



Integrated Country Strategy

Denmark

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1. Chief of Mission Priorities

The Kingdom of Denmark, which includes the semi-autonomous regions of the Faroe Islands and Greenland, is one of America's closest allies. A founding member of NATO, Denmark has contributed significantly to addressing critical security challenges, including fighting terrorism and defeating ISIS, deterring aggression on NATO's eastern flank, and improving domain awareness in the Arctic. Moreover, Denmark is our only ally that is a member of NATO, the EU, and the Arctic Council, making it a natural partner for pursuing shared objectives in a comprehensive manner, and in multiple fora. Our deep social, cultural, and personal ties go back two centuries and sustain a shared commitment to the democratic values that are the foundation of the U.S.-Denmark relationship. We seek to leverage Denmark's strong commitment to the transatlantic security partnership, its innovative commercial and research ecosystem, its global leadership in addressing the climate challenge, and our deep network of people-to-people ties, to achieve shared policy priorities. Our efforts in these areas extend to all constituent parts of the Kingdom of Denmark, including Greenland and the Faroe Islands.

Denmark looks to the United States and NATO as the bedrock of its security. It has been a leading voice in Europe in pushing back against autocratic threats to democratic order, actively contributing to efforts to address resurgent challenges from Russia on NATO's eastern flank, and increasingly engaged on the threat from the PRC. Denmark was one of the first nations to join the coalition to defeat ISIS, currently leads NATO Mission Iraq, and has made meaningful contributions in Syria. It was a strong partner in Afghanistan, up to, and during, the 2021 withdrawal. From the Gulf of Guinea to the Sahel, Denmark has also been active in addressing shared security challenges on the African continent. As threats to the rules-based order in the Arctic grow, Denmark's efforts at improving domain awareness in its vast territory take on increasing importance. Mission Denmark welcomes the Danish commitment to reach defense spending of 2 percent of GDP by 2033, and will encourage the Danish government as it prepares a defense agreement for 2024 to allocate the resources required to meet NATO capability targets, address challenges from Russia – including in the Arctic, and move expeditiously towards conclusion of a Defense Cooperation Agreement. In coordination with

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the Danish government, we will also engage partners throughout the Kingdom, including Greenland and the Faroe Islands, to share our perspective on the importance of transatlantic cooperation in addressing emerging security threats. Denmark is a superb counterpart in addressing violent extremism and other shared transnational criminal and security threats and providing outstanding cooperation with U.S. law enforcement and security agencies.

Denmark's ambitious response to climate change – a 70 percent CO2 emission reduction target from 1990 levels by 2030 – creates unique opportunities for partnership. From wind energy and power-to-X, to zero emission shipping, mitigation technologies in hard-to-abate sectors, biomanufacturing and biofuels, Denmark provides a welcoming environment for a wide range of technologies critical to climate solutions. Mission Denmark will encourage progress in the framework of the 2021 MOU signed by the Secretary of Energy and the Minister of Climate, Energy, and Utilities on clean energy research, science, and technology. More generally, Denmark's strong innovation ecosystem, notably in quantum sciences among other disciplines, makes it a critical partner in our efforts to ensure that the rules and practices guiding critical emerging technologies reflect our shared values.

Denmark is a strong global defender of human rights with an impressive non-governmental sector that includes some of the world's leading organizations on issues ranging from displaced persons to torture victims. While we will continue to share our perspective on issues where Denmark's social consensus diverges from our policy interests – the importance of the free practice of certain religious rites, or aspects of asylum policy – we will seek to leverage Denmark's strengths in the global defense of fundamental democratic principles. This will include active cooperation on ensuring that leadership of critical international organizations reflect our shared values and interests. Denmark's initiatives at the nexus of technology and democracy address some of the most critical challenges facing our societies. We will seek opportunities to shape the conversation, including through the engagement of outside stakeholders, to ensure our efforts align in fostering democratic values, while maintaining open, innovative ecosystems.

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From data privacy, to digital markets, to AI, getting that balance right is becoming increasingly central to our global economic agenda. In the wake of Brexit, Denmark is one of our more sympathetic partners in the EU on these issues. Mission Denmark will engage, as appropriate, with Danish stakeholders to complement our broader European efforts on the regulatory foundations of the future economy. We will also seek opportunities to leverage Danish expertise farther afield: from their pension funds' focus on sustainability, to Danish corporate foundations' unique positioning in support of development goals, Denmark's institutions can be strong allies in our efforts to present alternatives to development and investment models favored by our strategic competitors. Closer to home, we will work through local partners such as the American Chamber of Commerce in Denmark, the Confederation of Danish Industries, and other groups to assist U.S. companies to enter, compete, and win in Danish markets. Denmark's ambitious climate goals present particularly interesting opportunities to promote emerging U.S. tech in areas such as bio-based solutions, carbon management and technology fostered by Denmark's wind resources, notably broad power-to-X solutions. Danish investments in the United States accounted for almost 80,000 U.S. jobs, and we will continue to promote America as an investment destination. Embassy Commercial and Consular services are closely integrated into this approach.

Mission Denmark will continue to build on our strong foundation of engagement with both Greenland and the Faroe Islands. With the opening of Consulate Nuuk in 2020, successful efforts to resolve issues surrounding the service of Thule Air Base, and the restart of the "Joint Committee" with its full slate of cooperative projects in minerals and energy, trade and investment, cultural, educational, and scientific matters, our relationship with Greenland has entered a new era. Expanded trade and investment ties, progress in sustainably incorporating Greenlandic resources in critical mineral supply chains for the green transition, and stronger people-to-people and business-to-business ties from tourism to scientific research and educational exchange, will be the hallmarks of future success. In the Faroe Islands we will build on the November 2020 partnership agreement that outlined areas for joint collaboration, including marine resource management and cultural cooperation. The establishment of a U.S. Faroes Business Forum will be an important vehicle for carrying forward our trade and

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investment relationship; we will continue to work with public and private sector partners to identify opportunities for growth. In both jurisdictions we will continue to sensitize our partners to shared security interests, always respectful of Kingdom of Denmark competencies, and in cooperation with Copenhagen where appropriate.

Success in all dimensions of our partnership ultimately rests on the strong foundation of people-to-people ties that characterizes the U.S.-Kingdom of Denmark relationship. Continued cultivation, and rejuvenation, of the myriad organizations, citizens groups, student exchanges, and individual initiatives that represent our countries' connective tissue will be an important aspect of our work. Sufficient programmatic resources to effectively complement, and leverage, those efforts that contribute most to our shared objectives will be vital to success. As we work through the after-effects of the pandemic, it will be critical that our consular section has the resources it needs to provide timely service to the business, student, tourism, and cultural travelers who are the lifeblood of our relationship. Similarly, with the prospect of increased tourism to Greenland and the Faroe Islands, it will be more important than ever that we have the resources required to address potential American citizen service needs in the more remote areas of the Kingdom. Lastly, we wish to emphasize that none of these efforts can succeed without thorough support for management objectives. These objectives are integral to all other goals, and by right should be included under each of the other distinct goals.

2. Mission Strategic Framework

Mission Goal 1: Safeguard and support U.S. Citizens and interests in the Kingdom of Denmark and the homeland

- **Mission Objective 1.1:** Assist U.S. citizens and promote their interests by facilitating legitimate travel, study, and investment in the United States
- **Mission Objective 1.2:** Increase cooperation to identify, target, and dismantle transnational criminal threats

Mission Goal 2: Leverage Denmark's dynamic and innovative economic and research ecosystem to further shared prosperity, innovative growth, and technological advancement, consistent with common values, through a closer partnership with the Kingdom of Denmark

- **Mission Objective 2.1:** Promote shared prosperity through advocacy for U.S. businesses in the Kingdom of Denmark and attraction of Danish investment to strengthen the U.S. economy
- **Mission Objective 2.2:** Develop and deploy climate solutions while supporting U.S. companies, workers and consumers through a multi-faceted global climate partnership with the Kingdom of Denmark
- **Mission Objective 2.3:** Reinvigorate U.S.–Denmark science partnership to combat the COVID-19 pandemic and promote public health, support cutting edge research, develop public-private partnerships for scientific innovation, and protect the integrity of research

Mission Goal 3: Strengthen support for a rules-based, democratic world through enhanced partnerships on global priorities with the Kingdom of Denmark

- **Mission Objective 3.1:** Encourage Denmark's leadership on global democratic governance by promoting democratic values, human rights, and civic engagement
- **Mission Objective 3.2:** Capitalize on U.S and Danish expertise and shared values to push back against autocracies, fight corruption, and promote human rights for all people
- **Mission Objective 3.3:** Build on our Alliance to strengthen integrated defense capabilities in the Arctic, Baltic, and international operations

Mission Goal 4: Deepen and broaden engagement with Greenland and the Faroe Islands, in coordination with Copenhagen, to further shared economic, environmental, cultural and research interests in the Kingdom of Denmark

- **Mission Objective 4.1:** Deepen our Greenlandic and Faroese partnerships, in coordination with Denmark, to protect the environment, strengthen health capacity, and promote shared prosperity and mutual security

Management Objective 1: Provide effective platforms and services for promoting and protecting U.S. interests by maximizing security for facilities and staff, reinforcing infrastructure, and advancing new facility acquisitions across the Mission

3. Mission Goals and Objectives

Mission Goal 1 | Safeguard and support U.S. Citizens and interests in the Kingdom of Denmark and the homeland

Description | Protecting U.S. citizens and interests remains Mission Kingdom of Denmark's (Mission Denmark) first focus, and we will continue to build on our already outstanding bilateral cooperation to mitigate threats to the American homeland and to U.S. citizens and facilities in the Kingdom of Denmark.

Transnational threats, such as terrorism, narcotics trafficking, trafficking in persons, import and export violations, and cyber-crime remain issues for the Kingdom of Denmark and its neighbors. Our law enforcement team approach will continue its efforts on collaboration with the Kingdom of Denmark to sustain counterterrorism efforts, including monitoring shifts in threats and supporting Denmark both operationally and analytically. Shared operational capabilities to identify, investigate, and prosecute transnational crime will be enhanced through operational and capacity building partnerships. We will work with entities across the Kingdom of Denmark to improve its ability to detect and counter cyber threats and crime and look for opportunities to cooperate against common enemies in this area.

We will ensure a coordinated approach with The Kingdom of Denmark as a close ally on economic security issues. As a like-minded partner, Denmark can be constructive within EU discussions on coordinating the designation and implementation of sanctions. We will share the U.S. experience with foreign investment screening to assist the Kingdom in building its nascent capacity to identify and mitigate threats to its critical infrastructure and critical technology.

Objective 1.1 | Assist U.S. citizens and promote their interests by facilitating legitimate travel, study, and investment in the United States

- **Justification** | Assisting U.S. citizens is the number one mission priority and has remained so throughout the COVID-19 pandemic. The pandemic created new

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challenges for assisting U.S. citizens and promoting U.S. interests in the Kingdom of Denmark, including restrictions on movement and gathering. These severely impacted travel between the U.S. and the Kingdom of Denmark, limiting the ability of legitimate travelers to conduct people-to-people exchanges, carry out business plans, undertake study, and reunite with family members. The resumption of international travel and of regular consular services is an opportunity to expand on the continued work of protecting U.S. citizens and promoting legitimate travel to the United States.

- **Linkages** | CA FBS Bureau Objective 1, 2, and 3. Bureau Objective 4.4
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage U.S. citizens and counterparts across the Kingdom of Denmark.

Objective 1.2 | Increase cooperation to identify, target, and dismantle criminal threats

- **Justification** | Denmark is a strong and capable ally in addressing transnational threats, such as terrorism, narcotics trafficking, trafficking in persons, import and export violations, and cyber-crime. Our law enforcement team approach will focus on collaborating with Denmark to improve its response to cyber threats; sustain its counterterrorism efforts, including monitoring shifts in threats and supporting Denmark both operationally and analytically; and enhance its operational capabilities to combat transnational crime. We will work with entities across the Kingdom of Denmark to improve its ability to counter cyber-crime and look for opportunities to cooperate against common enemies in this area.
- **Linkages** | Bureau Objective 4.3, Bureau Objective 4.4, Bureau Objective 3.2
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage American citizens and Danish counterparts.

Mission Goal 2 | Leverage Denmark's dynamic and innovative economic and research ecosystem to further shared prosperity, innovative growth, and technological advancement, consistent with common values, through a closer partnership with the Kingdom of Denmark

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Description | Denmark is a leader in Europe and the world in several critical sectors. Denmark has a sophisticated and developed wind energy industry, particularly in the offshore area, and works in both developed and developing markets.

Denmark also has a world class pharmaceutical sector, led by industry giant Novo Nordisk. Denmark's successful management of COVID-19 came in large part from its ability to rapidly deploy testing and vaccines when available, and it has been a global partner in developing and deploying vaccines and therapeutics for the virus.

Denmark trains the highest number of students in quantum technologies in the world per capita, a fitting legacy from Nobel laureate Niels Bohr.

Our work to deepen partnership with the Danish government and Danish companies will enhance U.S. and Western technological leadership in these emerging fields, build jobs for American workers, and open opportunities for U.S. businesses in the Kingdom of Denmark and around the world.

Objective 2.1 | Promote shared prosperity through advocacy for U.S. businesses in the Kingdom of Denmark and attraction of Danish investment to strengthen the U.S. economy

- **Justification** | The United States is Denmark's second-largest trading partner overall and its largest recipient of Danish foreign direct investment. U.S. companies compete effectively in the Kingdom of Denmark and stand to benefit from opportunities stemming from even more government focus on the green transition. Similarly, promoting investment opportunities within the U.S. market, particularly innovative technology, pharmaceuticals, and renewable energy, will boost opportunities for U.S. companies and workers.
- **Linkages** | Bureau Objective 3.1, Bureau Objective 3.4, Bureau Objective 3.3, Bureau Objective 4.4
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage business and Danish counterparts

Objective 2.2 | Develop and deploy climate solutions while supporting U.S. companies, workers and consumers through a multi-faceted global climate partnership with the Kingdom of Denmark

- **Justification** | Denmark is considered one of the most ambitious countries in combatting climate change, including a domestic commitment to reduce greenhouse gases by 70 percent by 2030. It is a pioneer in offshore wind development and deployment, energy efficiency, sustainable cities, winding down oil and gas exploration, and decarbonizing global shipping. The Danish government also has announced ambitious plans to build two massive “energy islands” to accelerate the movement to green fuels. The Danish government has prioritized cooperation with the Biden Administration and joined a number of initiatives during the 26th meeting of the Conference of the Parties (COP-26) in Glasgow, including the Global Methane Pledge and an agriculture innovation initiative (AIM4C). The U.S. Department of Energy and three Danish government bodies signed a new memorandum of understanding focused on clean energy research in June 2021 and the parties are exploring joint funding. With Denmark’s expertise in green technology, the country can also be a constructive contributor to and partner in the Administration’s global infrastructure priorities.
- **Linkages** | Bureau Objective 4.1, Bureau Objective 3.4, Bureau Objective 4.4
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage American citizens and Danish counterparts

Objective 2.3 | Reinvigorate U.S.–Denmark science partnership to combat the COVID-19 pandemic and advance global health system’s capacity to promote public health, support cutting edge research, develop public-private partnerships for scientific innovation, and protect the integrity of research

- **Justification** | The United States and Denmark partnered throughout the COVID-19 pandemic in critical research as well as to push for transparency in the origins of the pandemic. Following the United States’ re-joining the World Health Organization (WHO), the Embassy has strengthened collaboration with the WHO Regional Office for

Europe headquartered in Copenhagen. Denmark is deeply interested in enhancing cooperation in life sciences, including in cancer research, anti-microbial resistance, novel vaccine development, and preparing for future pandemics. European Union data protection rules (“GDPR”) are limiting joint research opportunities and led to the cancellation of a long-term collaboration with the U.S. National Institutes of Health.

- **Linkages** | Bureau Objective 3.1, Bureau Objective 4.2
- **Risks** | EU data sharing regulations and their implementation could limit the ability of scientists and companies to engage in shared research

Mission Goal 3 | Strengthen support for a rules-based, democratic world through enhanced partnerships on global priorities with the Kingdom of Denmark

Description | The Kingdom of Denmark views global challenges similarly to the United States and has a values-based foreign and security policy which aligns resources to address challenges to democracy and human rights, as well as presenting a strong and united front against autocratic leaders, particularly directed at Russian aggression in Europe.

Denmark is a ready partner on two key fronts. Its 2021 Tech for Democracy initiative highlights the impacts, both positive and negative, technology can have on governance and human rights. Denmark was the first country to install a Tech Ambassador in Silicon Valley, and has worked with industry to find an approach that balances the needs of society with those of industry. The government announced plans in 2021 and early 2022 for greater regulation of “tech giants.” Denmark has ambitions, particularly within the EU, to shape a global approach towards ensuring a positive role for technology in society and democracy. That will create both opportunity, and potential challenges, as we work to harmonize efforts of like-minded partners with emerging U.S. views on tech regulation.

Denmark is also a faithful and active NATO ally. Denmark’s government and four largest political parties announced in March 2022 an agreement which will increase defense spending by \$1 billion over the next two years as well as setting a firm commitment to reach defense spending of two percent of GDP from 2033 in perpetuity. It has played a key role in all major

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NATO missions, including serving as the lead for NATO Mission Iraq from November 2020 until May 2022. Denmark has highly capable forces, but a NATO assessment highlighted multiple areas where Denmark would need to do more to meet its commitments, including in surveillance and providing a brigade for NATO use in a crisis. Our work will strengthen our partnership with entities across the Kingdom of Denmark and support the Danish commitment to raise its defense capability in line with NATO and domestic needs.

Objective 3.1 | Encourage Denmark's leadership on global democratic governance by promoting democratic values, human rights, and civic engagement

- **Justification** | The United States and the Kingdom of Denmark have shared democratic values that have helped underpin our historic alliance. Denmark is a consistent and credible advocate for protecting human rights and strengthening democratic institutions around the world. Highlighting this shared value as crucial to the U.S. – Denmark alliance will encourage Denmark to exercise further leadership in promoting human rights globally, especially in the technological space, and to ensure that its society is inclusive and encouraging of religious freedom and asylum seekers – areas where Denmark has seen challenges in recent years.
- **Linkages** | Bureau Objective 1.3, Bureau Goal 2
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage U.S. citizens and Danish counterparts

Objective 3.2 | Capitalize on U.S and Danish expertise and shared values to push back against autocracies, fight corruption, and promote human rights for all people

- **Justification** | Due to the disruptive influence of authoritarian nations, increasing disinformation efforts, and the proliferation of online conspiracy theories, there is a perception among audiences across the Kingdom that democratic institutions are fraying at the seams. The pandemic and accompanying isolation have heightened online users' vulnerability to false narratives. Mission engagement will seek to expose the destabilizing tactics of authoritarian nations, highlight the corrosive effects of corruption

and disinformation on democratic societies, and provide additional tools for media, researchers, and students to source and share accurate information.

- **Linkages** | Bureau Objective 1.2, Bureau Objective 1.4, Bureau Goal 2, Bureau Objective 3.2
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage U.S. citizens and Danish counterparts

Objective 3.3 | Build on our Alliance to strengthen integrated defense capabilities in the Arctic, Baltic, and international operations

- **Justification** | Denmark is a capable and willing NATO ally and has served alongside the U.S. in Iraq, Afghanistan, and on NATO missions throughout Europe. Denmark has announced a \$1 billion investment over the next two years. This will help address several areas where NATO assessments highlighted needed improvements to its capabilities. These include awareness in NATO's High North and increased capabilities for a brigade, including missile defense. Denmark is an F-35 partner nation, and will see delivery of the first F-35s in Denmark in 2023.
- **Linkages** | Bureau Objective 1.1, Bureau Objective 4.5, Bureau Objective 1.4
- **Risks** | Alternate budget demands could limit the increases in Danish defense spending necessary to build sufficient defense capabilities.

Mission Goal 4 | Deepen and broaden engagement with Greenland and the Faroe Islands, in coordination with Copenhagen, to further shared economic, environmental, cultural, and research interests in the Kingdom of Denmark

Description | While the United States has a longstanding partnership with Denmark, our relationship with Greenland and the Faroe Islands has been limited by their geographic remoteness. Yet these constituents are strategically positioned in the North Atlantic and Arctic, and there are significant opportunities to grow our economic, commercial, environmental, cultural, and scientific ties with their peoples. Greenland plays a key role in the global climate,

with melting of its ice sheet threatening a significant rise in sea levels over the coming century. Its mineral resources, particularly in rare earth elements, could play an important role in providing materials to meet climate goals and U.S. secure supply chain priorities. The restart of the U.S.-Greenland Joint Committee in 2021 laid the foundation for deepening cooperation on these issues. The Faroe Islands can play an important climate role as well. The U.S.-Faroe Islands 2020 Partnership Declaration provides the framework for bilateral engagement. Both Greenland and the Faroe Islands lie in an area increasingly contested by a remilitarizing Russia and by PRC investments in a “Polar Silk Road,” and Greenland hosts Thule Air Base, an important component of U.S. homeland defense and space operations. Engagement with these two nations also is an important element of the Mission’s efforts to increase inclusivity and work with diverse audiences in the Kingdom. The United States will continue our efforts to be a partner of choice for the entire Kingdom of Denmark and will work to align Greenland and the Faroe Islands further with the West.

Objective 4.1 | Deepen our Greenlandic and Faroese partnerships, in coordination with Denmark, to protect the environment and promote shared prosperity and mutual security

- **Justification** | Greenland and the Faroe Islands can serve as important partners in several environmental, scientific, and health areas. In the global effort to fight climate change, scientific work with partners in Greenland will help us better understand the impacts of current climate trends. Increased use of ocean-based energy solutions would reduce emissions and combat climate change. Health collaboration will improve response to future pandemics, develop opportunities for U.S. companies, and support better health for our populations. We will work to help Greenland develop its mineral resources and grow our bilateral trade and investment relationship. We will deepen engagement with the Faroe Islands to enhance trade opportunities.
- **Linkages** | Bureau Objective 4.4, Bureau Objective 1.1, Bureau Objective 2.3, Bureau Objective 3.1, Bureau Objective 3.2, Bureau Objective 3.4

- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage business and Kingdom counterparts. Increased U.S. engagement with Greenlandic and Faroese counterparts could strain intra-Kingdom dynamics.

4. Management Objective

Management Objective 1 | Provide effective platforms and services for promoting and protecting U.S. interests by maximizing security for facilities and staff, reinforcing infrastructure, and advancing new facility acquisitions across the Mission

- **Justification** | Our Mission to the Kingdom of Denmark relies on our Management section to support efforts to protect U.S. citizens, promote U.S. interests, and engage local populations. The Mission will work to address several constraints related to our platform and the local environment.

The decision to rescope the Chancery Select Improvement Project (SIP) in 2020 has created significant challenges for maintaining our facilities. While the SIP is expected to be completed in 2022, with major replacements and improvements to the heating, cooling, and network cabling systems, the building is only expected to have another 8-10 years of usable life. Plans to redesign office space in pursuit of better security and work environment were abandoned, as were important facility upgrades. Overall, the 1954 building continues to experience system failures and chronic repair issues, and workspaces will continue to degrade relative to comfort and efficiency. We expect to have additional post led follow-on projects to mitigate some of the issues, and a DS-led Technical Security Upgrade in late 2022, as well.

OBO has authorized the first stages of a New Embassy Compound (NEC) search and Post is coordinating to investigate options in Copenhagen's rapidly moving, highly constrained, and very expensive real estate market. Post anticipates the acquisition process will take three to five years to complete, followed by a three-year construction period of a NEC, with a likely occupancy timeframe in 2029 or 2030. Coordinating with the various development equities around Copenhagen and OBO, Management will be heavily involved in advancing this key mission goal.

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With the addition of Consulate Nuuk, Embassy Copenhagen's management section has extended its support model well beyond its traditional role. Through remote provisioning of ICASS services, multiple scheduled and VIP support visits, and the search for a permanent facility, Embassy Copenhagen's team will continue to engage on this key mission priority.

Beyond the facilities concerns, Mission Denmark's work force has, and will continue to see, key retirements across many sections, including in at least three management functions. Ensuring we have a competitive compensation package is critical to attracting and retaining top talent, especially in Denmark's continued growth economy. With the additional support requirements from Consulate Nuuk, our personnel need to be agile, adaptable, and experts in their field.

- **Linkages** | Management Objectives support all listed Mission Goals
- **Risks** | Continued deferment of facilities maintenance risks increasing failures of supporting infrastructure such as communications, environmental controls, and physical security.