureau's data system – TOMIS – to provide real-time comprehensive information on foreign missions' operations, staff, and movement in the United States.

- **Bureau Objective 2.1 Justification and Linkages:** OFM's ability to regulate foreign missions' activities faces challenges from infrastructure insufficiencies in meeting the needs and expectations of an increasingly demanding audience, i.e., Department colleagues, interagency partners, and the public. OFM must take a proactive approach to anticipate new requirements and demand fluctuations.

OFM's IT department will implement a variety of software improvements aimed at increasing TOMIS' operational capability to gather data and export for analysis. These improvements include expanding OFM's ability to track travel controls, establishing methods to pull foreign mission members' time in the United States, and creating a flagging technique to highlight specific issues related to foreign missions and their members both internally and externally.

Current information must be validated on a regular schedule to ensure most accurate representation of foreign mission presence and operations.

This objective supports JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 2.1 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM's or vice versa;
 - Reliance upon partners who lack will or ability to share information or participate in initiatives; and
 - Technological change that results in obsolete systems, inefficient processes, inadequate training and reduced accessibility to data.

Approved: January 10, 2022

Bureau Objective 2.2: Utilize data visualization software, such as ArcGIS and PowerBI, to analyze the information collected on the activities of foreign missions in the United States.

- **Bureau Objective 2.2 Justification and Linkages:** OFM’s ability to utilize data visualization software is hampered by its expertise in analyzing the current data and issues within the software collecting data. The implementation of additional capacity to OFM’s software – TOMIS – will increase the bureau’s capability to gather further information and track activities of foreign missions in the United States. These improvements will increase OFM’s ability to utilize the data in visual aids and bureau reports for both internal and external uses.

Technologic improvements are necessary to make the data useful to evaluate.

This objective supports JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 2.2 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM’s;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM’s or vice versa;
 - Reliance upon partners who lack will or ability to share information or participate in initiatives; and
 - Technological change that results in obsolete systems, inefficient processes, inadequate training and reduced accessibility to data.

Bureau Objective 2.3: Conduct outreach in-person and virtually to promote compliance of Department policies U.S government rules, regulations, and laws.

- **Bureau Objective 2.3 Justification and Linkages:** OFM's ability to regulate foreign missions' activities faces challenges from infrastructure insufficiencies in meeting the needs and expectations of an increasingly demanding audience, i.e., Department colleagues, interagency partners, and the public. OFM must take a proactive approach to anticipate new requirements and demand fluctuations.

Outreach and education are necessary to motivate adherence to rules and regulations.

This objective supports JSP Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.

- **Bureau Objective 2.3 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM's or vice versa;
 - Reliance upon partners who lack will or ability to share information or participate in initiatives; and
 - Technological change that results in obsolete systems, inefficient processes, inadequate training and reduced accessibility to data.

Bureau Goal 3: Protect the U.S. public from the abuses of privileges and immunities by members of foreign missions.

- **Bureau Goal 3 Description:** One of OFM's main priorities is the protection of the U.S. public from abuses of privileges and immunities by foreign missions and its members. OFM ensures diplomatic privileges and immunities are properly exercised by establishing and maintaining relationships with U.S. law enforcement and security communities at the local, state, and national levels to educate them on OFM's roles and responsibilities, largely regarding the proper extension of diplomatic/consular privileges and immunities.

Bureau Objective 3.1: Enforce compliance of motor vehicle liability insurance requirements, as mandated by State Department Basic Authorities Act of 1956, as amended (22 U.S.C. 4304a).

- **Bureau Objective 3.1 Justification and Linkages:** To ensure compliance by foreign missions and their members with Department policy and U.S rules, regulations, and law, OFM needs to carefully track their purchase and annual renewal of liability insurance related to the risks arising from their operation of any motor vehicle in the United States. The Diplomatic Relations Act of 1978 states that any direct action brought against an insurer shall not be subject to the defense that the insured is immune from suit.

This objective supports JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 3.1 Risk Considerations:**
 - Reliance upon partners for whose interests and priorities might conflict with OFM's;
 - Reliance upon partners who lack transparency or accountability;
 - Reliance upon partners whose technical capacity does not equal OFM's or vice versa;

- Reliance upon partners who lack will or ability to share information or participate in initiatives; and
- Technological change that results in obsolete systems, inefficient processes, inadequate training and reduced accessibility to data.

4. Bureau Cross-Cutting Management Objective

Bureau Cross-Cutting Management Objective 4.1: Provide better oversight and customer service, internally and externally, by strengthening the quality of OFM's policies, products, and information management processes.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:**

OFM provides a wide variety of services to thousands of individuals assigned to foreign missions in the United States. In doing so, OFM supports more than 190 embassies, approximately 700 foreign consular posts, 220 permanent missions to the United Nations, 46 missions to the Organization of American States, the World Bank, the International Monetary Fund, and other accredited international organizations. OFM looks to further enhance its abilities to provide services to such missions based on reciprocity, which directly benefits, both operationally and financially, U.S. operations abroad.

TOMIS is the technological backbone of OFM's operations, which is widely utilized and relied upon throughout the Department and other U.S. government entities. Constant modernization and improvement of TOMIS is crucial to provide straightforward, simplified transactions, improved online and in-face interfaces, and increased options through the application process. Better management of systems and records will improve performance, monitor compliance, and increase the ability to make data-informed, strategic decisions. However, implementation of these efforts faces various risks, ranging from user errors to delays in contract award processing that defer modernization efforts.

This objective supports JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:**
 - Technological change that results in obsolete systems, inefficient processes, inadequate training and reduced accessibility to data.
 - Ability to quickly recruit and adequately retain skilled staff.